



Ashford and St. Peter's Hospitals
NHS Foundation Trust

TRUST BOARD
31 JANUARY 2019

AGENDA ITEM	14.1
TITLE OF PAPER	Chairman's Report
Confidential	NO
Suitable for public access	YES
PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN SUBMITTED	
None	
<u>STRATEGIC OBJECTIVE(S):</u>	
Quality Of Care	Marcine Waterman and I had a comprehensive tour of Maternity on 19 th December and it was excellent to see the changes being enacted by a dynamic leadership team to improve the Quality of Care. My thanks to head of Midwifery and Divisional Chief Nurse Konstantina Stavrakelli for arranging such a comprehensive visit programme.
People	As always in December, the highlight for me was the Decorate a Door competition. The imagination and effort that went into the planning and execution of the 70+ doors was truly awesome. The best part of course was the judging when Suzanne Rankin and I got the opportunity to talk to so many staff across Ashford and St Peter's Hospitals and to witness the creative skills at first hand. Well done to all participants and congratulations to all the prize-winners.
Modern Healthcare	The publication of the NHS Long Term Plan and the outworking of it in terms of changes in the way our financing will operate in 19/20 was published in January. Led by the Finance Team, the Exec Team have been busy formulating our plan for the year including how to achieve our new Control Total.
Digital	The digital agenda continues to progress and the tenders for the new PAS have now been received and a huge amount of effort is now being expended in evaluating the comprehensive responses. It is great to see that the evaluation team covers clinical and non clinical areas and reinforces that this is a major change programme not an IT project.
Collaborate	A highlight during this period was the meeting held by the Trust Executive Team plus me as Chair with our counterparts at SABP. Our individual strategies were presented and areas of mutual interest such as the new



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	builds at St Peter's and the opportunities for new joint ways of working were explored and follow up actions agreed.
EXECUTIVE SUMMARY	
	<p>December and January's activity has been the normal mixture of internal and external events but with the various Christmas activities, inevitably more internal than external. In December, these have included the Decorate a Door competition, the Volunteers Christmas lunch, the Carol Services and the Christmas Eve visits to the hospitals. There were also a number of external events in this period including the Mayor of Runnymede's Civic Reception at Great Fosters Hotel and the NHS Retirement Fellowship Christmas lunch.</p> <p>As usual, post-Christmas has seen a ramp up of pressure on the Hospitals and the staffing pressure is such that it has been difficult to provide additional bed capacity to cope with the number of required admissions. The pre-planned Business Continuity measures have been enacted and many elective procedures postponed. The pressure on the hospitals and of course on our front line staff continues to be extremely high and we are also now seeing a number of flu cases across both sites.</p> <p>Externally the NHS Plan has been launched and the requirements for the financial plan and our Control Total have meant a large amount of activity was required to get the requisite returns ready in a telescoped timescale. Activity at the Surrey Heartlands level is also ramping up with the implications of taking over some assurance functions from NHSI and the future governance needed to cope with that being explored.</p> <p>Finally a big thank you to the High Sheriff of Surrey Jim Glover and the Mayor of Runnymede Dolsie Clark who joined Suzanne Rankin and me on a Christmas Eve walkaround at St Peter's (Suzanne and I had earlier done a similar walkaround at Ashford). We really appreciate their interest and support. The hospitals were busy on Christmas Eve so the walkaround was necessarily selective but did allow us to show our support to many of the staff working over the Christmas period.</p>
RECOMMENDATION:	Note
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	
Patient impact	
Employee	
Other stakeholder	
Equality & diversity	



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Finance	
Legal	
Link to Board Assurance Framework Principle Risk	
AUTHOR	Andy Field
PRESENTED BY	Andy Field Chairman
DATE	25 January 2019
BOARD ACTION	Receive

External events and visits to the Trust

Conferences and Events:

Runnymede Civic Reception

In December, I attended the Runnymede Civic Reception at Great Fosters Hotel which included entertainment by a solo singer. It was an excellent opportunity to meet a number of local VIPs, councillors and charity workers from across Surrey.

NHS Retirement Fellowship Christmas Lunch

I was honoured to be invited for the second year running to a very pleasant lunch with the NHS Retirement Fellowship. As well as joining in with their Christmas celebrations, I was able to update them on the latest news from the Trust including progress on our Estates plans for both Ashford and St Peter's Hospitals.

Christmas Eve Visit of the High Sheriff of Surrey and the Mayor of Runnymede

My sincere thanks to the High Sheriff of Surrey, Jim Glover and the Mayor of Runnymede Dolsie Clark who joined Suzanne Rankin and me a Christmas Eve walkaround at St Peter's Hospital. We really appreciate their interest, support and willingness to give freely of their time. Earlier in the day, Suzanne and I had done a similar walkaround at Ashford Hospital. Both hospitals were busy on Christmas Eve so the walkaround was necessarily selective but did allow us to show our support and appreciation to many of the staff working over the Christmas period.



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McKinsey

In November I was invited but was unable to attend a McKinsey dinner debating Service Transformation. I was however able to meet with Natasha Stern in London in January to discuss their ideas and the outcome of the debates at the dinner. It was a useful session and it was good to see that our ideas, recognised opportunities and actions to date on Transformation were very much in accord with the good practice they had identified.

System Meetings

Woking BC

I met with David Bittleston, the leader of Woking BC on 11th December to learn more about the ambitions of the Council and to update him on the Trust Strategy, Estates plans and some of our staffing challenges. As a result of the meeting, a connection was made with Mark Rolt, the Chief Operating Officer of the ThamesWey Group, to discuss the possibility of affordable rented accommodation for staff in Woking.

SABP

The Executive Teams and Chairs of Ashford and St Peter's and Surrey and Borders Partnership met at St Peter's Hospital in December. Our individual strategies were presented and areas of mutual interest such as the new builds at St Peter's (ours and SABPs) and the opportunities for new joint ways of working were explored and follow up actions agreed.

I also met separately with the SABP Chairman Ian McPherson on 15th January to discuss the upcoming Chairs Forum on 24th January and the Surrey Heartlands work on Governance that is currently underway.

Surrey Heartlands

I attended a number of Surrey Heartlands meetings on 24th January namely:

- a. **Chairs Forum** – this was the first Forum with Claire Fuller in the Chair and the main topic was discussing the draft Governance proposals for Surrey Heartlands.
- b. **Strategic Modelling and Planning Workshop** - along with Trust Chief Executives, CCG leaders, CCG lay members and key Local Authority representatives the workshop explored the Surrey Health and Well Being Board's draft strategic plan.
- c. **NED/Lay Members Forum** – the main topic for this forum was also discussion of the draft Governance proposals for Surrey Heartlands.



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Highlights of internal activities and events

Governors' Events

Council of Governors 5th December 2018

We held a successful Council of Governors in December which featured excellent interaction between our Governors and Board members. In addition to the normal business, I welcomed the following new Governors to their first Council meeting:

- David Carpenter, Public Governor for Elmbridge
- Chris Marks, Public Governor for Runnymede, Surrey Heath, Windsor and Maidenhead
- Oscar Garcia-Casas, Staff Governor Medical and Dental staff
- Julian Ruse, Staff Governor for Ancillary, Administrative, Clerical and Managerial
- Iftikhar Chaudhri, Appointed Governor from Runnymede Borough Council

I also put on record my welcome to Tom Allan, Staff Governor for the Volunteers, who had been unable to attend the meeting that day. Finally I also put on record my gratitude for Arun Gupta, who had been Staff Governor for Medical and Dental staff for the past six years. I met with Arun in January, thanked him personally and presented him with the normal small gift.

Business Planning Briefing

We held a business planning briefing with the Governors on 11th December. The meeting focused on the priorities for the coming year that is Prevention (self-care), Workforce and Outpatients Transformation.

New Governor One to One's

Following on from the recent Governor elections, I have held very useful one to ones with all the new Governors. It was really pleasing to see how committed they are and keen to support the Trust with their wide and various skillsets.

Informal Meeting with Chairman and Chief Executive

This meeting is due to take place on 29th January before the Board meeting but post the publication of this report so will be covered in my next report.

Induction

There were two Induction sessions during the period and Suzanne and I did our normal joint act covering our values, our strategy and the role of the Board and the Governors. It was good to see and speak with so many new members of staff and I remain convinced of the value of doing this face to face training and of everyone sharing a common Day 1

Walkabouts.

I took part in two formal walkabouts in December. The first was to Maternity where Marcine Waterman and I had a comprehensive tour on 19th December and it was excellent to see the changes being enacted by a dynamic leadership team to improve the Quality of Care offered



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to patients. My thanks to Head of Midwifery and Divisional Chief Nurse Konstantina Stavrakelli for arranging such a comprehensive visit programme.

The second was to Sterile Services, one of our most multicultural teams, which I visited on 5th December. I circulated through all the various services trying out some rather stylish (!) protective clothing on the way. I ended up in the packing area where I was amazed at the speed and accuracy of the team. I was struck during the visit by the high morale and professionalism of all the Sterile Services teams and that this service really is one of the unsung heroes of the Trust.

I also carried out a number of more informal walkabouts during the period including: ITU; A&E and Paediatric A&E in St Peter's and Ophthalmology; Paediatric Outpatients; the Appointment Centre; Blood Tests and HR in Ashford.

Christmas Message

Once again Suzanne and I filmed a joint Christmas message and this year it was filmed in Ashford in front of one of the many decorated Christmas doors.

Schwartz Round

January's Schwartz Round was focused on the Spiritual Care team. As usual the stories presented promoted excellent discussion and sharing of experiences. I came away very grateful that we actively promote this forum and for the positive benefits that staff get from it.

LGBT+ Initial network meeting

As the NED sponsor for equality, diversity and inclusion, I was delighted to attend the opening session of our LGBT+ network. I explained the role of NEDs and my own passion for the whole equality, diversity and inclusion agenda. Thanks go to Pami Bains, Joint Assistant Director of HR - Business Partnering, Diversity and Inclusion, for her hard work in encouraging and fostering the formation of this network.

Annual Christmas Decorate a Door Competition

As always in December, the highlight for me was the Decorate a Door competition. The imagination and effort that went into the planning and execution of the 70+ doors was truly awesome. The best part of course was the judging when Suzanne and I got the opportunity to talk to so many staff across Ashford and St Peter's Hospitals and to witness their creative skills at first hand. Well done to all participants and congratulations to all the prize-winners. The joint 1st prize winners are shown below although the photos scarcely do justice to the impact they had.



Photography Competition

We held the annual prize giving for our winners. The top twelve photos were selected by the judges, including me, for the 2019 calendar. The overall winner was December's photo, "Father Christmas I promise I have been good" by Nicholas Hemmings. This was selected from the twelve by an independent member of the Royal Photographic Society.



Carol Services

There were Carol Services at both Ashford and St Peter's and they were joyous occasions with lots of mostly tuneful noise being generated. Thank you to the Chaplaincy Department for their hard work in organising the events which play an important part in getting everyone in a "Christmassy" frame of mind.

Volunteers Christmas Lunch

Last but certainly not least was our annual thank you to our splendid, hard-working volunteers. The event at Aspects restaurant was well attended and included the Mayor of Runnymede Dolsie Clarke and her consort. The catering, as usual, was very good and the event was enjoyed by all the volunteers; and my thanks to Sangeeta Singadia for her excellent organisational work.