Ashford and St. Peter's Hospitals NHS
NHS Trust

TRUST BOARD
28th October 2010

TITLE	**Chief Executive's Report**
EXECUTIVE SUMMARY	Trust overview
BOARD ASSURANCE (Risk) / IMPLICATIONS	n/a
STAKEHOLDER / PATIENT IMPACT AND VIEWS	Positive stakeholder engagement through Annual General Meeting and other events.
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Note the report
Submitted by:	Andrew Liles, Chief Executive
Date:	20th October 2010
Decision:	For Noting

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Chief Executive's Report

Trust overview

Capacity issues

Over the past few weeks we have seen increasing numbers of patients needing admission to hospital which in turn has created an increase in demand for beds. This has caused us some severe capacity issues which came to a peak earlier this month, requiring us to take radical action in order to ensure continued safety for our patients. Thanks to the hard work and commitment of our staff – particularly our A&E team – and also good support from our community colleagues, we were able to bring this peak under control quickly with minimum disruption for patients.

However, to meet this increasing level of demand going forward, we need to be more efficient in how we plan the patient journey through and out of our hospitals and we are already taking actions to achieve this. Part of this will involve a more efficient discharge process and continued good partnership working with our other health and social care colleagues in North West Surrey. In addition, there are improvements to all internal processes that we need to continue to make, such as a strong senior presence on all of our wards each day.

Given that we have been stretched so early in the autumn – and other neighbouring Surrey and London trusts are experiencing similar problems – we should probably expect a tough winter. However, how we have handled recent events shows that by working together – internally and with external colleagues – we can manage these peaks in admissions and take the necessary actions to protect our patients.

Developments and events

Business Planning Day

Earlier this month we held a business planning day at Ashford Hospital to begin to set our priorities and plans for 2011/12. Attendees at the event included representatives from our clinical divisions and directorates (including Divisional and Clinical Directors and General Managers), heads of department and key representatives from our non-clinical support services. There was broad agreement to the proposed business objectives going forward and good working discussions in terms of setting Divisional and priorities and plans. Further work will now take place at a local level to finalise the business plans for 2011/12, which will include setting activity levels, budget and workforce numbers. All business plans will also need to outline proposals for improving patient experience and acting positively on patient feedback.

Trust Annual General Meeting

Around 100 people attended the Trust's Annual General Meeting which was held at the HG Wells Centre in Woking on 30th September. The audience included local councillors, Trust members, potential governors and others with a keen interest in our two hospitals. The evening was opened by Aileen McLeish, followed by a presentation by myself on how the Trust has performed over the last year and our plans for the future. John Headley gave a brief overview of our financial performance, highlighting our £6.3m surplus for last year and described some of the challenges for the next 12 months.

The keynote speaker was Dr Paul Crawshaw, Clinical Director for Paediatrics and Neonatal Consultant, who gave a presentation of our neonatal services for babies who are acutely ill. Paul highlighted the strong links the unit has with the local community, particularly in terms of fundraising, and also described some of the department's plans which include expanding the transitional care unit to 9 cots which will increase the capacity for babies within the unit. The

evening concluded with a lively question and answer session which gave members of the Board the opportunity to answer questions directly from members of the local community.

Maternity Services achieve highest patient safety standard
Our maternity services, which are based at St Peter's Hospital, were recently awarded the top standard for patient safety protocols by the NHS Litigation Authority.

The Clinical Negligence Scheme for Trusts (Maternity Standards) measures the way maternity departments manage safety and risk, essentially to ensure services are as safe as possible. Achieving Level 3, which is the highest level, means that as well as having the right safety protocols in place and put into practice, the Trust is regularly reviewing the service and making responsive changes. This is a tremendous achievement particularly as the bar was raised in terms of standards earlier in the year and we are the first Trust in the country to achieve this 'new' more challenging Level 3. Trusts are not usually able to move from Level 2 to Level 3 for a minimum of 2 years, but we were allowed to apply within just 8 months due to the high standards already in place. An enormous amount of work has gone into this by everyone within the department, particularly by Clinical Governance Manager Jacqui Rees who co-ordinated the whole process.

Award-winning staff celebrated as the best in the region
On Thursday 7th October, three members of staff from Ashford and St Peter's enjoyed success at the South East Coast Health and Social Care Awards. Lynn English, Chaucer Ward Clerk at Ashford Hospital, won the 'Unsung Hero' award with Maxwell Freer, IT Network and Systems Manager, also a finalist in the same category. Dr Gill Britton, Occupational Health Consultant, won the much coveted title of 'Health Professional of the Year.'

Lynn was described as 'the heart and soul of Chaucer Ward', someone who goes well beyond the call of duty and, in addition to her day job, has raised large sums of money for the ward and also chairs the Ashford Stroke Klub supporting local stroke patients and their carers. Dr Gillian Britton has worked at Ashford and St Peter's Hospitals since 1986 and is widely respected among her peers for leading and developing the occupational health service, believing that members of staff are the greatest asset an organisation can have. Maxwell is the 'behind the scenes' technical expert who ensures that every member of staff has round-the-clock access to essential computers, networks and systems, and has been known to work through the night when upgrading systems to minimise disruption to front-line staff and patients.

We were the only Trust in the South East Coast to win two of the eight awards which are available to over 47,000 NHS employees in Surrey, Kent and Sussex.

Leading Ashford and St Peter's from Good to Great
Earlier this month we held the second Masterclass for those on our Leading Ashford and St Peter's from Good to Great programme, a cross section of around 100 staff who applied to spend a year working together on projects and attending a series of masterclasses on leadership. The focus was on 'Safety and the Customer Experience' and once again we were proud to host two excellent speakers; Professor Michael West, Dean at Aston University who gave us an academic perspective, and Captain Philip Higton, a retired airline captain who talked about his experience in the aviation industry. Both speakers gave the audience much to take away and feedback from those attending was extremely positive.

Foundation Trust update
We are nearing completion of the final stage of our application process to become a Foundation Trust. Following a very thorough assessment process to date by Monitor, the next major stage in the process is a Board to Board meeting with them on 4th November. Monitor's assessment of us concentrates on four key areas; the quality and safety of our services; how well we are governed; a thorough financial assessment; and testing the leadership of the organisation which essentially will take place through the Board to Board challenge session in November.

We are now working with the Electoral Reform Society to conduct the elections to the Council of Governors (16 public Governors and 5 staff Governors). All these seats are being contested except one, with 85 public members standing for election and 19 members of staff. Election packs have now been sent out to all eligible members. The closing date for voting packs being received is Monday 2nd November, with results published on 3rd November.

Update on car parking
Since the masterplan for the St Peter's campus was approved in early 2010, planning permission has been formally granted for two new car parking decks. We are now in the early stages of reconfiguring the existing car parking places to ease congestion on site and make it easier for patients and visitors to find a space. Two car parking decks will be added, the first outside Abbey Wing (completion due summer 2011) and the second later in the year behind the Duchess of Kent wing.

Ashford Hospital League of Friends Annual General Meeting
At the end of last month the Ashford Hospital Leagues of Friends held their Annual General Meeting at Ashford Hospital. This was an opportunity for members of staff to thank the Friends for their hard work fundraising which, over the last year has raised over £32,000. This has bought items ranging from a £75 printer for the Faith Room, £6000 on patient chairs for Dickens ward, to a special £25,000 operating table for patients who require surgery because they are medically obese. The Friends raise their funds through a variety of ways including running the Atrium café and the ground floor coffee shop, providing a trolley service around the wards for patients and doing a variety of table sales and other events during the year.

Meetings and visits
During the last month I have attended the Trust's Employee Partnership Forum, and welcomed new employees at the Trust induction day at Ashford Hospital.

I had my first meeting with Anne Walker the new Chief Executive at NHS Surrey, as well as attending the Surrey Chief Executives' Forum, and the Regional Chief Executives meeting for the South East Coast. I have attended the North West Surrey Transformation Board and met with Dr Liz Lawn, local GP and Chair of the North West Surrey Local Executive Committee. I have also held meetings with Nick Moberley, Chief Executive of the Royal Surrey County Hospital, Samantha Jones, Chief Executive of Epsom and St Helier Hospitals, Tricia McGregor and Jo Pritchard, joint Managing Directors of Central Surrey Health and Amanda Federo, Chief Executive of NHS Brighton and Hove. I also attended a Talent Management Workshop at the Strategic Health Authority.

Submitted by: Andrew Liles

Date: 20th October, 2010