

TRUST BOARD

Date: 28 January 2016

Agenda item number	4.1
Title of paper	Chairman's report
Sensitivity of this paper	
• Commercial in confidence?	No
• Patient confidential?	No
• Suitable for public access?	Yes
Any other papers which this particular paper relates to? Insert any details here	
Strategic objective(s) that this paper relates to :	
• Best outcomes	Ref to proposed merger, junior doctors strike
• Excellent experience	Ref to maternity survey results, patient food inspection
• Skilled & motivated teams	Ref to Christmas activities at the trust
• Top productivity	Ref to national context within NHS
ASPH value(s) which this paper relates to : Tick any box below which is relevant and follow with a word or two of explanation	
• Patients first	See above
• Personal responsibility	See above
• Passion for excellence	See above
• Pride in our team	See above
Executive summary	A summary of activities within and around the trust during December and January
Recommendation	For noting
Specific issues checklist :	
• Quality and safety issues?	
• Patient impact issues?	
• Employee issues?	
• Other stakeholder issues?	Merger proposal

• Equality & diversity issues?	
• Finance issues?	
• Legal issues?	
• Risk issues? Link to relevant BAF item number if so	
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Presented by director name/role	Aileen McLeish
Date	20 January 2016
Board action	Receive

Chairman's report - January 2016

Ashford & St Peter's (ASPH) in the context of national developments

The last few months have seen a range of national announcements focussed on improving performance while eliminating the deficit within provider trusts. ASPH has been doing reasonably well up until now, a view echoed by the Secretary of State who mentioned in an interview on The Today programme on Radio 4, ASPH as one of three Trusts in the country achieving good quality while balancing the books. However we continue to have issues in turning around our A&E performance as well as continuing high agency costs, both of which need to be addressed. The announced 1.8% increase in tariff for 2016/17 is very welcome, but it comes with a requirement to work with local partners to transform our operations to ensure we are stable in the future. We will have to deliver against national performance targets, reduce our agency costs, deliver c£10m of savings in 2016/17 and address the challenge from the Carter review (a benchmarking study across all English provider trusts – ASPH's savings target is one of the lowest in the country, albeit it is £8m). All while continuing to improve on quality. Additional Transformation funding is available but it comes with significant conditions attached.

The Board have for a long time recognised that while our performance continues to be good, the Trust lacks the scale necessary to meet the challenges of delivering a full range of services to the rising standards required by commissioners while continuing to be financially stable. That is why the merger with Royal Surrey is so important, as it gives the prospect of scale and cost savings which would place all three hospitals in a stronger position.

Potential Merger with Royal Surrey County Hospital FT

The last two months has seen the culmination of a great deal of work to update the plans following the clearance by the Competition and Mergers Authority. One of the reasons for the extra work was that Royal Surrey had to call their financial forecast for 2015/16 down from a loss of over £2m to a loss of over £7m. The ASPH Board has been seeking

assurances that the losses are being contained, and that the Royal Surrey team have a deliverable turnaround plan.

As a result of the tightening financial position within the NHS, our teams have been working together to review more ambitious options for the clinical strategy of the combined organisation. The plans for merger are being presented today to both Boards for approval to progress to the next stage of the merger: a final regulatory review by Monitor. It is Monitor's role to review the plans and come up with a risk rating for the new combined Trust. After that the Boards of both Trusts will meet for a final decision on the merger with the Council of Governors also meeting to determine whether the Boards have followed due process. The whole process is expected to be completed sometime between July and September 2016.

In the meantime we have started to plan how we can work more closely together, using the expertise across both Trusts to deliver the performance targets and financial stability ahead of merger.

Engagement with stakeholders and the public has continued with various pre-arranged meetings with members and other members of the public. In addition Suzanne Rankin and I met with the CEO and Leader of Hounslow Council to explain the rationale for the merger.

Council of Governors

A Council of Governors meeting was held on 1 December where the main topics covered were the continuing problems in A&E performance, our preparedness for the winter period, and the proposed merger with Royal Surrey

The Nominations Committee of the Council of Governors is meeting on 25th January and a verbal update on the outcome will be provided at the Board meeting

Patients

The latest national survey on **maternity service standards** across UK hospitals from independent regulator Care Quality Commission (CQC), shows that Ashford and St Peter's continues to maintain high standards in maternity care. The 2015 survey of women's experiences of maternity services involved 133 NHS acute trusts in England, with responses received from more than 20,000 service users. A total of 157 patients, who received care and treatment at Ashford and St Peter's, took part. Their responses to questions across themes such as access to care, personal choice and type of birth were converted into a score, with the Trust's maternity service receiving an overall rating of 8.3/10, a consistent rating since the last survey conducted in 2013. These results are encouraging and are an excellent indicator of the quality and consistency of our maternity care.

A new artwork installation, '**A Memory Tree for Organ Donors**', was unveiled at a special commemorative event at St Peter's Hospital, to recognise the precious gift given by organ donors. The Memory Tree for Organ Donors was created in collaboration with the clinical team for organ donation - who helped with the emotive words featured on the sculpture, such as 'hope', 'joy' and 'dignity'. The bespoke copper sculpture, designed and created by Neil Brown of Hot Metal Works in London, was unveiled by Chief Executive, Suzanne Rankin, together with Mayor of Runnymede, Councillor Derek Cotty. Designed to be a

permanent feature at the hospital, the tree is positioned in a prominent and busy location close to the Intensive Care Unit. The event was well attended by families whose loved ones have donated organs and staff involved in organ donation.

We have made great strides in organ donation at the Trust in recent years, largely due to the hard-work and dedication of our Specialist Nurses for Organ Donation. They have a really special and unique role; supporting our families at the most difficult time of their lives, whilst also ensuring that the many practical requirements of organ retrieval and donation take place.

Staff

The Christmas season was marked by a significant array of activities across both hospitals:

We had over forty entries to the “**decorate a door**” competition this year. The creativity and sense of fun is apparent through everyone's handiwork. In particular, our winners:

- The Children's Unit, whose Sugar and Spice door was added to by the children attending the Unit
- The Care of the Elderly Clinical Office, whose Around The World door paid tribute to the diversity of our team
- Hand Therapy, whose colourful door cleverly played out the hand theme!
- Clinical Coding, whose Frozen door was beautifully executed

Both Suzanne and I had a really tough time judging the entries, and it was uplifting to see the fantastic ideas, enthusiasm and energy in every single decorated door.

Over 100 volunteers came together for their special volunteers' **Christmas lunch**. This annual event is our way of saying thank you to all our volunteers for all their hard work and enthusiasm. A three course meal including turkey with all the trimmings was served by OCS in Aspects at St Peter's. Entertainment was provided by the Trust Choir. Our caterers also produced a magnificent lunch for Staff and it is hoped that many more teams will participate in this in future.

Carol and other **Christmas services** were held on both sites including Christmas day. Thank you to Radio Wey for assisting by broadcasting the services so many of our patients could participate from their wards.

I did my usual walk around on **Christmas morning** followed later by Chief Nurse Heather Caudle and Chief Executive Suzanne Rankin. There is always a special spirit on Christmas morning and this year was no exception. One ward, Chaucer ward at Ashford Hospital, even had a special visit from The Salvation Army Band.

The **Neonatal Intensive Care Unit** (NICU) team at the Trust fundraise all year round to put on their annual babies' Christmas party, providing a great occasion for families and staff to get together and catch up. Christmas is a time of year when people think they will be "celebrating happy times with family and friends" especially if there is a new baby on the way. However, for some NICU parents they are spending their baby's first Christmas in

hospital unplanned, rather than at home and this can add to what is an already very emotional and challenging period. The team try to find ways of making Christmas in NICU a bit merrier and for the babies and families who they have previously cared for they organise the Christmas party. It is a lovely opportunity to come together and see the babies, often becoming flourishing toddlers, and to catch up with the families in happier surroundings.

Industrial action by Junior Doctors posed considerable challenge across the NHS including at ASPH. A big thank you to colleagues across our hospitals for your energy and commitment in looking after our patients and ensuring they continued to receive high quality, safe care. Many of our consultant colleagues gave up annual leave to come in and help, as well as undertaking a range of clinical duties normally covered by our junior doctor colleagues on wards. Our nurses and specialist nurses worked hard to ensure the wards were well covered, with additional support offered by pharmacy, IT and many other staff groups. And of course many junior doctor colleagues also supported the delivery of emergency care. Our clinical managers, matrons and wider divisional teams also put in a lot of effort to ensure our plans for yesterday were robust and were very visible and involved on the day as well

National negotiations continue and the next two strike days in January have been called off. However the option remains for two further strike days in February this time removing all emergency cover by junior doctors. This will be a much more challenging situation for ASPH and other hospitals to respond to and it is hoped that the negotiations will arrive at a settlement ahead of that time.

New Staff: A huge welcome to our January cohort of overseas nurses from the Philippines, Poland, Portugal and Romania.

Consultant interviews have been held for two consultant Ophthalmologists and for an Anaesthetist for Bariatric surgery. Offers were made for both the Ophthalmologists' posts and, at the time of writing, the outcome of the Anaesthetist interview is not yet known.

Other

Patient catering operation: In January the local Environmental Health Officer reported on the inspection of our Patient catering operation. This occurs annually due to the vulnerability of the people we cater for. The focus of their inspection is on the two production rooms looking at hygiene and environmental standards, plus the processes we have in place to ensure the food is stored, handled, and heated correctly. The feedback our caterers received was fantastic "very good systems in place being well implemented". There were no issues or advice on how to improve at all which is very positive. We have retained our 5* rating and the EHO has suggested displaying this on our menus in future.

I joined Chief Nurse Heather Caudle in helping to host a visit by **Janet Davies, General Secretary and Chief Executive of the Royal College of Nursing (RCN)**. During her visit, Janet toured the Emergency Department, Theatres, and Birch Ward and the Cardiology Unit. She also had a chance to meet many of our colleagues in an open forum.

Suzanne Rankin, me and Consultant Surgeon Philip Bearn met with **Surrey Coroner** Richard Travers and Deputy Coroner Simon Wickens. This was the latest stage of a tour the Coroner is doing round all the Surrey hospitals to discuss practice around death certificates and deprivation of liberty orders.

Ashford Hospital Chaplaincy had the opportunity of meeting with the Rt Revd Graham Tomlin, **Bishop of Kensington** and Revd Andy Saville, Area Dean of Spelthorne earlier this month when Bishop Graham visited Ashford Hospital as part of his tour of the Spelthorne Deanery.

I attended a regular meeting of CEOs and Chairmen organised by NHS Providers.