Ashford and St. Peter's Hospitals NHS
NHS Foundation Trust

TRUST BOARD
29th September 2011

TITLE	**Chief Executive's Report**
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Pathology services consultation – impact on staff. Stakeholder views on car parking.
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 September 2011
Decision:	For Noting

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Chief Executive's Report

Key News and Developments

North West Surrey Leaders Development Programme

Last week the Trust hosted the launch of the North West Surrey Leaders Development Programme at Ashford Hospital, and we were delighted to welcome Steve Field, Chair of both the Government's NHS Future Forum and the Royal College of GPs, as our keynote speaker.

This programme has been developed in response to a need identified by the local organisations involved in developing a future model of care for North West Surrey and is being funded by the South East Coast Strategic Health Authority. Some 40 individuals, identified as those with the greatest potential to be our future leaders (including clinicians and social care professionals) in primary and secondary care, mental health, the ambulance service and social care, are taking part.

The year long programme will support the type of leadership needed to deliver the vision outlined in *Equity and Excellence: Liberating the NHS* and will use local knowledge and talent to improve integrated health and social care in North West Surrey.

Unscheduled Care Project

We have launched a really important project across the Trust to get our hospitals working better. Known as the 'Unscheduled care project', this is being led by Valerie Bartlett and our new Associate Director for Performance Improvement, Claire Braithwaite, and is a really important piece of work to improve the way patients flow through our two hospitals.

The project's overall vision is to:

- have a good winter with calm, ordered care
- prevent (elective) patients having their surgery cancelled on the day
- make sure patients are not in hospital for any longer than necessary and;
- ensure patients are in the right bed, first time (i.e. no unnecessary moves).

The project centres around four main areas of work:
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1. Making sure we get patients flowing well between A&E and other areas of the hospital, particularly our Medical and Surgical Assessment Units;

2. Making sure people who present at A&E for a number of certain conditions (e.g.COPD (chronic obstructive pulmonary disease), DVT (deep vein thrombosis) follow a consistent pathway for their condition, with a named clinical lead for each pathway;

3. Ensuring patients who come to A&E have a really rapid assessment helping us meet our new A&E targets, and;

4. Making sure we discharge our patients in a timely and appropriate way, working closely with social services and our other local partners.

Bariatric Surgery Developments
The Trust recently undertook the first ever gastric bypass surgery at St Peter's Hospital. This represents a significant development in specialist weight loss surgery offered by the Trust and means we will be attracting patients from a much wider catchment area for this specialist service.

The Trust has a long history of successful weight loss surgery, but in the past this was limited to just two of the forms of surgery - gastric banding and gastric balloons. With additional skills in the surgical team, led by consultant bariatric surgeon Mr Samer Humadi, we are now able to offer the full range of weight loss surgery including gastric bypass and gastric sleeves, both of which are much more complicated and severe operations than gastric banding. Gastric bypass is undertaken using keyhole techniques and helps to significantly reduce health risks commonly associated with obesity such as diabetes and hypertension. It also reduces excess weight for patients by an average of 60 to 70%.

Pathology Service Reconfiguration Update
A two stage consultation process with staff concerning the proposed reconfiguration of pathology services across Ashford and St Peter's, the Royal Surrey and Frimley Park hospitals was launched on 7th June 2011. As previously reported, stage one consisted of a consultation over service changes, designed to engage and involve staff in the process of service re-design. Following stage one, the shadow management team was appointed and the second stage of consultation, which began on 8th September 2011, is covering the employment implications of the service changes, including how staff will be transferred between organisations. Following completion of the consultation process in mid-October 2011, the process of transferring staff and services between the three services will begin.

Epsom and St Helier Transaction
The Trust is actively engaged in preparing our bid for acquiring Epsom General Hospital and, at the same time, exploring the potential benefits and risks – for patients and staff - of becoming a larger organisation. After due consideration the Transaction Board recently agreed to a delay in the ITT process of 8 weeks, with our bid now due to be submitted by 11th November. We have recently begun a series of meetings with staff at Epsom to gain a clearer understanding of their strengths and potential weaknesses which included a presentation by Aileen McLeish and myself to a cross section of staff.

Improvements to Car Parking
The barriers in the main Outpatients and Abbey wing car parks at St Peter's (both upper and lower decks) came into operation on Tuesday 9th August and as a result, we have seen a dramatic ease in parking congestion with guaranteed spaces now available at all times of the day. This means that patients no longer have to arrive early for their appointment in order to find a parking space and they are telling us how much they value this significant improvement.

As the new changes bed in, we are constantly reviewing the way our car parks are operating. For example, we have extended our free volunteer driver parking (for yellow badge holders) to all registered carers to facilitate easy access for patients who are relying on the services of volunteer organisations and carers to come to hospital. Further comments on the operation of the new parking arrangements are being reviewed through the car parking group and through a separate meeting with representatives from local disability groups.

New Appointment Confirmation Service
Many of our patients tell us its hard to get through to the right department to change or cancel an appointment, and we also find we have a very high rate of DNA (Did Not Attend) which wastes valuable resources in our clinics. So, we have recently introduced a new Appointment Confirmation Service.

This involves making an advance telephone call to patients to remind them of their upcoming outpatient appointments. By providing a reminder, we can help those patients who may have forgotten their appointment and make it easier for patients who wish to cancel or rearrange their appointment to do so. Reminders are made using a combination of automated telephone calls (an "Interactive Voice Response" call) and calls made by call centre staff. Patients will not be charged for the call.

New Junior Doctors

We welcomed a total of 91 new junior doctors to the Trust in August and I went and met most of them during the intensive induction programme put on for them by the Postgraduate Centre. After graduation at university, all new doctors join a Foundation School and undertake a 2 year programme to bridge the gap between medical school and practice.

Junior doctors in their first year are known as F1s (Foundation 1) and those in the second year as F2s. While they are with us they will complete a one year training programme at the Trust in three specialties in areas such as medicine, surgery, A&E, intensive care, paediatrics, maternity, anaesthetics, radiology and psychiatry. In this new cohort of trainees, we also welcomed 21 GP trainees and 27 core trainees and specialty doctors; these are all in their third year of postgraduate training and are setting off on their chosen career pathways.

Meetings and visits

I have attended our monthly Employee Partnership Forum meeting and our staff induction. I have also taken part in one of our Living our Values workshops, and in a half day Emergo exercise which is a Trust-wide table-top test of our emergency planning procedures in which around 70 other members of staff took part. I also attended a number of development sessions with our A&E staff.

I was also on the interview panel for a new Research and Development Director where we appointed Dr Riyaz Kaba, consultant cardiologist, to this important role due to the imminent retirement of current Director Professor Jeremy Wright.

I attended our quarterly Council of Governors meeting and an informal Governors' coffee morning.

I attended the Royal College of Physicians Annual Conference and also visited West Sussex Hospitals NHS Trust to offer advice on their forthcoming Foundation Trust application.

I attended the North West Surrey Transformation Board meeting and the Surrey-wide Transformation Board hosted by NHS Surrey, and chaired the South East Coast Strategic Leadership and Talent Steering Group.

I attended a Board to Board meeting with Epsom and St Helier Hospitals NHS Trust and a further meeting with representatives from the Transaction Board. Along with Aileen McLeish, I also made a presentation to around 50 staff at Espom hospital.

I have also had meetings with Anne Walker, Chief Executive of NHS Surrey, Andrew Morris, Chief Executive at Frimley Park NHS Foundation Trust, Sarah Mitchell from Surrey County Council Social Services, Jo Pritchard from Central Surrey Health, and with colleagues from the Royal Marsden Hospitals NHS Foundation Trust.

Aileen McLeish and I also hosted a meeting with local MP Kwasi Kwarteng, and attended a meeting at Spelthorne Borough Council with Dr Mike Baxter and Suzanne Rankin, where I made a presentation on the Trust's current and future plans.

Submitted by: Andrew Liles, Chief Executive

Date: 20th September 2011