

**TRUST BOARD**  
**29<sup>th</sup> November 2012**

<b>TITLE</b>	<b>Chief Executive's Report</b>
<b>EXECUTIVE SUMMARY</b>	General overview of issues/developments including: <ul style="list-style-type: none"> <li>• National Award Winners – HSJ Awards</li> <li>• Staff Achievement Awards</li> <li>• Specialist Vascular Centre Accreditation</li> <li>• Preparing for Winter Pressures</li> <li>• Recent Visit to the Trust by the Archbishop Desmond Tutu</li> <li>• Small Fire in A&amp;E</li> <li>• Epsom Transaction</li> <li>• Baby Friendly Accreditation</li> <li>•</li> </ul>
<b>BOARD ASSURANCE (RISK)/ IMPLICATIONS</b>	N/a
<b>STAKEHOLDER/ PATIENT IMPACT AND VIEWS</b>	Positive patient improvements (Vascular Accreditation, Baby Friendly Initiative); positive achievements (Staff Achievement Awards, HSJ Winners); patient and stakeholder communications campaign on <i>Choose Well</i> .
<b>EQUALITY AND DIVERSITY ISSUES</b>	Positive <i>Conversations for Change</i> workshop focused on Equality and Diversity agenda.
<b>LEGAL ISSUES</b>	N/a
<b>The Trust Board is asked to:</b>	Receive the report.
<b>Submitted by:</b>	Andrew Liles, Chief Executive
<b>Date:</b>	21 <sup>st</sup> November 2012
<b>Decision:</b>	To Receive

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**Chief Executive's Report**

**Key News and Developments**

**National Award Winners – HSJ Awards**

Our Nursing Home Project, led by consultant orthogeriatricians Dr Keefai Yeoung and Dr Radcliffe Lisk, has just won the national award for Managing Long-Term Conditions in the prestigious HSJ Awards (Health Service Journal). The award was collected by Care of the Elderly consultants Drs Keefai Yeoung, Radcliffe Lisk, Raad Nari and Bhaskar Mandal. This is a major national award and a significant achievement for the Trust. Our congratulations to everyone involved in the project, which is having a real positive impact on patients and their families. Overall the project has helped to reduce emergency admissions from participating nursing homes by around 40%, through monthly meetings between GPs, hospital and nursing home staff to discuss individual residents and the best ways to manage their care.

**Staff Achievement Awards**

On 19<sup>th</sup> November we celebrated the many achievements of our staff at this year's annual Staff Achievement Awards held at Mercedes-Benz World. We were delighted to welcome Olympic Gold Medallist rower Anna Watkins, joint winner of the double sculls at London 2012, who helped give out the awards. This year over 200 nominations were made - from both fellow staff and patients – across a wide range of disciplines and departments. I am pleased to announce the final winners were:

- **Volunteer Award** - Linda Dennis (Rapid Access Centre)
- **Patients First Award** - Dr Peter Enwere (specialty Doctor, Rapid Access Centre) and Dr Tun Naing Win (specialty Doctor, A&E)
- **Personal Responsibility Award** - Lucy Daffarn (Specialist Nurse, Dermatology)
- **Passion for Excellence Award** - Alison Allan (Bereavement Office)
- **Pride in our Team Award** - Maple Ward
- **Special Achievement Award** - Jonathan Sheppard (Physiotherapist, Occupational Health)
- **Inspiring Leader Award** - Fiona Bradshaw (Midwife, Maternity)
- **Unsung Hero Award** - Anne Clifford (Medical Support, Gastroenterology), Debbie Harding (Healthcare Assistant, Chaucer Ward)
- **Chairman's Award** - Carol Hearn (formerly Service Manager, Trauma & Orthopaedics)

In addition, 54 members of staff were honoured with 25 year service awards, representing their long service to Ashford and St Peter's Hospitals. More details, including names of our runners-up and all those nominated are available on our website.

## **Specialist Vascular Centre Accreditation**

Following a thorough review of our vascular services at St Peter's Hospital earlier this month, we have now been accredited as a specialist vascular hub. This is very positive news for the Trust and marks an important step in the continuing development of our specialist services and of St Peter's Hospital as a major acute hospital.

The review visit was made by two professors of vascular surgery and the President of the College of Interventional Radiologists, on behalf of the Vascular Society, to ensure our services met the Society's requirements to become a specialist vascular centre. The review acknowledged that we are in the process of developing our services further to meet all the necessary requirements; these include a new hybrid theatre, currently under development, approval for a second vascular specialist nurse and development of nurse-led wound clinics (to reduce lengths of stay) and virtual clinics for patients at home. The review included presentations by our vascular consultants Mr Kieran Dawson and Mr Marcus Cleanthis, a tour of our vascular facilities and interviews with a range of Trust staff and Surrey's Director of Public Health, Dr. Akeem Ali.

## **Preparing for Winter Pressures**

Over the past few weeks, as winter approaches, we have started to experience additional pressure on our hospitals, in particular very high numbers of A&E attendances. Recent changes to the way we manage our emergency medical patients – in particular the creation of a new Short Stay Unit – have shown overall improvements in the flow of patients through our hospitals. However, as winter begins to escalate, we are now activating a range of additional initiatives to help sustain the improvements we have been making.

In particular we are focusing on better use of Ashford Hospital to free up emergency beds at St Peter's (for example for orthopaedic patients after surgery), and are introducing a new rehabilitation co-ordinator post for Ashford. We are also in the process of recruiting additional A&E consultants to allow more consultant cover over a 24 hour period and are continuing our focus on good and safe discharge from hospital. This includes recruiting additional discharge co-ordinators to help our most complex patients get the right onward package of care. We continue to work closely with our partners, for example supporting local commissioners to help prevent unnecessary hospital admissions and working with our ambulance trust colleagues to improve overnight transport arrangements. We are also planning a positive media campaign to encourage local people to use the most appropriate health services for their needs, and to think carefully whether they really need to come to A&E.

## **Recent Visit to the Trust by the Archbishop Desmond Tutu**

Last month we were honoured to welcome The Archbishop Desmond Tutu and his daughter Reverend Mpho Tutu as special guests to St Peter's Hospital. Their visit was to celebrate and join our 'Conversations for Change' workshop, which we held with the Desmond Tutu Foundation on moving from the Single Equality Scheme to a new Equality Delivery System framework. The workshop was an important step for the Trust towards the new equality framework and to be joined by The Archbishop and his daughter will mark the day as a very special one for Ashford and St Peter's and for all those members of staff who were able to attend.

Our hospitals are a human enterprise and as such, fairness, compassion and equality have to be at the heart of what makes our organisation. I am particularly proud we are able to celebrate 38 different ethnic origins amongst our staff, giving us the most diverse workforce across the South East. I would like to record my thanks to everyone involved in this event, particularly to Dr Isaac John and Alex Alexandra (Chief Executive of the Tutu Foundation UK), who secured both the involvement of the Tutu Foundation and most impressively the

personal visit of Desmond Tutu as part of his wider visit to the UK to promote his Conversations for Change.

### **Small Fire in A&E**

I would just like to publicly record my thanks to all the team in our A&E department who acted so promptly following a small fire in the department last week. On detecting smoke coming from a faulty light fitting, staff took an immediate decision to evacuate all patients in the department who weren't already behind a fire door; this was done calmly and efficiently ensuring patient safety and assurance throughout. With a swift response from both the Fire Service and from our Estates Team to fix the fault, the department was back up and running within 30 minutes. Well done to all involved.

### **Epsom Transaction**

As I announced at last month's Board meeting, on 25<sup>th</sup> October NHS London took the decision to halt the Epsom transaction, the process by which we planned to merge Epsom Hospital into our Foundation Trust. There were four key reasons for the decision:

- Epsom's forecast deficit is estimated to be £13.8 million at the end of the year (2012/13). This is considered to be too great as, if merged with Epsom Hospital, the new Trust would not be able to break even within five years;
- This concern, coupled with the current challenging economic environment and increasing financial constraints, adds further uncertainty as new Clinical Commissioning Groups continue to plan for how they will buy services in the future.
- The level of financial synergies proposed by Ashford and St Peter's to make savings and increase income as part of our vision for the future of Epsom Hospital have reduced from the original plans following more detailed financial assessments.
- The potential impact of proposals being put forward as part of the Better Services Better Value (BSBV) review in South West London could have had an impact on future income streams - particularly in terms of the Elective Orthopaedic Centre Centre potentially moving to St Helier hospital.

We continue to register our interest in ongoing discussions about the future of Epsom Hospital, although as yet no decisions on the way forward have yet been made.

### **Baby Friendly Accreditation**

Ashford and St. Peter's Hospitals NHS Foundation Trust has achieved a significant milestone on the way to becoming a Baby Friendly Trust. The Trust has achieved Level 2 in Unicef's Baby Friendly Initiative, a worldwide programme set up to promote breastfeeding and to give the best practical advice and support to mothers for feeding their babies.

The programme involves assessment of the Maternity Unit and the Neo Natal Intensive Care Unit (for premature and sick babies) against the *Ten Steps Towards Successful Breastfeeding*. Stage two of the initiative focuses on education and training for staff supporting new mothers, including doctors, midwives and nurses, as well as maternity care assistants and nursery nurses. Following the two-day assessment, the Trust scored 97% or above for most categories, with 100% for positioning and attachment, one of the most important areas in helping women start breastfeeding successfully.

### **Meetings and visits**

I presented to around 100 members of staff at this quarter's staff briefing sessions held at

both Ashford and St Peter's Hospitals. I chaired the November meeting of our Employee Partnership Forum and presented at this month's induction for new staff. I also attended our Staff Achievement Awards, referenced earlier in this report.

I have been taking part in the half-yearly performance reviews of our clinical divisions and corporate departments. I attended a joint meeting with our Board and Council of Governors and took part in the vascular accreditation visit to St Peter's Hospital, also referenced earlier in this report. I also attended a meeting with representatives from Imperial College as part of their Governance and Education Monitoring visit to St Peter's Hospital in relation to junior doctors.

I had meetings with both the Surrey HOSC, to discuss future ways of working, and with representatives from the Care Quality Commission for a regular six monthly meeting.

I attended the Foundation Trust Network meeting for Chairs and Chief Executives in London and the South West London and Surrey Trauma Board, held at St George's Hospital.

I took part in the 'Who's NHS' evening at the Royal Holloway University, a discussion event for local people on recent developments in the NHS organised by the University's Centre of Social Sciences. I also visited the Princess Alice Hospice where I met Nicki Shaw, their Chief Executive, and had a tour of their facilities.

I had meetings with Anne Walker, Chief Executive at NHS Surrey, with Matthew Hopkins, Chief Executive of Epsom and St Helier Hospitals, and attended a meeting with representatives from the South East Coast Ambulance Trust.

I also attended the Epsom Transaction Local Representative's Panel, and the final meeting of the Epsom Transaction Board.

**Submitted by:** Andrew Liles, Chief Executive

**Date:** 21<sup>st</sup> November 2012