



Ashford and St. Peter's Hospitals
NHS Foundation Trust

TRUST BOARD
30 May 2019

AGENDA ITEM	14.2
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 SUBMITTED	
n/a	
<u>STRATEGIC OBJECTIVE(S):</u>	
Quality Of Care	√
People	√
Modern Healthcare	√
Digital	√
Collaborate	√
EXECUTIVE SUMMARY	Highlights from the month
	This report provides assurance to the Board that the Chief Executive is providing enabling leadership to the organisation across domains of activity and focus that align to the strategic objectives. Work to create the #RightCulture continues so that TeamASPH feel they are able to work in an empowered way within a safe, caring and transparent environment.
RECOMMENDATION:	Take Assurance
SPECIFIC ISSUES CHECKLIST:	
Quality and safety	#RightCulture focus in order to enable and promote quality of care safety and integrity
Patient impact	Improves and enables Quality of Care
Employee	Improves, enables, values and recognises the Team
Other stakeholder	Improves and enables collaboration and partnership working

Equality & diversity	Demonstrates our #RightCulture values
Finance	Modern Healthcare focus on delivering constitutional standards, financial plans and encouraging innovation and efficiency.
Legal	No
Link to Board Assurance Framework Principle Risk	No
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PRESENTED BY	Suzanne Rankin, Chief Executive
DATE	22 May 2019
BOARD/TEC ACTION	Receive

#RightCulture

We recently announced the end of year financial position and most importantly, the 'once in a generation' opportunity it provides going forward to transform services and facilities for the benefit of patients and the team.

It has to be acknowledged that 2018/19 was another really tough year, during which time we have continued to focus on providing the highest quality of care within a constrained financial environment. However, we've had some very exciting developments in the way of three land sales, completed in the final quarter of 2018/19 – the St Peter's west site to Cala Homes, the St Peter's residential land to Optivo and the Ashford estates yard to Spelthorne Borough Council.

You can read about the detail of this in one of my [weekly messages to the team](#), but overall these land sales boosted the end of year financial position to a spectacular surplus of £46.9m and means we have now secured over £60m to invest in the ASPH Transformation Programme.

This is an extraordinary position to be in and a result of incredible hard work and commitment by the team. It makes the future very exciting with huge opportunities ahead and we are encouraging all colleagues to not let the opportunity pass them by and engage in the chance to improve our collective working experience and that of patients using the hospitals.

Quality of Care

Taking Pride in Nurses and Midwives

We've had two fantastic days in the past month, dedicated to celebrating the incredible work of nurses and midwives. On 7th May I was delighted to join members of the maternity team to mark International Day of the Midwife, as well as the fifth anniversary of the Abbey Birth Centre.



Later the same week, on 10th May, I was privileged to join colleagues for Pride in Nursing and Midwifery Day, an inspiring day of talks, poster competition and awards. We had some fantastic internal and guest speakers, all offering different experiences and insight around the theme of 'Health for All'. You can read all about the day in [Sue Tranka's message](#).

I'd also urge to watch this [short video](#) by Research Nurse, Megan McGee, reading her 'Proud of my Profession' poem. Megan read her poem at the start of the event and it's incredibly powerful and moving – well worth a watch.



Exemplar Status for Interventional Radiology

Congratulations to the Interventional Radiology department based at St Peter's Hospital who have been awarded renewal of their Exemplar Status in April 2019 by the British Society of Interventional Radiology Quality Initiative (BSIRQI) – an accolade only achieved by 33 NHS Trusts in the country. Exemplar sites are departments that have demonstrated a commitment to the development of high quality Interventional Radiology Services, have enrolled in the BSIRQI programme, and fulfilled the current criteria for award of exemplar status, so this is a great achievement.



Celebrating Operating Department Practitioners

On 14th May our Operating Department Practitioners (ODPs) were out in force to showcase and celebrate all they do as an essential part of the theatre team. ODPs have been working within the NHS for over 50 years (with varying titles) and their role helps to provide individualised and skilled care for patients at all stages of their operation – from arrival in the operating theatre to discharge from the recovery room. It was great to see this important group of colleagues sharing their passion and enthusiasm with the team, patients and visitors.

People

Improving Personal Resilience

I wanted to share a [message](#) I sent to colleagues on 17th May, the end of Mental Health Awareness Week and Learning at Work Week, around a mutual theme of personal resilience. I talk about the duty we have at ASPH and as part of the wider NHS to support colleagues doing

difficult jobs in challenging situations and the tools and initiatives we have available to encourage health and wellbeing at work.

Alongside this I describe the importance of learning at work; providing us all with the skills and training we need to do our jobs to the best of our ability, at the same time increasing our personal resilience when things feel difficult or go wrong.

Writing this message was real food for thought; it's great to see mental health issues, in particular, come increasingly into the open and be de-stigmatised. We've done a lot of work to support this at ASPH and encourage personal growth amongst colleagues, but of course there is more to do.

Providing a Positive Place to Live and Work

One of the ways we try to attract and support colleagues to work at the Trust is the provision of good quality affordable accommodation on site and locally and we've been doing a lot of work to improve that offering. We all know how expensive it is to live in the South East so we need to find new and innovative ways to help colleagues, particularly those coming from overseas, to feel welcome and settled.

I've talked about the sale of residential land at St Peter's to Optivo; they are the provider of onsite accommodation and have exciting plans to redevelop and upgrade the housing available, beginning with the Parklands area. Whilst modernisation is much needed and will transform the living environment for colleagues, it will cause short term disruption for some and we are supporting those affected to find alternative accommodation during the building works.

Longer term we know demand for onsite accommodation will outstrip supply in the coming years so we are also looking at what we can do locally. We've had positive conversations with three local councils about key worker housing opportunities and how we can join forces to address some of the issues we jointly face in making Surrey an attractive and affordable place to live. One of the more immediate things we are looking at is a Trust wide 'rent a room' scheme which we hope will prove beneficial to both those with spare rooms and those who are seeking accommodation.

Rounders' Update

On 16th May some of the executive team with the support of one or two colleagues stepped up for the first (and last!) rounders' match of the season. Playing as part of the 'Tough at the Top' team against 'Knocked out the Park' – the consultant anaesthetists we lost on our first outing. It's always good fun and this year was no exception so we are sad not to be playing again but wish good luck to all the teams left to play.



Tough at the Top vs Knocked out the Park

Health and Care Women Leaders' Event

On 21st May I was pleased to attend an NHS Confederation and NHS Employers Health and Care Women Leaders Network dinner in London. This was an opportunity for senior leaders across the NHS, including the new Chief People Officer for NHS England and Improvement, Prerana Issar, NHS Confederation Chief Executive, Niall Dickson and Chief Executive for NHS Employers, Danny Mortimer to come together to discuss and reflect on the role gender plays within the workforce, share experiences and consider approaches to deepening understanding of the issues and implications.

It made me reflect on my own experiences and about areas within Team ASPH where we need to do more to enable and encourage balance; more men in nursing, more female clinical leaders, more LGBT+ representation in senior leadership roles and so on. We have more thinking to do but importantly seeking the experience and views from colleagues across the organisation through surveys and conversations is an important next step.

Digital

Electronic Patient Record Update

We are continuing apace with the procurement of the electronic patient record. We are currently in discussions to agree the contract and final costs. The final business case is on the agenda for the June Trust Board and we are working with our partners Cerner and the Royal Surrey County Hospital to shape up both the governance arrangements but also the approach to this huge transformation programme

Wi-Fi Services

At ASPH, we want to ensure we have the right infrastructure in place to implement advances in technology. We certainly appreciate the importance of Wi-Fi, which is why we have completely replaced our previous installation with a market leading solution to ensure reliable coverage across the estate.

As part of the project, the free Wi-Fi service, currently called "TempPublicInternet", is soon to be replaced with a new solution which will be called 'NHS Wi-Fi'. This is part of a national initiative to provide a common, branded and trusted method for NHS patients and visitors to access Wi-Fi across the entire NHS estate. Each Trust has been tasked with implementing this. We believe this sort of investment is key and central to our digital strategy. The NHS Wi-Fi will invite users to register and they will then be presented with a landing page which encourages healthy living, provides downloadable health apps and will give news about our Trust. In addition, we will be rolling out NHS Staff Wi-Fi to give colleagues their own faster and more reliable connection.

Modern Healthcare

Improving Psychological Support to Patients

We are working closely with Surrey and Borders Partnership NHS Foundation Trust to find ways to enhance the provision of psychological therapist support to patients in the Emergency Department and some wards within the Trust, particularly to help colleagues manage challenging patients.

Equally, we are also discussing how we can better support the management of physical health needs for patients in the mental health unit at Surrey and Borders.

Both strands of this project are about treating patients as a 'whole'; bringing together physical and mental health support to address conditions and symptoms together and providing better, individualised, care.

Collaborate

Appointment of new NW Surrey ICP Director

I was delighted to be part of the recruitment panel to select the new Director for North West Surrey Integrated Care Partnership. After a very thorough and robust recruitment process we appointed Jack Wagstaff into the role. Jack is currently the Deputy Managing Director at North West Surrey Clinical Commissioning Group and will bring a wealth of experience to the role, which will help drive the transformation of the local health system. I'd like to congratulate Jack on his new position and look forward to working with him closely.

SECAMB Handover Task and Finish Group

Since June last year I've been chairing the South East Coast Ambulance Service (SECAMB) Handover Task and Finish Group. SECAMB is a vital partner of the Trust and the group was established in light of the where SECAMB received an overall rating of 'Requires Improvement' and coordinated their response through a detailed action plan.

One of the issues flagged was around handover times; that ambulance crews were being delayed in handing over their patients to hospital colleagues upon arrival at A&E, which in turn delayed the crew in getting 'back on the road' to deal with other emergencies, affecting their response time and the level of service provided.

Clearly this is a 'system' issue and not something any one organisation can address in isolation. I've been really pleased to chair this group, which meets monthly to share best practice, monitor performance and seek assurance progress is being made. It is a great example of collaborative working in action and I'm pleased to report that we've seen great results.

Across Kent, Surrey and Sussex in the financial year 2018 /19 the programme reduced ambulance hours lost at hospitals (due to handover delays) by 17% (12,000 operational hours) compared with the previous year. The number of patients who waited over 60 minutes for a handover at hospitals was reduced by 34% and those that waited between 30 and 60 minutes for a handover at hospital reduced by 17%.

There is more to do and the next step is to look at ways of localising the work, which until now has taken place right across SECAMB's 'patch' of Kent, Surrey and Sussex. We need to look more specifically at what will work locally and how we can engage the relevant teams in implementing those positive changes.

Development of Well North Relationship

Following my briefing in the last Board Report, we have now formally entered into a contract with Well North to complete a piece of work to engage with colleagues, local people and key organisations (both public and private sector) to understand how the Trust can become a 'public asset' for the whole community. The work will help us shape the vision for the investment in our buildings and facilities and also to have a clearer understanding of our future role as a positive 'anchor organisation' within the local area.

The work will take place in three stages. Phase one is May to August 2019 and the Well North team will build on the engagement work already undertaken and facilitate meetings, workshops and other conversations to understand the views, ambitions and readiness for change. The second 'immersion' phase during October will include a two day workshop with 12-14 leaders and influencers to develop plans specifically for ASPH with an agreed shared vision. We will then take a view about how to move this work forward in the best way.

This investment in Well North marks a significant change in the role we want to play in ensuring our local community is a dynamic, thriving and healthy place to live and work. It also supports the view of Simon Stevens, Chief Executive NHS England, who said in a speech on 21 May to the Royal College of Medicine that NHS organisations have an important role as 'anchor institutions' in their local area.