



TRUST BOARD
25th July 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	
STRATEGIC OBJECTIVE(S):	
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	18 July 2019
BOARD ACTION	Receive

#RightCulture

We held our first Community Day on Saturday 6th July - it was absolutely brilliant and the sun shone! We had several hundred people of all ages come through the doors of St Peter's to find out more about everything the Trust offers and the atmosphere and buzz throughout the hospital was fantastic.

I began the day at a special reception for guests including the Lord Lieutenant, Michael More-Molyneux, Colonel Ash Boreham from 256 (City of London) Field Hospital and Lord Andrew Mawson, Chairman, highly regarded 'social entrepreneur' and Chairman of [Well North Enterprises](#). During the reception Chairman Andy Field and I signed the Armed Forces Covenant, formally marking the Trust's commitment to armed forces personnel, including veterans and their families.

I then enjoyed visiting the many stands, activities and tours and was so proud of Team ASPH and the partners who joined us, including South East Coast Ambulance Service, Surrey Police, St John's Ambulance, Unison and Radio Wey.

Everyone was there with passion and enthusiasm, showcasing the very best of their departments and specialisms. Do take a look at this [highlights video](#) from the day which gives a real flavour of everything on offer.

The 'Sparkle Board', where visitors could share their feedback, really said it all. We received so many positive comments which reinforced the success of the day.

Well done to all of Team ASPH who worked so hard to organise and run the event. Planning for the next one will commence shortly!



Quality of Care

Inpatient Survey Results

In June the Care Quality Commission published the results of the Adult Inpatient Survey for 2018, where patients who stayed at the Trust last summer were asked to complete a survey which questioned various aspects of the care they received - the quality of care, treatment, communication with staff, hospital environment and delivery of information.

The majority of patients reported a very positive experience which is great news. The overall experience of care was rated as 8.1 out of 10 and some areas of excellence (rated as 9 or above out of 10) included:

- Being treated with respect and dignity during entire stay
- Privacy whilst being examined
- Not having admission date changed
- Confidence and trust in the doctors treating them
- Having enough to drink and staying hydrated

As always, the survey also identified some areas for improvement, including waiting list times, speeding up discharge processes and information given about medications. Some of these areas are already being addressed by dedicated improvement work – such as medication safety – and we will use the results to further implement positive change.

Medication Safety Week

As part of becoming a learning organisation, improving medication safety is one of the Trust's top priorities. Medication safety incidents are those which cause harm, or had the potential to cause harm, involving an error in the process of prescribing, dispensing, preparing, administering, monitoring or providing medicines advice.

The w/c 15th July was Medication Safety Week and the project team were out in force trying to raise awareness of medication safety issues and provide clinical colleagues with the opportunity to share their feedback and ideas around this important safety initiative. They shared short videos in which colleagues described a medication incident they have been involved with and the learning from this – a great idea and one that encourages honesty, transparency and sharing.

Therapies Transformation Programme



The therapy team has launched a new transformation programme with two away days in June for over 80 members of the team – physiotherapists, occupational therapists, speech & language therapists, dieticians, admin and support colleagues, and nurses from the Early Supported Discharge stroke team. The inpatient and outpatient teams from St Peter's, Ashford, Woking and Milford were all represented and it was a rare opportunity for colleagues to come together, reflect, share ideas and plan for the future.

Fred Watson, Associate Director of Therapies, describes the programme as 'the start of a journey for Therapies'. The team want to transform their offering to make services better, more responsive, flexible and better organised around the needs of patients. They also want to provide more support, empowerment and recognition to the team, along with access to better resources to do their job well and opportunities for career development.

The programme sounds both exciting and inspirational and it's fantastic to see this team come together and take the initiative in modernising the service and making improvements.

HSJ Patient Safety Awards

Congratulations to all teams recognised at the HSJ Patient Safety Awards on 2nd July. Two projects were highly commended:

-Quality Improvement Initiative of the Year for Improving Medication Safety

-Best HealthTech Solution for Patient Safety - Outpatient local anaesthetic Trans-urethral Laser Ablation of Non Muscle Invasive Bladder Tumours (TULA)

We were also shortlisted in three other categories. Well done to everyone involved in all of these projects, it is a fantastic achievement to be shortlisted and recognised at these awards, the majority of which were for large regional and national projects.

People

Ashford Team Talk

We held the second Team Talk at Ashford Hospital on 26th June and it was a really positive session. There was a great turnout and lots of interesting questions and lively discussion in the room. As an executive team we've been talking about how we take the feedback given at Team Talk and translate it into something meaningful – reassuring colleagues their comments have been listened to and acted upon. We've got some ideas around this, such as regular bulletins to update colleagues on the transformation and estates work taking place across both hospitals and engagement events where people can share ideas and ask questions. We will be developing these ideas over the coming months and look forward to the next Team Talk session at St Peter's in September.

Celebration of Education Awards

Congratulations to all colleagues who were recognised for their significant contribution to education and training at the first Celebration of Education Awards on 10th July. The winners are listed below – each received certificate and small gift, followed by a well-deserved afternoon cream tea. Well done to all!

Outstanding Contribution by Foundation Doctors - Dr Vanessa Vasconcelos, Dr Momin Eltayeb, Dr Genevieve Taylor-Davies, Dr Louis Darby & Dr Vanya Joshi, Dr Mahbub Chowdhury & Dr Hannah Scott

Junior Doctor of the Year - Dr Rashid Mahmood & Dr Matthew Murden - CMT

Consultant ACE Award - Dr Clarence Chikusu

Nurse Educator – Suzie Potter, Clinical Practice Educator for Medicine

Midwifery Educator – Lauren Brown

Allied Health Professional Educator – Donna Baker-Lacey, Simulation Manager

Improving education

We are currently working on a proposal to significantly change and improve the education programme we offer at the Trust. This is being led by Professor Pankaj Sharma, who is our Director of Clinical Education, as well as Professor of Neurology and Director, Institute of Cardiovascular Research at Royal Holloway, University of London.

The improvements aim to deal with a number of issues already identified. We know the current environment and approach isn't meeting the needs of all learners. We know more people want to learn with access to digital resources but we don't have the right IT equipment in the right locations. And library and knowledge service colleagues tell us they feel like they work in silos and could provide a better service if they worked more closely together.

All colleagues have been fully briefed about the rationale for improvement and the proposed changes and had the opportunity to feedback and share their thoughts and ideas. I think this

is a really positive development and will enable us to create a fit-for-purpose education offer for all and provide more 'in situ' education on wards and in clinical areas.

Digital

Electronic Patient Record (e-PR) Update

I include an ePR update every month because it is one of our key transformation projects and the potential offered by this new way of working is immense. The full business case and contract recommendation papers are on this month's Trust Board agenda.

As previously mentioned, we are working jointly with Royal Surrey County Hospital on the e-PR project, so strong joint governance of the programme is very important. We are working on this now, basing it on the experience of other Trusts who have already implemented the system. Some of the team have been up to Bradford Hospital to look at their model and recently the entire executive team, along with our counterparts from Royal Surrey, and also some of our non-executive director colleagues, took a coach trip to West Suffolk Hospital to see how their set up. Learning lessons from other digital programmes is not something that Trusts are well known for, so we are determined to make sure we are informed on how others do things and then adopt and adapt those processes for our own journey to full digitisation and integration.

Over the next few months, we will be putting in place the governance and resources for the programme, with the project kick-off towards the end of the year. The whole programme takes about 20 months to implement across both Trusts, and after that we will be moving towards making patients' records available online via a secure portal (app). Patients and their carers will be able to view their discharge summaries, clinic letters and diagnostic results online, as well as manage their appointments and access key advice pertaining to their health.

Modern Healthcare

ASPH Transformation Programme



Car Parking

Building works continue to become more visible as part of the exciting ASPH Transformation Programme. Visitors to St Peter's may have noticed that works are taking place in the big staff car park; this is in preparation for the closure of the main outpatients car park in the autumn to enable the new, multi-deck, car park to be built.

I talked about this in my last report as some disruption is inevitable, particularly for staff. The estates and communications team are working on plans to inform colleagues, visitors and stakeholders about these changes and the alternative arrangements available. Over the summer

we are also resurfacing and reconfiguring the car parking at Ashford which will be a positive development.

Catering & Retail Facilities

We have now announced that following a competitive process over the past twelve months, OCS (our catering provider) has been awarded preferred bidder status for the new catering contract across the Trust and there are some exciting developments ahead.

The new contract, which starts from 1st November 2019, covers food services for inpatients, café and restaurant facilities for colleagues and visitors and retail outlets. It will bring significantly improved choice and facilities for all and several suggestions from colleagues have been incorporated into the contract, including increased choice each day, a meal deal at a fixed price, facilities open outside of traditional meal times and a discount for staff.

We will shortly be able to confirm the range of shops to be available at St Peter's and will be working closely with local organisations to sell their products, support the local community and reduce 'food and product miles' as part of our sustainability commitment.

In preparation for these new facilities there will be some temporary changes to café and restaurant facilities at St Peter's. The Aspects Restaurant by Chertsey House will close in November and be demolished as part of the West Site land sale. The restaurant and dining hall in the Postgraduate Centre will be temporarily expanded to provide more capacity until the new cafes, restaurants and shops open in 2021.

All the remaining cafes and restaurants at both sites will have a refresh between September and November 2019.

Making Every Day Count

I wanted to draw your attention to [this message](#) from Chief Operating Officer, James Thomas, describing the sustained pressure urgent and emergency services are under, the impact this has on patients and the team and the approach we are taking to try and improve the situation.

It's a very honest message and describes the challenges we face on a daily basis well. We know demand for urgent care is not reducing and we can't continue to do things the way we always have. Recognising this and bringing in some fresh expertise will really help us to take stock and look at new and better ways of working. I'm optimistic we can make some good progress in the next six months and I will keep you updated in future reports.

Collaborate

Collaborating to Develop our Well North Work

Last week I had two really inspirational days with my colleagues across the North West Surrey Integrated Care Partnership. A group of us, including colleagues from ASPH, the North West Surrey GP Federation, Surrey and Borders Partnership and Runnymede Borough Council visited the [Bromley-by-Bow Centre](#).

This was the brainchild of Lord Andrew Mawson, Chairman of Well North Enterprises who we are working closely with. Lord Mawson described to us the journey of building the Centre 35 years ago and the vision to create a place which truly supports individual and community health – recognising that health is primarily driven by social factors and not medical ones. The concept of [social prescribing](#) was launched at the Centre.

With the build of the new Integrated Assessment Unit at St Peter's approaching this visit was really useful – giving us time to think about how you go about a designing a facility which really meets the needs of its users and helps members of the community to lead healthy and happy lives.

Following this we invited Lord Mawson to spend time with the North West Surrey Integrated Care Partnership Board, where we were also joined by Chief Executive of Surrey County Council, Joanna Killian. We spent time talking about the opportunities ahead – thinking outside the box and thinking big about how we can work together and engage the local community to deliver projects and facilities that have real impact and offer benefits outside of the standard health and social care we provide.

Annual Members' Meeting

On 16th July we hosted another very successful Annual Members' Meeting at Ashford Hospital. Around 120 members came to visit the market place stalls and hear presentations from Chairman Andy Field, Lead Governor Danny Sparkes, and Director for Finance & Information Simon Marshall, Director for Strategy & Sustainability Tom Smerdon and myself.

We talked about progress made over the last year in meeting the five strategic objectives, the immediate and long-term plans for urgent and emergency care services and the Trust's ambition to become a local anchor institution.

Many thanks to all involved for their hard work in organisation the event, particularly to Membership & Engagement Manager Anu Sehdev.