

TRUST BOARD

Date 31st March 2016

Agenda item number	4.2
Title of paper	Chief Executive's Report
Sensitivity of this paper :	
• Commercial in confidence?	
• Patient confidential?	
• Suitable for public access?	√ Yes
Any other papers which this particular paper relates to?	
<u>Strategic objective(s)</u> that this paper relates to :	
• Best outcomes	√
• Excellent experience	√
• Skilled & motivated teams	√
• Top productivity	√
<u>ASPH value(s)</u> which this paper relates to :	
• Patients first	√
• Personal responsibility	√
• Passion for excellence	√
• Pride in our team	√
Executive summary	Highlights from the month
Recommendation	To note
Specific issues checklist :	
• Quality and safety issues?	No
• Patient impact issues?	Positive impact on patients

	Junior Doctor Industrial Action
• Employee issues?	Skilled, motivated teams
	Junior Doctor Industrial Action
• Other stakeholder issues?	Junior Doctor Industrial Action
• Equality & diversity issues?	No
• Finance issues?	No
• Legal issues?	Junior Doctor Industrial Action
• Risk issues? Link to relevant BAF item number if so	No
Author name/role	Giselle Rothwell, Head of Communications
Presented by director name/role	Suzanne Rankin, Chief Executive
Date	24 March 2016
Board action	Receive

#RightCulture

One of the things I've been struck with recently is how there is a definite shift to more 'cross-organisational' working amongst our wider team. This report alone highlights several excellent examples of how we are working closely with our local NHS, health, community and social care partners and will continue as we work together to transform and improve local health services. Going forward, despite the pause in our proposed merger with Royal Surrey County Hospital, we continue to explore ways of working together to benefit our patients.

We want to support staff in taking the initiative to develop their ideas and our quality improvement team have done some great work recently in promoting the help and assistance they can give colleagues and teams who have an idea for improvement and want to make it happen. This all ties back to the culture of curiosity and creativity we want to encourage and nurture moving forward. However, we also recognise that colleagues may be feeling unsettled about the future following our merger pause and we continue to engage staff on what this means and about other new opportunities we are exploring to help secure a sustainable future for our Trust. We have made some excellent progress in developing our #rightculture and it's important we don't lose momentum on this.

Best Outcomes

Cancer Health and Wellbeing Day

Following the success of the first Cancer Health and Wellbeing Day last year, our cancer services team joined forces with North West Surrey CCG and Macmillan Cancer Services to host a second event last month. This is a great initiative and another example of how we are trying to extend the scope of care we provide for our patients, their families and carers outside our hospitals.

There was a fantastic programme for the day, with presentations on the many different aspects of being diagnosed, treated and living with cancer. From 'Health and Wellbeing: An Oncologist's Perspective' to 'The Psychological Impact of Diagnosis and Treatment – Strategies to Coping and Moving Forward with Life', there was a lot of interesting content and feedback from those attending was extremely positive (look out for a short video which will be coming to our website very soon). I am really pleased to see events like this taking place – recognising that caring for our patients is about so much more than their time in hospital.

Excellent Experience

Delivering the Best Care for Older Patients

I was really pleased to learn that the Trust is part of the Locality Hub project, looking to improve the care of older people in the community, and is one of only four development sites in the second phase of the Royal College of Physicians (RCP) 'Future Hospital Programme'.

The project is being led by North West Surrey Clinical Commissioning Group and brings together a number of health, social care and voluntary services in one place centred round the patient. The first centre – the Bedser Hub – has just opened in Woking Community Hospital and is a dedicated space where our consultants work alongside GPs and other professionals, such as dieticians, physiotherapists and social services to provide all the care patients need in one visit.

By providing frequent regular proactive care, in one place, the hub aims to help the over 75s stay healthy and maintain an independent life for longer. The hub is also providing reactive care to patients that may require a short clinical intervention but who do not require hospitalisation – helping to avoid unnecessary hospital admissions.

Over the next few months two further hubs will open at Weybridge and Ashford Hospitals and being chosen to be part of the Future Hospitals Programme is validation of the good work we are doing. It also gives us access to valuable expertise to make the hubs a success and provides a way of sharing our learning with the rest of the NHS.

Fiddle Blankets for Dementia Patients

This is a new initiative by the Dementia Team, producing 'fiddle' blankets for patients with dementia. These knitted blankets have ribbons, buttons and other tactile objects which help calm and distract patients with dementia. Staff have been getting actively involved making these, using patterns and templates produced by the Dementia Team.

Visit by Edna Adan

On 12 February we were privileged to welcome Edna Adan as a special visitor to St Peter's Hospital. Edna is a pioneering nurse and midwife from Somaliland who originally trained at Borough Polytechnic (now London South Bank University) and is the director and founder of the Edna Adan Maternity Hospital in Hargeisa, Somaliland, and an activist and pioneer in the struggle for the abolition of female genital mutilation (FGM).

Following a tour of our maternity department, Edna spent time chatting to midwives and staff on Labour and Joan Booker wards, before giving a talk to a wider group of midwifery and obstetric colleagues. She spoke passionately on the subject of FGM and her fight against it; and how it is affecting not only women abroad but here in the UK, with an increasing number of new cases reported.

Her talk provoked a lot of emotion and discussion and made me reflect on our different healthcare systems. They are very different in terms of resources, infrastructure and the numbers of professionally trained healthcare workers, but the fundamental truth is that the best care and treatment comes from the heart and compassion needs to be at the centre of everything we do.

Skilled, Motivated Teams

Junior Doctor Industrial Action

Following the 24 hour strikes on 12th January and 10th February, a further 48 hour strike took place on 9th and 10th March following Jeremy Hunt's decision to implement the new Junior Doctors' Contract. Further strike dates have been given for April including the potential withdrawal of emergency care on two of those days (from 8am – 5pm).

At the Trust we continue to work on robust contingency plans to keep services running safely during these periods of industrial action and have made every effort to minimise disruption to patients as far as possible, although we will need to cancel a number of planned appointments and treatments.

Deanery visit

Towards the end of last month a team from Health Education Kent, Surrey and Sussex undertook a regular quality visit to the Trust, reviewing the quality of education, supervision and experience for our junior doctors across medicine, surgery and anaesthetics. Feedback indicates there is a positive learning experience for our junior doctors but at the same time we clearly have areas of improvement to make. In particular we need to find much better ways of involving our doctors in training in helping resolve the challenges we all face collectively – workload pressures in particular and the consequent impact on our experience as teams and in the quality of care our patients receive. We are committed to finding ways of working together so we have a better understanding of their experience and how we can make the right improvements as a team.

Imperial college visit

In early February we welcomed a visit from the Head of the Imperial College Medical School for an annual Governance and Education Monitoring Visit to assess the experience of their undergraduate medical students training in our hospitals. Reading comments students gave before the visit it was encouraging to see our teaching described as 'second to none'. This was borne out during the visit where we were described as 'best in class', with no need for a follow up for at least 18 months. Clearly this is the culmination of a huge amount of work and commitment from many individuals in particular all the clinical supervisors and the undergraduate and wider education teams who support our undergraduate students.

Neonatal Community Team Shortlisted for Patient Experience Award

Well done to our Neonatal Community Team who was shortlisted as finalists for a Patient Experience Network Award for their Supported Discharge Clinic. Previously, babies ready to be discharged from the Neonatal Intensive Care Unit who required further support, for example with breathing or feeding, could face a long wait for a community referral or have to stay in hospital for longer to receive the help they need. Sister Susan White and her colleagues saw a need to set up a new clinic to support these babies and their families. They

are now able to come to the unit to see all the professionals they need, such as Neonatal consultants, dieticians and speech and language therapists, in one place.

Nutrition and Hydration Week

Nutrition and Hydration Week took place from 14th March to 18th March. Nina Cron, with support from colleagues and our catering suppliers, OCS, brought fun activities to our hospitals to promote and raise awareness of the importance of nutrition and hydration. Activities included a fun evening drink and snack round in onesies and nightwear, Cheesy Tuesday with a cheese quiz, a global Guinness world record attempt for the largest global tea party, jelly desserts on wards to promote the importance of fluid in foods and free bottle of water to staff.

Top Productivity

Technology

With smart technology becoming so much a part of everyday life, lots of members of the team have started thinking about developing their own apps and our Programme Management Office – working closely with our IT team – has come up with a version of their own. Called *Be the Change* the app gives tools, guidance, tips and other information on quality improvement that other colleagues can use. The team developed this partly as an experiment and were pleasantly surprised to discover it was relatively easy and inexpensive to do. Similarly our information team have developed a really handy A&E app to help members of the team keep up to date with performance on a real-time basis. This is already making a difference and giving us the ability to respond quickly to surges in demand and other capacity issues. A mobile app won't always be the answer, but it's imperative that we work to harness this new technology where we can and where it can add real value to the work we do.

eMR

The eMR (electronic medical record) team are working hard to progress our electronic medical record system for the Trust. They have been inviting colleagues across the hospitals to take part in testing out the new 'Evolve' system, ahead of it going live which helps ensure everything is fully functional for users to access their patients' records once they become electronic. Around 300 staff took part, including over 70 clinicians and the project continues to progress well.

Merger Update

On Monday 7th March our Board and the Board of Royal Surrey County Hospital made the decision to pause our merger planning, predominantly due to the deteriorating financial position at Royal Surrey. Since approving the full business case and financial plans in January, this deteriorating position means that current predictions are unlikely to realise the anticipated financial benefits, and hence benefit to patients, needed to make the merger

viable.

This pause allows both organisations to refresh their position, in particular for the Royal Surrey to focus on getting their financials back on track. We still believe that creating a bigger, stronger organisation is one of the best ways to secure and protect high quality services for patients in the future, but this needs to be built on a strong foundation in order to secure the best for our patients.

In the meantime, we will continue to work closely with Royal Surrey to pursue those areas where it is sensible to look for savings and better ways of working together; as well as explore other opportunities open to us, such as the 'Surrey Heartlands' partnership. This is a new partnership, led by commissioners, as part of delivering the NHS Five Year Forward View, which brings together key local healthcare organisations, such as hospitals, GPs, community and mental health services, ambulance services and voluntary organisations, to find a new and sustainable way of providing services to patients over the next few years. Surrey Heartlands covers the areas of North West Surrey, Guildford & Waverley and Surrey Downs (which includes Epsom hospital).