

TRUST BOARD
29 March 2018

AGENDA ITEM	15.2
TITLE OF PAPER	Chief Executive's Report
Confidential	NO
Suitable for public access	YES
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED	
n/a	
<u>STRATEGIC OBJECTIVE(S):</u>	
Best outcomes	√
Excellent experience	√
Skilled & motivated teams	√
Top productivity	√
EXECUTIVE SUMMARY	Highlights from the month
RECOMMENDATION:	To note
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	No
Patient impact	Positive impact on patients
Employee	Skilled, motivated teams
Other stakeholder	No
Equality & diversity	No
Finance	No
Legal	No
Link to Board Assurance Framework Principle Risk	No
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PRESENTED BY	Suzanne Rankin, Chief Executive
DATE	22 March 2018

BOARD ACTION	Receive
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#RightCulture

We've been doing a lot of work recently on the launch of our new strategy, which will set out our vision, objectives and plan for the next five years.

We've spent a lot of time looking at where we are now and where we want to be, within a dynamically changing health and social care context – both locally and nationally and have defined our vision and strategy to meet those challenges.

We've engaged many different groups of colleagues in the development of the strategy and it's been great to see people so enthused and engaged. As you would expect, we've had plenty of feedback, suggestions, differing viewpoints and healthy challenge! What strikes me overall is that colleagues really care about getting this right; they want to input into a strategy which will rise to the challenges the NHS is facing and make our hospitals the very best they can be. Once it's finalised we've got some exciting and fun plans to officially launch the strategy with Team ASPH and other partners, so watch this space.

I also wanted to reflect on the frequently evident team spirit that was demonstrated once again during the recent adverse weather. Snow in March is obviously not a regular occurrence and it caused widespread disruption locally, with difficult travel conditions, schools closed and so on. As always, colleagues made supreme efforts to get into work and carry on providing care to patients. Members of the estates and facilities teams were out in force clearing emergency routes and other areas of the hospital sites, keeping them safe and accessible for patients and staff alike.

It is times like this that you really appreciate how hard people work and I'm really proud of Team ASPH for going above and beyond once more.

Best Outcomes

Launch of Red to Green Making Every Day Count

We have recently launched the new Red2Green Making Every Day Count initiative, a new philosophy of working that helps turn patients' 'red days', when no intervention of value takes place to progress them along their care pathway into value-adding 'green days', which tangibly assist the patient to move towards the place they would most like to be, most often at home.

There are many benefits to this; most importantly to progress patient's recovery as quickly as possible as we know that spending long periods of time in hospital can lead to deconditioning and a loss of independence particularly for older people.

Red2Green is about communication – working together with patients and families throughout their hospital journey, so everyone knows what is expected to happen each day and something proactive is taking place to support safe and timely progress or discharge. Ultimately we want

Red2Green making Every Day Count to become a normal way of working and support the flow of patients through the hospitals.

Supported by the Project Management Office and communications team, the Red2Green group have launched the campaign in an innovative way and it's been great to see their eye-catching banners and t-shirts in use across our hospitals.



Spring to Green

As a pre-cursor to Red2Green Making Every Day Count we held a 'Spring to Green' week at the end of February as a way of 'resetting' the hospitals. The timing was tricky with the arrival of the snow and we had a really busy week. Overall, with the additional pressures we faced, the week wasn't able to deliver all the benefits we'd hoped for but it was still a very worthwhile exercise.

There is no doubt we improved patient flow through the week and more patients either went home or to a more suitable environment. It was also great to see colleagues working together and supporting each other with non-clinical staff on the wards volunteering as Ward Liaison Officers. Thank you to everyone who contributed to the week.

Shortlisted for HSJ Value Awards

The Older People Short Stay Unit (OPSSU) team has been shortlisted in the 'Improving Value in the Care of Frail Older Patients' category of the 2018 HSJ Value Awards, which is a great achievement. The awards seek to recognise and reward outstanding efficiency and improvement in the NHS and our team have been focusing on reducing the length of stay for patients over the age of 75. The winners will be announced at an awards ceremony on 7th June at Manchester Central and I wish the team the very best of luck!

Excellent Experience

National Catheter Programme

In one of my recently weekly messages I wrote about some of the fantastic work being undertaken through the Darzi Fellowship Programme – clinicians at the start of their leadership journey who are involved in leading major service improvement programmes.

One of the Darzi fellows seconded to us – Charlie Adler, a paramedic from South East Coast Ambulance Service – has been instrumental in working with Consultant Urologist, Mr Bill Dunsmuir, to set up the National Catheter Programme and I've been really impressed with their work.

Charlie and Bill recognised that a lack of fundamental knowledge about this most humble yet common device was causing unnecessary complications for patients and by plugging some of these knowledge gaps in catheter care these issues could be avoided.

They launched an education programme at ASPH for acute, community and emergency health care colleagues. Working with Health Education England, this programme is now positioned as the leading national initiative to inform best practice. Well done to the team for their passion, commitment and achievement.

Pilot of 'Red Bag'

Working with social care colleagues, members of the nursing team led by Matron Sue Hardy have begun a pilot scheme to foster closer working relationships between St Peter's Hospital and a group of nursing and residential home providers.

It's a simple idea – when a patient comes into A&E from one of these homes they will bring a red bag with them, containing their 'My Care Passport', medicines, medication documentation, personal belongings and essential items. It's a way of ensuring that important information to help personalise care for that patient is shared and that important belongings (dentures, glasses) are kept with them and safe during their time in hospital.

It's an initiative that has been very successful in other hospitals, as described in [this BBC article](#). I hope the pilot is as successful at ASPH and can be rolled out to the other nursing and residential homes we serve.

Skilled, Motivated Teams

Staff Survey Results

The recent Staff Survey results were published earlier in March. They showed a continued improvement and that we have maintained a good performance despite the inevitable effects of the increasing pressures on the team.

The survey was completed by 1618 members of permanent team members at ASPH between October and December 2017, which is a response rate of 44% against a national average response rate of 45.5%.

Of the top scores, four out of five were in the best 20% of all acute trusts. The top ranking scores were:

- Staff motivation at work.
- Quality of appraisals.
- Low number of staff unwell due to work related stress.
- Ability to contribute towards improvements at work.
- Low number of staff attending work whilst unwell because they felt pressure from their manager, colleagues or themselves.

The bottom ranking scores do show some re-occurring themes from last year's results, so these are the areas we must continue to focus on improving:

- Staff working extra hours.
- Staff appraised in last 12 months.
- Staff / colleagues reporting most recent experience of violence.
- Staff experiencing discrimination at work in the last 12 months.
- Effective use of patient / service user feedback.

We will now be working with colleagues to consider and initiate a range of actions and interventions to address the areas for improvement.

Senior Appointments

I am delighted that Sue Tranka has now been substantively appointed to the position of Chief Nurse. Sue originally joined us six months ago as the Interim Chief Nurse following a competitive appointment process. Since her appointment she has demonstrated strong leadership and expertise in her role and the Board's Nomination Committee unanimously agreed she had fulfilled all the necessary criteria for her substantive appointment. We have been really impressed by Sue's expertise and knowledge and she is a great fit for the role.

I am also pleased that following interviews earlier this month we have appointed Mr Shashi Irukulla, Consultant UGI & Bariatric Surgeon, as Divisional Director for Theatres, Anaesthetics, Surgery and Critical Care.

In addition we appointed two Clinical Leads for the 'Getting it Right First Time' programme - Mr John Hadley, Consultant ENT Surgeon and Dr Giancarlo Camilleri, Consultant Anaesthetist.

Congratulations to Sue, Shashi, John and Giancarlo and I wish them well in their new roles and am very much looking forward to supporting them and working together.

Flu Vaccination

Back in January I wrote about the campaign to encourage all team members to take up the seasonal flu vaccination – the best possible protection against the virus. I'm delighted that we reached the target of vaccinating over 70% of frontline staff - testament to the brilliant efforts of the 'flu fighting team' including occupational health, the Project Management Office and volunteer Peer Vaccinators.

National Apprenticeship Week

Between the 5th & 9th April it was National Apprentice Week and the Learning and Development team were out and about raising awareness of the opportunities available. Over the last year the Government has modernised and relaunched the apprenticeship scheme and we currently have five apprentices working at the Trust – across a variety of departments including gastroenterology, HR and the children's nurseries.

I know there are other opportunities and vacancies being created in the near future for Healthcare Support Workers and Nursing degrees, which is exciting. It's just a great way for people to learn 'on the job and access opportunities which may not otherwise be available to them.

Top Productivity

End of Year Financial Position

As we approach the end of March and draw closer to year end, we've had a clear focus on achieving our financial plan and colleagues across the organisation have worked incredibly hard on this. Of course, when under constant pressure it is not easy, but we should now end the year and achieve our plan.

In the context of other providers, this would mark us as one of the top performing Trusts in the country which is a tremendous achievement. What's great is that we've done this largely by improving quality for patients and maximising efficiency gains which is the only real way to a sustainable future. Well done Team ASPH – we've proved it can be done even when we're under huge pressure and it's a remarkable achievement.

Launch of Careflow

Following the successful roll out of VitalPAC, which uses mobile devices to record patient observations, such as blood pressure and temperature, the IT project team is busy working on the next step, Careflow.

Careflow is a sophisticated piece of communications software, based on social media technology, and is designed for the Multi-Disciplinary Team (MDT). It is part of the strategy to become paperless and provides several different functions, helping to manage patient lists, tasks and handovers.

Importantly, it offers an automatic alerting system for the more vulnerable patients; this uses a patient's observations to detect deterioration, including sepsis and acute kidney injury, and sends an automatic alert message to the MDT.

Overall it is a great step forward, it reduces reliance on paper notes and means information can be more easily available to the whole clinical team, wherever they are physically in our hospitals. It's currently being used by our Trauma and Orthopaedics and Colorectal teams and will be rolled out more widely over the coming months.

Introduction of e-RS

From 9th April we will be fully implementing the new Electronic Referral Service (e-RS) for all routine and Two-Week Rule GP referrals. This is part of the national 'e-RS Paper Switch-off Programme' which means referrals from GPs for all consultant-led first outpatient appointments must be done electronically.

Clearly this project supports our digital strategy and is a positive step forward but it also offers benefits to patients – providing them with more information about appointment options and waiting times and allowing more choice. We hope that it will reduce the number of patients cancelling or not attending their appointments and overall, provide a better experience.

Surrey Expo Poster Competition

I was delighted to see such good representation from ASPH at the Surrey Heartlands Expo on 13th March. The event was an opportunity to showcase the most creative collaborations and innovations from industry, health and social care across Surrey and it was brilliant to see how much Team ASPH contributed.

A poster competition was held during the event and we were the stand out Trust – winning both categories and coming runner-up in one.

The 'Be the Change' project won in the category of 'Best example of a Quality Improvement Project', and the runner-up position went to 'Reducing the risk of missed fractures in the Emergency Department' project, presented by Ria Wright, Clinical Programmes Manager.

ASPH also won the category of 'Adoption of Innovation to Improve Care Outcomes' for our project to improve the quality of information for patients on the continuing healthcare process. This was presented by Gillian Nelson, Clinical Service Improvement Project Manager and Gill O'Shea, Swift Ward Manager.

Huge congratulations to the Quality Improvement team who won a prize of a trip to Amsterdam with tickets to the IHI International Forum on Quality and Safety.