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

TRUST BOARD
31st March 2011

TITLE	**Chief Executive's Report**
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	n/a
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:	22nd March 2011
Decision:	For Noting

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Chief Executive's Report

Trust Overview

2010-2011, brief overview

As this financial year draws to a close we can look back on a successful year for Ashford and St Peter's Hospitals. The year started well with an unconditional registration by the new Care Quality Commission, recognition of our high quality services, and was followed later in the year by further recognition as we finally became a Foundation Trust. Internally we are seeing significant improvements in staff engagement and motivation (see the latest Staff Survey results below), whilst we continue to provide safe, high quality services to our patients with good clinical outcomes and continued low mortality rates. Staff have a lot to be proud of and we can look forward to the challenges of the next financial year from a positive position.

Our position during March

We have remained busy during March but as we near the end of the month we are starting to see a slowing of demand and an easing of the continuous pressure we've been experiencing. There have also been some very serious and extremely high levels of demand across Surrey recently. Our focus now is on closing down the additional beds that were opened during the winter in a safe and sustainable manner whilst also maintaining our A&E performance. We are also focussing on getting a better balance between emergency and elective work, ensuring that we can deliver our planned work and also deal with the backlog of operations cancelled or delayed during the winter.

Key News and Developments

Staff Survey Results

The Care Quality Commission recently published the results of last year's national NHS staff survey which confirm a continuing upward trend for Ashford and St Peter's. Our results were extremely positive, with staff rating the Trust amongst the top 20% of hospitals which they would recommend both as a place to work and to receive treatment, showing high confidence levels in our organisation. Staff were also amongst the top 20% most motivated and satisfied with their job in the country. Overall, out of a total of 38 key findings, staff rated the Trust amongst the top 20% for 18 which is a tremendous achievement and a significant improvement on last year when we had three in the top 20% and just one in 2008. A full report is included later in these papers.

Staff Achievement Awards

Our staff achievement awards are being held on 29th March, hosted by Fred Lee, American author of the acclaimed book, *If Disney ran your hospital, 91/2 things you would do differently.* This year's awards are being held at the Royal Holloway University and have attracted over x nominations by members of staff. Fred is also hosting a Masterclass for us during the day for those following our *Good to Great* programme and others, which promises to be a very special event.

Living our Values
As part of our objective to keep improving patient care we are about to launch a new programme, Living our Values, right across the organisation. All 3,200 staff will hear real patient stories describing their experience and emphasising how staff, and the attitude of staff, made them feel while they were in our care. This will be delivered to ward and speciality groups by trained facilitators.

The initial sessions will hear the patient stories and experience, and feel the emotions generated by these. This will be used to motivate staff to build on our organisational values and behaviours to make sure services are delivered tangibly and empathetically, and focused on the individual needs of patients. It will start next month and involve a number of staff who will be trained by external facilitators so we can then deliver and sustain the programme ourselves.

Discharge Roadshows
As part of our action plan agreed with the Health Ombudsman following the complaint upheld and published in the recent report, *Care and Compassion,* we have been undertaking some detailed work to review and improve our discharge process. As part of this we recently ran a 'Discharge roadshow' to raise awareness amongst all staff groups, and for those on the wards in particular, of the importance of good discharge. We held information stands on both sites, highlighting examples of poor discharge and holding discussions with staff on how this can be avoided. The roadshows were also rolled out to individual ward areas to enable ward staff to engage fully in the process and to ensure we reached all ward staff groups.

These events resulted in good discussion and a better understanding of some of the issues staff are having to face on the wards as well as the opportunity to highlight new and better practice and to remind individuals about the importance of following the right process.

Care Rounds
We are about to launch regular care rounds on all our wards where nursing staff will run hourly checks on all their patients, not only in terms of clinical observations (blood pressure, temperature and so on) but also in terms of pain, how they are feeling generally, if there is anything they need and so on. This is part of a wider focus on making sure we are getting our basic care right and ensuring we treat every patient as an individual. This is being led by the senior nursing team and will be rolled out across all ward areas shortly.

Surrey and Sussex Research Network
I am pleased to have been elected as the new Chair of the Surrey and Sussex research network. This is an important network for promoting clinical research across Surrey and Sussex and I am looking forward to taking up this important role.

The Queen's Award for Voluntary Service
Volunteers at Ashford and St Peter's have been nominated for the Queen's Award for Voluntary Service by members of the local community which is a significant recognition of the work they do. Volunteers from the Trust recently attended the official reception for this year's award, hosted on behalf of the Lord Lieutenant of Surrey, Mrs Sarah Goad JP, by Mr Geoff Marlow, Chairman of Surrey County Council. The event was attended by representatives of the 15 voluntary organisations across Surrey who were nominated this year although the results of the nominations won't be known until a later date.

The Queen's Award for Voluntary Service is an annual award to recognise and reward excellence in voluntary activities in the community.

Achieving the Quality Assurance standard
Over the last two years the nursery at St Peter's Hospital, First Steps, has been working towards a Quality Assurance Scheme which is run by the Surrey Early Years Quality Improvement Board. The nursery was recently awarded the standard following a final inspection by an external verifier who had nothing but praise for the final portfolio submitted

by the team. This is an important standard and highly regarded by Ofsted and the team will attend an awards ceremony on 1st April to receive the award in person. First Steps offers staff at the Trust high quality childcare for children up to school age on site.

Meetings and visits

At the beginning of the month I presented to new members of staff at induction and also chaired our Employee Partnership Forum. I was pleased to attend our Women's Health business planning workshop and the members' health event on Falls. I also presented to staff at Ashford as part of our regular staff briefing events and attended our clinical excellence awards meeting.

Along with other Executive Directors I attended the next productive leader session and also took part in the next *Good to Great* assessment day for next year's candidates. I also took part in a meeting of our Governors to discuss next year's business plan.

I had meetings with local GP and consortia lead Dr Liz Lawn, David Selwood from NHS Surrey and with representatives from the Royal Marsden Hospital. I also attended our contract meeting with NHS Surrey.

I attended meetings of both the Surrey and North West Surrey transformation boards, the NHS Surrey clinical strategy event and the final presentations from the North West Surrey Future Model of Care working groups.

I chaired the South East Coast Strategic Leadership and Talent Steering Group. I also went to a vascular strategy meeting at the Royal College of Surgeons and a 'Care Conversation' dinner in London hosted by Monitor.

Submitted by: Andrew Liles, Chief Executive

Date: 22nd March 2011