

TRUST BOARD
31st July 2014

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	General overview of issues/developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
LINK TO STRATEGIC OBJECTIVE / BAF	Report encompasses reference to all Trust Strategic Objectives.
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Annual Members' Meeting with 100 members attending; pressure on our hospitals in the hot weather affecting patient experience.
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Receive the report.
Submitted by:	Andrew Liles, Chief Executive
Date:	23 rd July 2014
Decision:	For Receiving

Chief Executive's Report

News and Developments

Hospital activity

We have been experiencing severe pressure in our hospitals this week (w/c 21st July) with the continuation of very high temperatures. This has meant really high A&E attendances with more patients than normal being admitted, and many more frail elderly people whose length of stay is longer. As a result we declared black escalation within our hospitals and have had to step-up a number of escalation areas in order to accommodate additional patients, which also has a financial impact. I would like to publicly record my thanks to our staff who have worked extremely hard to ensure patients get to the right place as quickly as possible, and that they are cared for in a safe environment.

It is interesting to note that according to evidence published this month by The Health Foundation and Nuffield Trust in their report 'Focus on: A&E attendances, Why are patient waiting longer?', once temperatures reach 24 degrees, there is a sharp increase in A&E attendances. The South East Coast Ambulance Trust is also reporting increases in priority calls; a 7% increase across Kent, Surrey and Sussex but a particularly high 20% increase in North West Surrey which is clearly impacting our hospitals.

We have sought to relieve this pressure by putting in place a number of actions including:

- Issuing proactive communication to support members of the public to manage in hot weather including an interview with Dr Asim Nayeem, one of our A&E consultants on BBC Radio Surrey;
- Organising a conference call with our partners locally to explore any additional support they are able to offer;
- Moving some of our planned operations from St Peter's to Ashford Hospital;
- Encouraging additional support, for example from local GPs and additional therapy and pharmacy support over the weekend.

I would also like to record our thanks to our local partners in health and social care for their additional support this week in helping us discharge patients safely back to their homes or into the community. As temperatures remain high this pressure is likely to continue for some time yet.

Our Merger Plans with The Royal Surrey County Hospital

Our plans to merge Ashford and St Peter's with The Royal Surrey County Hospital are progressing well, managed through an overall Merger Programme across our two Trusts. Reporting to an Programme Steering Group, 18 workstreams are driving a number of projects to carry out the detailed planning including more detailed work on the clinical strategy, a new nursing and midwifery strategy, overall organisational design and integration planning, a review of corporate services, communications and engagement and overall governance.

A number of regulatory approvals need to be sought over the next few months, starting with our submission to the Competition and Markets Authority at the end of September. As part of this we will need to submit a detailed patient benefit case which describes the improvements and benefits we expect patients to experience once the merger takes place. These include the expansion of 7 day working (for example consultants carrying out daily reviews of patients in many specialties including Saturdays and Sundays) and increased access to specialist services locally.

We have also begun work on developing our Full Business Case, which describes the new organisation and its detailed strategy, and our Long Term Financial Model. These will be important submissions to both Boards and to Monitor, the independent regulator of Foundation Trusts. We have also held our First Stage Review meeting with Monitor to review the strategic rationale for the merger. We are currently working towards a go-live date of 1st June 2015, but this will be dependent on the necessary regulatory approvals as well as our own detailed integration planning.

Be the Change Awards – a celebration of frontline driven care

Earlier this month we held our first-ever *Be The Change Awards Ceremony* which showcased 14 projects ranging from improving documentation to a fun teaching day bringing together ward staff, with 88 projects underway in total across our two hospitals.

Launched in February by a co-ordination team of junior doctors in their first rotation at the Trust, the campaign captured the imagination of teams across our hospitals who made suggestions about how they could make a difference. Some schemes needed funding, others required people's time and cooperation and no other cost. Chairman Aileen McLeish, and Director of Workforce Transformation, Louise McKenzie, presented the awards, aided by Dr Kimmee Khan, who led the publicity campaign and worked with her local change champions through the process.

Pathology Training Manager, Sue Saunders, won the bronze prize for her project to create a monthly newsletter for pathology staff who work across three hospital sites (St Peter's, The Royal Surrey and Frimley), which was aimed at improving staff morale by providing improved communication. In second place – the Silver Award - was Izabela Wakula to support her play department transformation on Ash and Oak wards. The overall winners who will receive a £5,000 cheque are the Porterage and Security Team for their colour coding scheme for patients to identify departments around the Trust following a survey of 100 patients. Award recipients on behalf of the porterage and security team were John Porter and Paul Balatan.

In line with our values, a number of Junior doctors were also honoured on the night, namely Dr Carly Chu (Patients First Award); Dr Noel Murphy (Personal Responsibility); Dr Matthew Marcus (Passion For Excellence); and Dr Amos Mak (Pride in Our Team).

Annual Members Meeting

More than 100 people attended our successful Annual Members' Meeting earlier this month, held at St Peter's Hospital. Guests were able to talk to members of staff over coffee, look at a number of display stands covering areas from our proposed merger plans with The Royal Surrey County Hospital, the new Abbey Birth Centre at St Peter's, to our longer-term plans to expand our A&E department and critical care facilities. There were also opportunities for members to go on guided tours of our new Cardiac Unit and our Radiology Interventional Suite.

The formal meeting was opened by Chairman Aileen McLeish who welcomed attendees, followed by my Chief Executive's Review of the Year, our financial report from Director of Finance and Information Simon Marshall and finally consultant Dr Alex Chapman gave an informative talk to guests about the Trust's radiology services. Many members commented to say how much they enjoyed the evening and how informative they had found the presentations and tours.

New Consultant appointments

The following new consultants have been appointed:

- Dr Vennila Ponnusamy and Dr Anay Kulkarni, Consultant Neonatologists
- Dr Shashank Sharma and Dr Poonam Puthran, Consultant Respiratory Physicians

Meetings and visits

This month I attended our Annual Members' Meeting where I presented a review of the year (2013/14). I also attended a public meeting at Ashford Hospital on our merger plans.

I had individual meetings with Julia Ross, Chief Executive of North West Surrey Clinical Commissioning Group and with Roberto Tambini, Chief Executive of Spelthorne Borough Council. I also attended the Guildford & Waverley Integrated Care Steering Group Workshop.

I attended a meeting with Monitor, a First Stage Review for the proposed merger along with the Chairs of both Ashford & St Peter's and The Royal Surrey, Nick Moberly, Chief Executive of The Royal Surrey and strategy directors from both Trusts. I also attended Surrey County Council's Health Overview and Scrutiny Committee to present on the merger plans with The Royal Surrey County Hospital.