

**TRUST BOARD**  
**28<sup>th</sup> June 2018**

|   |                             |
|---|-----------------------------|
| <b>AGENDA ITEM</b>  | 14.2                        |
| <b>TITLE OF PAPER</b>   | Chief Executive's Report    |
| Confidential  | No                          |
| Suitable for public access  | Yes                         |
| <b>PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED</b> |                             |
| n/a   |                             |
| <b><u>STRATEGIC OBJECTIVE(S):</u></b>   |                             |
| <b>Quality Of Care</b>  | √                           |
| <b>People</b>   | √                           |
| <b>Modern Healthcare</b>  | √                           |
| <b>Digital</b>  | √                           |
| <b>Collaborate</b>  | √                           |
| <b>EXECUTIVE SUMMARY</b>  |                             |
|   | Highlights from the month.  |
| <b>RECOMMENDATION:</b>  | To note                     |
| <b>SPECIFIC ISSUES CHECKLIST:</b>   |                             |
| Quality and safety  | No                          |
| Patient impact  | Positive impact on patients |
| Employee  | People                      |
| Other stakeholder   | No                          |
| Equality & diversity  | No                          |

|  |                                    |
|--|------------------------------------|
| Finance  | No                                 |
| Legal  | No                                 |
| Link to Board Assurance Framework Principle Risk | No                                 |
| <b>AUTHOR</b>                                    | Anna Scott, Communications Manager |
| <b>PRESENTED BY</b>                              | Suzanne Rankin, Chief Executive    |
| <b>DATE</b>                                      | 20 June 2018                       |
| <b>BOARD ACTION</b>                              | Receive                            |

## #RightCulture

We are currently undergoing an inspection by the Care Quality Commission (CQC). There are several different elements to this inspection, which will take place throughout May, June and July. At the end of May the CQC Inspectors organised staff focus groups, open to everyone, to provide an opportunity for colleagues to come along, have their say and share their experiences in a small group setting.

The next stage was an unannounced inspection of our core services, taking place on any unknown dates in June or early July. Two days of these inspections have already occurred, on 13<sup>th</sup> & 14<sup>th</sup> June, and it is possible the Inspectors may return on further dates.

Over the two days they visited, the CQC team went to many wards and clinical areas across both hospitals, speaking with colleagues, patients and carers. I'm pleased to say that their initial feedback was good; they described the welcome they received as genuine and warm (I'd expect nothing else from Team ASPH) and felt colleagues spoke openly and honestly. They did flag up a few issues found in one or two areas, giving us the opportunity to fix these.

These visits naturally feel a little nerve wracking for all of us; everybody wants them to go well and to do ourselves and our teams proud. My message to colleagues has remained the same throughout – be open, be honest and be proud – and I've really encouraged everyone to see this as an opportunity to showcase the fantastic work we do for our patients every day.

In terms of the next steps, on 6<sup>th</sup> July NHS Improvement (NHSI) will assess our 'Use of Resources' and this review contributes to a combined inspection assessment from both the CQC and NHSI. It looks at how effective and efficient the Trust is, with a greater focus on financial governance and operational performance. It will also review some care quality measures, such as hospital harms and patient feedback.

Following this, on 10<sup>th</sup> & 11<sup>th</sup> July the final phase of the inspection will take place – a 'Well-led Site Visit'. The CQC will share their findings with the Board and senior management, with a focus on how well our organisation is co-ordinated to achieve its strategy and business plans.

Clearly, preparing for and facilitating the different elements of this inspection involves a lot of hard work from everybody and I'd like to take the opportunity to thank all colleagues for their support. I've been proud of the way Team ASPH has responded; colleagues have grasped the opportunity to share examples of good practice and successes with the inspection team and

where issues have been flagged, there's been great willingness to address these and fix things straight away.

The full report will be given to us in the coming weeks and I look forward to sharing the details of this.

## **Quality of Care**

### **Medication Safety Week**

Between 11<sup>th</sup> & 15<sup>th</sup> June we held our own ASPH Medication Safety week. Improving medication safety and reducing harm from medication errors is one of our key quality improvement priorities for the year ahead.

Throughout the week our medication safety improvement team was out and about in the hospitals, sharing information and talking with teams, specifically about ways to reduce patient harm and to learn and reflect when errors occur.

Each day of the week had a different theme – such as the importance of a daily, senior review of drug charts for patient safety, remembering allergies, undocumented omissions and a useful checklist to correctly prescribe and administer medications. Colleagues had also made short videos, shown each day, to highlight the key messages.

There will be much more work on medication safety to come in the following months, but this was a great start and an interactive way to begin sharing these important messages with colleagues.

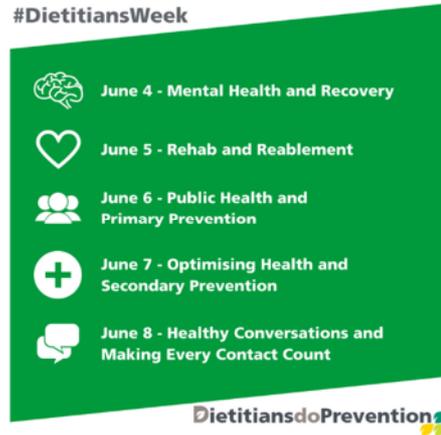
### **Clinical Audit for Quality Improvement Event**

On 19<sup>th</sup> June I attended the Trust's annual Clinical Audit Event and gave a short speech to open the afternoon. It was well attended with some really interesting presentations – particularly by Dr Marisa Mason, Chief Executive of NCEPOD (National Confidential Enquiry into Patient Outcome and Death) and Tanaya Sarkhel, Consultant Orthopaedic Surgeon, who talked about leadership. I also gave a special certificate to Mr Ioannis Polyzois, Consultant Orthopaedic Surgeon, for earning the title of Surgical Trainer for the Year.

Representatives from each division described some of their successful clinical audit projects and took part in a poster competition. It was a very interesting and informative event – well done to Ann Spiropoulos, Head of Clinical Effectiveness, and colleagues for organising it.

### **Dieticians Week**

I was delighted to see our dieticians out and about and raising their profile. Firstly they've started wearing new, smart and bright uniforms, giving them a clear identity across the Trust and helping to promote nutrition and hydration as an essential part of a patient's care while in hospital. They also hosted #DieticiansWeek in the main reception of St Peter's Hospital from 4<sup>th</sup> – 8<sup>th</sup> June, with an overall theme of prevention and the work they are doing in different specialties to promote this.



### **Lung Cancer Support Group**

Our Lung Cancer Nurse Specialists, with support from the Cancer Support Workers and the Roy Castle charity, have established a Lung Cancer Support Group at Ashford Hospital.

The first session was held in May and really successful with over 40 attendees – further sessions will take place monthly and all those affected by lung cancer are welcome to attend. There will be invited speakers with specialist knowledge on areas such as new therapies, relaxation techniques and financial advice.

This is a great opportunity for patients, relatives, carers and colleagues to come together and share experiences and feelings with others and is a really positive development.

### **People**

#### **Staff Benefits Week**

18<sup>th</sup> – 22<sup>nd</sup> June saw our Workforce and Organisational Development team promoting the many staff benefits we have on offer. We had visiting companies promoting a wide range of schemes and benefits – including Cycle to Work, car leasing and credit union membership. We also had free massages, 'Work Perks' – free bottles of squash and the chance to win raffle prizes.

When colleagues are working so hard, day-in day-out, to provide excellent care for our patients, it's nice to be able to give something back and to have the support of external businesses in doing so.

#### **Volunteers' Week**

Earlier in the month we also celebrated the incredible contribution of our volunteers during Volunteers' Week (1st – 7th June). A different volunteer was featured each day in our staff bulletin, highlighting the varied and invaluable contribution they make across our two hospitals. I was also pleased to join our volunteers at a special coffee morning during the week – a great opportunity to say thank you.

## **NHS 70**

On 5th July the NHS turns 70 and across the UK, there will be celebrations to recognise the achievements of this remarkable institution and thank our incredibly hardworking staff. Team ASPH will be joining in the festivities within our own hospitals, with other health and social care colleagues across North West Surrey and nationally.

On the day we will be burying a time capsule at St Peter's Hospital, with support from a local school representing the future of the NHS. We are currently gathering items for our capsule and hope it will represent all of our divisions and the huge breadth of services we offer our local community. Will also be hosting special afternoon tea parties for all of our staff, at both Ashford and St Peter's, giving them the opportunity to enjoy a cup of tea and piece of cake served on beautiful vintage crockery, collected and donated by colleagues in previous weeks. If they get in quick they will also be able to sample the delights of our ASPH NHS 70 Bake-off, being judged earlier in the day with some fantastic prizes on offer. The ASPH Choir will also be there to sing a few songs.

The Surrey Heartlands Health and Care Partnership special Choir Concert is taking place in the evening at G Live in Guildford. Along similar lines; I am delighted to be attending a choral celebration in York Minster and our Chairman, Andy Field will be attending a special service at Westminster Abbey. We had three extra tickets for both these events which we opened up to staff and had such a good response we had to pull names out of a hat.

I'm really looking forward to all of the celebrations and will, of course, share more next month.

## **Modern Healthcare**

### **Smarter Working Award**

I was delighted that our workforce and transformation team won a Healthcare People Management Association (HPMA) Excellence Award, in the British Medical Journal (BMA) careers category for working smarter.

The 'Working Smarter Award' was given for the teams' radical approach to approving, booking and attracting temporary medical staff. In nine months (April 17- Dec 17) the Trust reduced temporary spend from £5.7m to £4.4m – a net saving of -£1.3m.

Improvements were made through improved governance and senior medical leadership accountability of spend on medical staff and the implementation of a new Staff Bank management system for doctors - Locums Nest.

Locums Nest (available on the internet and mobile app) is a simple two-step process where the Trust posts a shift online and the doctor books into it via their mobile phone. The app directly links doctors to available shifts bypassing expensive external locum agencies. Within a few months of going live with the system, we formed a collaborative bank with the Royal Surrey County Hospital NHS Foundation Trust. This will shortly be expanded to include Hampshire Hospitals NHS Foundation Trust and Salisbury NHS Foundation Trust to increase our pool of bank doctors and further reduce our reliance on agency workers.

The award recognises a truly collaborative effort across a number of teams at the Trust - workforce & transformation, finance, medicine and operations - whom all worked hard to produce

this amazing result. I'd like to congratulate everyone who contributed to this successful project and winning this prestigious award.

## **Digital**

With 'digital' identified as one of our five key strategic objectives for the next five years, our Health Informatics team is reviewing their strategy to ensure we are able to use digital technology and innovations to improve clinical pathways, safety and efficiency and empower patients.

Supporting this, the team have been embedding several ongoing projects. These include the electronic Referrals Service, supporting GPs to refer patients to us electronically and stopping the use of paper referrals and electronic Medical Records, where the team have recently introduced a new function for clinicians to add simple drawings and diagrams electronically, as well as text.

The functionality of VitalPAC / Careflow is also being increased, and over the summer there are plans for further improvements. These will include a new improved maternity module, checklist for Sepsis assessment with automatic alerting to doctors, an assessment for helping patients with smoking cessation and better way of managing fluid management.

## **Collaborate**

### **Integrated Care Partnership (ICP)**

Work continues on the development of the North West Surrey Integrated Care Partnership (ICP) which involves partnership working between ASPH, SABP, Surrey County Council and Adult Social Care, the local GP Federation, CSH Surrey, NW Surrey CCG, the District and Borough Councils and SECAmb.

We have been progressing our partnership work and developing our vision for a co-designed system-wide model of care which is built around the needs of residents and colleagues. As part of this we held a workshop for 20 representatives from across the partners to try and build a picture of the current transformation and service development work that is happening across the system, the system resource allocated to this work, and partner priorities. This data is now being analysed. The next step will be a period of engagement with colleagues and residents, to define what really matters to them, on which to base model of care co-design.

### **Secret Life of Catheters**

I've been really impressed by the work of our 'Secret Life of Catheters' team, part of the National Catheter Programme. It's a collaborative approach – an educational programme established by our urology team and sponsored by Health Education England.

The use of catheters is one of the most misunderstood areas of common clinical practice yet getting this right makes an enormous difference to the experience of patients. The 'Secret Life of

Catheters' training sessions use a series of short animated videos to help healthcare professionals and carers understand the '8 Golden Rules of Catheter Care'.

At the start of June the team held an awareness week which was really fun and interactive – a great way to get such important information across. They held 'guess the catheter' and similar competitions and presented prizes to the winners. I know the team are currently focusing on the North West Surrey area but have ambitions to share best practice and their project nationally – watch this space.

#### **Support for our Neonatal Intensive Care Unit**

I wanted to take the opportunity to thank Cllr Chaudhri, Mayor for Runnymede (2017-18) for his ongoing support of our hospitals throughout the year. On 28<sup>th</sup> May he visited our Neonatal Intensive Care Unit (NICU) to present a cheque for £6,300 – one of his chosen charities for his mayoral year. It is fantastic to know we have the support of key figures in our local community – it really makes a difference in the way we can work together.