

TRUST BOARD
28th January 2016

Agenda item number	4.2
Title of paper	Chief Executive's Report
Sensitivity of this paper :	
• Commercial in confidence?	
• Patient confidential?	
• Suitable for public access?	√
Any other papers which this particular paper relates to?	
<u>Strategic objective(s)</u> that this paper relates to :	
• Best outcomes	√
• Excellent experience	√
• Skilled & motivated teams	√
• Top productivity	√
<u>ASPH value(s)</u> which this paper relates to :	
• Patients first	√
• Personal responsibility	√
• Passion for excellence	√
• Pride in our team	√
Executive summary	Highlights from the month
Recommendation	To note
Specific issues checklist :	
• Quality and safety issues?	No
• Patient impact issues?	Positive impact on patients Junior Doctor Industrial Action
• Employee issues?	Skilled, motivated teams Junior Doctor Industrial Action
• Other stakeholder issues?	Junior Doctor Industrial Action
• Equality & diversity issues?	No
• Finance issues?	No

<ul style="list-style-type: none">• Legal issues?	Junior Doctor Industrial Action
<ul style="list-style-type: none">• Risk issues? Link to relevant BAF item number if so	No
Author name/role	Giselle Rothwell, Head of Communications
Presented by director name/role	Suzanne Rankin, Chief Executive
Date	18 th January 2016
Board action	Receive

#RightCulture

We continue to take positive steps in developing a sense of community at the Trust and encouraging the type of culture colleagues have told us they want to see. I was pleased to see so many activities over the Christmas period, such as our annual 'decorate a door' competition, a traditional Christmas performance by our staff choir and a Santa's grotto for children and grandchildren of staff which was really well attended. These kinds of events help to generate that sense of wider community, bringing colleagues together.

Looking ahead, we are holding two further *In Your Shoes* days in March, where staff have the opportunity to find out what it's like to work in other departments/areas of the hospital. To date over 190 colleagues have taken part in this initiative which is helping people have a greater understanding of the organisation as a whole as well as encouraging career development and opportunity.

Best Outcomes

Acute Kidney Injury

The Trust has been selected to join four other Trusts in an exciting collaborative project to tackle acute kidney injury - Derby Teaching Hospitals NHS Foundation Trust, Leeds Teaching Hospitals NHS Trust, Bradford Teaching Hospitals NHS Foundation Trust, Frimley Health NHS Foundation Trust, along with Surrey Pathology services, the UK Renal Registry, the University of Bradford, NHS England and the national programme Think Kidneys. The project was launched at a special event at the end of November at St Peter's hospital and the roll out process began in December in the Medical Short Stay Unit. The aim of the project is to educate staff to be able to detect and treat acute kidney injury earlier to improve patient outcomes.

Acute kidney injury is a sudden reduction in kidney function. It is not a physical injury to the kidney and often occurs without symptoms. As well as being common, it is both harmful and sometimes preventable. Tackling acute kidney injury is a quality improvement project, funded by the Health Foundation, which has been set up to test a potential solution to address these problems. We want to improve the quality of care patients receive when this happens and to improve the number of patients who recover from acute kidney injury.

Excellent Experience

Memory Tree Opening

A new artwork installation, 'A Memory Tree for Organ Donors', was unveiled by The Mayor of Runnymede and I at a special commemorative event held at St Peter's Hospital on 12th December, to recognise the precious gift given by organ donors.

Designed to be a permanent feature at the hospital, beautifully crafted Memory Tree – a unique metal design - is positioned in a prominent location close to the Intensive Care Unit. The event was attended by three families associated with organ donation together with Clinical Lead for Organ Donation at the Trust, Dr Pardeep Gill, Specialist Nurses for Organ Donation Emma Little and Jessica Gregory and previous Chair of Organ Donation Committee, Diana Manthorpe.

Maternity Services Survey

In December the Care Quality Commission published the results of the latest maternity patient survey commissioned at hospitals across England.

The results from the survey demonstrated that Ashford and St Peter's continues to maintain high standards in maternity care. The survey, conducted in 2015, used women's experiences of maternity services from 133 NHS acute trusts in England, with responses received from more than 20,000 service users. A total of 157 patients who received care and treatment at Ashford and St Peter's, took part. Their responses to questions across themes such as access to care, personal choice and type of birth were converted into a score of out ten, with the Trust's maternity staff receiving an overall rating of 8.3/10, a consistent rating since the last survey conducted in 2013.

Skilled, Motivated Teams

Junior Doctor Industrial Action

Following cancelled industrial action in December and further breakdown in talks, on 12th January junior doctors across the country went on strike as part of their ongoing dispute with the Government on proposed new contract terms and conditions. At Ashford and St Peter's staff across our hospitals worked hard to put robust contingency plans in place and to keep services running safely for patients and teams during the 24 hours of the action. Many of our consultant colleagues gave up annual leave to come in and help, as well as undertaking a range of clinical duties normally covered by our junior doctor colleagues on wards. Our nurses and specialist nurses worked hard to ensure the wards were well covered, with additional support offered by pharmacy, IT and many other staff groups. And of course many junior doctor colleagues also supported the delivery of emergency care. Our clinical managers, matrons and wider divisional teams also put in a lot of effort to ensure our plans were robust and were very visible and involved on the day as well.

Whilst the latest planned action – for a 48 hour strike on 25/26 January – has been cancelled, we continue to work on contingency plans for the final planned day of action, 12th February which would be a complete withdrawal of all junior doctor activity, including emergency care.

Awards update

Once again we were shortlisted in two categories at the recent Kent Surrey Sussex Academic Health Science Network's awards, held in London on Tuesday 19th January. Although we didn't win, our continuing success in being shortlisted for such a wide variety of awards is a real reflection of how we are continuing to improve and raise standards for our patients. Our two shortlisted awards were for Enhancing Quality and Recovery Team of the Year and for Patient Safety.

Visit by Janet Davies from RCN

Earlier this month we were delighted to welcome Janet Davies, Chief Executive and General Secretary of the Royal College of Nursing, to St Peter's and to introduce her to many members of staff across the hospital. Janet worked very closely with previous Chief Executive Peter Carter, who has also visited us here at ASPH, and has a long and distinguished nursing career. Hosted during the day by Aileen McLeish, Heather Caudle and Russell Wernham, Janet visited a number of areas including theatres, our Emergency Department and our Cardiac Unit.

Over lunch Janet had the opportunity to discuss our Nursing and Midwifery strategy with nurses and midwives where staff also had the chance to discuss some of the key issues facing the nursing workforce – in particular how we balance staff shortages and agency nursing caps and the reduction in pre-registration funding and potential changes to student bursaries. Having the opportunity to discuss these key issues with the Chief Executive of the RCN, and hearing her understanding of the issues, was both reassuring and helpful for nursing colleagues. Janet brought a real energy to her visit, both with nursing staff but also with medical colleagues and patients and has promised to return.

Top Productivity

Hospital pressures and ward moves

The Trust continues to experience pressures in terms of capacity and focus on improving our emergency care pathway remains a top priority. We have been working hard, both internally and with our system partners, to put a number of actions in place and ensure we are as resilient as possible this winter, particularly over the holiday periods. Although we experienced a busy Christmas and New Year, capacity wise the situation was better than the same time last year when pressures reached unprecedented levels. Our December performance for the four hour waiting target, although still below the national target of 95%, is showing a small improvement (c. 2%) against December 2014.

A key element in our internal improvement plan was a series of major ward moves at St Peter's hospital which took place just before Christmas. This involved moving our Medical Assessment Unit (MAU) to be co-located with our Medical Short Stay Unit (MSSU) supporting a new way of working to speed up flow through our hospitals giving both patients and staff a better experience. MAU and MSSU have now merged to become the Acute Medical Unit (AMU), where patients will be treated as ambulatory wherever possible, enabled by the new waiting area and examination rooms which have been created. This is

being supported by a new Older Person's Short Stay Unit in the space vacated by MAU, known as Cherry Ward.

This is a change that has affected colleagues across our hospitals and I would like to take this opportunity to publicly acknowledge the hard work undertaken at a busy time to enable these moves to take place smoothly. Although it's too early to determine the full effect of this change, early signs are encouraging.

Merger Update

We are continuing to work on our implementation plans towards the proposed merger with the Royal Surrey County Hospital NHS Foundation Trust. Work is also continuing on finalising the Full Business Case and long-term financial plans to be considered in full by both Boards this month. Since merger talks first began the NHS as a whole has experienced considerable operational and financial challenges and this has also had an impact on both Trusts which need to be taken into account in our planning. If approved we will then move to the next stage in the process which will be a detailed assessment by Monitor, the independent healthcare regulator. The earliest go-live date for the new proposed organisation remains 1st July 2016.

At the same time we are continuing our engagement with stakeholders, explaining our plans and listening to their feedback with a series of public discussion meetings across the area. If plans are approved, we will expand our public engagement with a series of roadshow events and workshops over the coming months.