

**TRUST BOARD**  
**27 July 2017**

<b>AGENDA NUMBER</b>	<b>ITEM</b>	4.1
<b>TITLE OF PAPER</b>	Chairman's Report	
Confidential	<b>NO</b>	
Suitable for public access	<b>YES</b>	
<b>PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED</b>		
<b><u>STRATEGIC OBJECTIVE(S):</u></b>		
<b>Best outcomes</b>		Recognising performance of Trust Focus on delivering high quality care
<b>Excellent experience</b>		Values led organisation Consistent leadership
<b>Skilled &amp; motivated teams</b>		CHKS awards Improved reputation with stakeholders and better relationships within the local NHS healthcare community
<b>Top productivity</b>		One of the most efficient acute Trusts in the country as benchmarked by the Carter review
<b>EXECUTIVE SUMMARY</b>		
	Sharing reflections on the Trust since I joined the Board in 2005 and became Chairman in 2008.  This is my last open Board Report.	
<b>RECOMMENDATION:</b>	Receive	
<b>SPECIFIC ISSUES CHECKLIST:</b>		
Quality and safety		
Patient impact		
Employee		
Other stakeholder		
Equality & diversity		
Finance		

Legal	
Link to Board Assurance Framework Principle Risk	
<b>AUTHOR NAME/ROLE</b>	Aileen McLeish, Chairman
<b>PRESENTED BY DIRECTOR</b>	Aileen McLeish, Chairman
<b>DATE</b>	19 July 2017
<b>BOARD ACTION</b>	Receive

This will be my last open Board meeting and I would like to take this opportunity to share some reflections on the Trust since I joined the Board in 2005 and became Chairman in 2008. A shortened version of my usual report on activities during the month can be found at the end of this report.

**Strong consistent leadership team for ASPH** – This is something I think we have turned into a strength at the Trust. We have had two Chief executives in nearly nine years; five of the current Executive Directors were promoted from within the organisation, long term stability among Non- Executive Directors and the appointment of six new Non-Executive Directors in 2016 being managed with minimal disruption. The strength of leadership was reflected in the very positive external *Well Led Review* which was carried out in 2016

**Good relationships with Governors:** We have all worked hard on building trust and getting this right. We have had external feedback that the consistency of purpose between Board and Council is very palpable and contrasts with experiences of other Foundation Trusts.

**Patients:** The Trust is much more focussed on delivering high quality care. External perceptions have shifted from expecting poor care to being pleasantly surprised by the quality of care received and there is good engagement with patients and families. While there is still a lot we can do I am very proud of the progress we have made

**A Values led organisation:** The atmosphere around the whole Trust has changed during my time, people are friendlier towards each other and more engaged making the place more welcoming to work in and for patients and their families to visit. I feel I have contributed to this by working on engaging with individuals, recognising and valuing everyone's contributions and focussing on the community of the hospitals. It has been pointed out to me that Ashford Hospital has always been friendly, and I agree with that. However when I started on the board, the proper integration of the two hospitals was just starting and there was a great deal of upheaval at Ashford Hospital in particular. Now I feel there is a much greater sense of pride in the Trust as a whole.

**Improving performance both quality and financial:** Achieved Foundation Trust status in 2010 which was a big step forward for the Trust, enabling it to join what was then regarded as the elite group of NHS providers. Since then ASPH has increasingly become known for the quality of its services and its financial performance. Shortlisted as Board of the year and

Trust of the year in the HSJ awards, a CHKS top 40 trust, four years running, including winning the Quality of Care award in 2015 and being shortlisted for same during the last two years. Also in CHKS: Shortlisted for both data quality and for healthcare efficiency. One of the most efficient acute Trusts in the country as benchmarked by the Carter review. The Trust won the 2017 HPMA Award for Excellence in Employee Engagement for our '*Be the Change*' programme - given to an organisation that has significantly enhanced patient care through improved staff engagement. ASPH is now increasingly recognised as a forward looking Trust – one to watch.

**Improved reputation among stakeholders:** The team has worked hard to build relationships with stakeholders both listening and talking about the Trust. This has helped to build the reputation of the Trust and created better relationships with the communities we serve. This has been achieved through listening, responding and quiet reinforcement while not over promising.

**Relationships within the local NHS healthcare community:** We have also worked hard to build ASPH's role as a trusted partner within the local health economy with some success. However there is still more work to be done in this area to realise a sustainable future for ASPH. Also, we lost out on opportunities to merge with first Frimley Park Hospital (before I took over as Chairman), then take over Epsom Hospital, and finally the merger with Royal Surrey County Hospital. These are amongst the biggest disappointments during my time on the Board. The future is in collaboration both across North-West Surrey, through the Surrey Heartlands Sustainability Transformation Partnership, and through alliances with other trusts.

#### **Activities during July**

I joined the meeting with Lord Carter and Professor Tim Briggs who visited the Trust to review our progress on the national *Get it Right First Time* initiative.

I represented the Trust at the High Sheriff of Surrey's annual garden party.

Celebrated with colleagues; the opening of the newly expanded Endoscopy Unit.

Presented the Annual Report and Accounts to the Governors.

Hosted the Annual Members' Meeting

I attended the first meeting of Chairs and Chief Executives involved in the Berkshire Surrey Pathology Service.

Together with Chief Nurse Heather Caudle and colleagues I attended the funeral of one of our nurses Alix Manders. Alix was just 36 years old and has left three sons.

I attended a Surrey Heartlands Strategic transformation plan stakeholder meeting.

Met with the Trust's newly appointed Internal Auditors.

Hosted a visit by the Bishop of Kensington to Ashford Hospital.

Helped host a visit to the Trust by Royal College of Nursing President Cecilia Anim.

Hosted a visit to St Peter's Hospital by the High Sheriff of Surrey to view our collaboration with Surrey County Council's Restorative Justice programme.

Attended this month's Schwartz round, Heather Caudle's last one, so we had a reflective discussion remembering all our Schwartz rounds to date.

I attended both a Board meeting on updating our strategy and the Board's Remuneration Committee.