



Ashford and St. Peter's Hospitals
NHS Foundation Trust

TRUST BOARD
27 September 2018

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	19 th September 2018
BOARD ACTION	Receive

#RightCulture

Staff Achievement Awards

On Friday 7th September I had the privilege of attending and hosting our Staff Achievement Awards with Andy Field and other members of the Leadership Team. We had a change of venue this year and the awards took place at the historic Brooklands Museum. This provided a lovely backdrop and was popular amongst our guests, many of whom have fond memories of visits in the past.

Victoria Derbyshire, BBC journalist and broadcaster, was our special guest for the second year running and joined Andy Field, and I on stage to welcome everyone and present the awards.

Victoria spoke passionately about the incredible contribution that Team ASPH and indeed all those working in the NHS, in what are very difficult and challenging times make. She spoke about courage – both in the way healthcare workers provide amazing support to patients in times of adversity and the way they push through obstacles to provide the very best care possible.

Standing in the room, listening to the stories of our finalists and winners, I just felt incredibly proud of Team ASPH. Everyone at the ceremony deserved special recognition but all were quick to say they couldn't do their job well without the support of their colleagues.

It's that team spirit which sits at the heart of #RightCulture; colleagues supporting each other through good days and challenging days, celebrating each other's achievements and recognising that everyone has an important role to play.

It was a truly special afternoon – a real highlight – and I'd like to take the opportunity to congratulate all our nominees, finalists and winners one final time.

It's definitely worth taking a look at our fabulous videos from the event – the film we played at the start showing the stories of some of our [finalists](#) and [long service colleagues](#) and the film put together afterwards with [highlights from our winners](#).

Respect at Work

Our Organisational Development and Communications teams have been doing some excellent work around a new 'Respect at Work' campaign. This focuses on two key issues, which are increasingly problematic for us and all NHS Trusts – violence and aggression (primarily from patients / families towards the team) and bullying and harassment (sadly often between colleagues).

All of our efforts to create the right culture depend on an organisational ethos of inclusivity and mutual support. If we do not identify and tackle issues such as violence, aggression, bullying and harassment – which are so important and fundamental to people having a good experience at work – many of our other team health and wellbeing initiatives will be hampered.

The 'Respect at Work' team are taking a collaborative approach – using questionnaires and engagement events to hear from those working on the front line with first-hand experience of facing these issues. They will use this feedback to design a series of posters and other materials; reminding people of the impact of these negative behaviours and how the Trust will respond.

It's so important that colleagues feel able to come to work and do their job safely and if they do face difficult issues that they feel able to speak up, are listened to, understood and supported. I'm wholly supportive of this campaign and look forward to seeing how it develops.

Quality of Care

Winter Planning

Whilst the heatwaves of the summer do not seem far behind us our attention is now firmly on planning ahead for winter. We are working closely with our local health partners to enable a system wide approach, ensuring we have robust plans in place to cope with an expected increase in demand.

Supporting this we have also begun our yearly campaign to encourage all staff to receive a flu vaccination. All NHS Trusts have been given a very tough but important target to reach this year – to vaccinate 100% of front line staff. We did really well last year (vaccinating the highest number of staff ever) but there is even more to do this year. We have been able to use evidence of the beneficial impact of the high vaccination rate last year on the health and well-being of patients and the team in the hospitals as we opened discussions on our approach this year. A very helpful evidenced based perspective!

In addition we now have several clinical staff, including the respiratory consultants, training as Peer Vaccinators – meaning they are able administer the vaccine to their colleagues.

Engaging clinical colleagues in this is really important as it leads by example and encourages others to uptake the vaccination, which we know is the best possible protection (for colleagues and patients) against flu.

CEMIG 'Centre of Excellence'

I was delighted to learn that our Centre of Excellence for Endometriosis (CEMIG) team won two awards at the recent British Society of Gynaecological Endoscopy (BGCE) Conference - a Silver video presentation award and Bronze video poster award. Cementing their success, Mr Shaheen Khazali, Clinical Lead for the service, was appointed Honorary Secretary (one of four officers) of the BGCE.

CEMIG is one of our successful specialist services and the second busiest accredited centre for the treatment of endometriosis in the UK. Endometriosis is a debilitating condition, affecting around two million women in the UK and can cause severe pain and infertility. Our team perform some very complex operations, often requiring team working with colorectal and urology colleagues. I am delighted to see their professionalism and dedication recognised in this way.

CQC Inspection

As described in my last report the CQC completed their full inspection in July and we are still awaiting the publication of their final report. They have shared their initial findings and feedback with the Board and I am looking forward to disseminating the detail of this more widely once the final report is published.

People

I've written before about the difficulties we face in recruiting staff and how it is one of the biggest challenges. It's an issue faced throughout the NHS and we need to find new and innovative ways to attract people – locally, nationally and internationally.

Digital Recruitment Campaign

Working with a creative agency the recruitment team has recently launched a new digital marketing campaign to attract nurses to the Emergency Department. The campaign is running on Facebook and other social media and aims to attract potential recruits to an event on 6th October. After this the campaign will continue but the focus will switch to attracting nurses to work in surgery. Take a look at the Facebook page [here](#). This is one of the eye catching graphics featuring members of the team:



Joint Recruitment Event

On 15th September we joined forces with South East Coast Ambulance Service, Central Surrey Health, Surrey and Borders Partnership NHS Foundation Trust and Surrey County Council to hold a joint recruitment event at St Peter's Hospital.

The aim of the event was to showcase the range of opportunities available across the patch and how different organisations are working together as a whole system. It was a very successful afternoon with good attendance and we made around 40 job offers, which is a fantastic result.

I think these types of joint events are really the way forward – they help people to understand the huge breadth of opportunity available in health and social care and how so many skills are transferrable.

Surrey Heartlands Workforce Conference

I am the Senior Responsible Officer for the Surrey Heartlands Workforce work stream and on 13th September we held the first Workforce Conference.

Approximately 40 colleagues from across a number of organisations, including the acute sector, primary care, local government and the third and voluntary sectors came together to reflect on progress so far and impact and then to consider new and emergent opportunities to develop the approach to building capacity and capability in the health and social care workforce as well as ideas to ameliorate workload and demand.

This was the first of many collaborative events and it was great to see so many people engaging in the difficult and complex conversations around future workforce needs.

Modern Healthcare

Redevelopment Underway on St Peter's Site

The demolition of the old ramp at St Peter's is well underway and many buildings have now been cleared. These works are an important part of the long term re-development plans at St Peter's Hospital and eventually will become car parking and a through road, essential infrastructure to support our new Urgent and Emergency Care Centre.

The new Centre will incorporate the main A&E, Paediatric A&E, Urgent Treatment Centre, assessment areas and ward space over three floors, along with a new multi-storey car park, retail centre and facility for staff.

Clearly the works come with a level of disruption – many teams have been relocated to other areas of the hospital – but it will all be worth it. Many of the new facilities are long overdue and will provide a much better environment for both patients and the team. This is a major project for the Trust and I'd like to thank all of the team for their hard work to date; there's much more to come but I've no doubt they will rise to the challenge and do everything possible to minimise disruption and achieve the new build and associated facilities we aspire to.

Digital

New Electronic Patient Record System

The process of replacing the current Patient Administration System is underway, which will be a much needed and exciting development for the Trust.

This is a project we are working on with Royal Surrey County Hospital as part of a joint procurement and the digital teams are at the closing stages of preparing the tender documentation.

Over the past few months colleagues have been invited to attend several demonstrations of different electronic patient record systems, so as to gain useful insight and feedback from those using the systems. Over the coming months there will a tender and evaluation process before a new system is procured.

Lots of different colleagues from teams and departments right across the Trust and, of course those from Royal Surrey, are involved in this project. So often there's an assumption that anything technical is the responsibility of the IT team, but implementing systems that work well and are easy to use is to everyone's benefit, so it's been great to see such a collaborative and joined-up approach.

Collaborate

North West Surrey Integrated Care Partnership Event

At the end of July I attended a really good leadership event with my North West Surrey Integrated Care Partnership (NWS ICP) colleagues. Over fifty clinical and non-clinical senior colleagues from across the patch attended, including those from local GP practices, the ambulance service, adult social care, community health services, mental health services, borough councils and commissioners. In my role I get to attend many cross-organisational events and it's certainly unusual to have such a large and diverse group of colleagues together – I think it shows real commitment to making this important partnership work.

One of the presentations I particularly enjoyed was from Dr Caroline Baker, GP and Chief Executive for the local GP Federation (known as North West Surrey Integrated Care Services). She gave a very thought-provoking talk, drawing on many of her own experiences and those of her patients, around patient responsibility and empowerment.

We know we need to make changes to ensure we can continue providing high quality services in a sustainable way. So looking to the future, what can people do for themselves, what help and support can the local community give and what services really need to be provided in primary care, the hospital setting or a completely different way?

Clearly these are complex questions and we will only find the answers to inform a new model of care by working closely together.

Visit by Executive Director for Children and Families Services

Earlier this month I was delighted to join Chairman Andy Field to host a visit by Executive Director for Children and Families Services at Surrey County Council, Dave Hill. He visited St Peter's Hospital with Community Skills Relationship Manager, Ellie Paterson MBE, to find out more about our community partnership working.

Ellie organises teaching courses for young people to learn new skills, such as carpentry, and as part of reparation programmes they make and donate items to our hospitals.

It was a great chance to meet Dave and hear more about his role and plans for children and family services across the county. Like many others, this is clearly an area of challenge and with the children's and young people health services we provide at the Trust we would like to work more closely with Dave and his team to ensure a cohesive approach.