

**TRUST BOARD**  
**31 May 2018**

<b>AGENDA ITEM</b>	14.2
<b>TITLE OF PAPER</b>	Chief Executive's Report
Confidential	NO
Suitable for public access	YES
<b>PLEASE DETAIL BELOW THE OTHER SUB-COMMITTEE(S), MEETINGS THIS PAPER HAS BEEN VIEWED</b>	
n/a	
<b><u>STRATEGIC OBJECTIVE(S):</u></b>	
Best outcomes	√
Excellent experience	√
Skilled & motivated teams	√
Top productivity	√
<b>EXECUTIVE SUMMARY</b>	Highlights from the month
<b>RECOMMENDATION:</b>	To note
<b><u>SPECIFIC ISSUES CHECKLIST:</u></b>	
Quality and safety	No
Patient impact	Positive impact on patients
Employee	Skilled, motivated teams
Other stakeholder	No
Equality & diversity	No
Finance	No
Legal	No
Link to Board Assurance Framework Principle Risk	No
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<b>PRESENTED BY</b>	Suzanne Rankin, Chief Executive
<b>DATE</b>	25 May 2018
<b>BOARD ACTION</b>	Receive

## #RightCulture

On 22<sup>nd</sup> May we had a fantastic day at both Ashford and St Peter's Hospitals launching our new strategy with colleagues. The Trust's vision for the next five years (2018-2023) is to provide an outstanding experience and the best outcome for patients and the team. The strategy outlines the vision, aims and five strategic objectives which will help us achieve this.

Large numbers of colleagues, from different teams and specialties across the Trust, attended events on both sites. We played a new film about a patient's journey, showcasing the enormous contribution of each member of Team ASPH, shared information about our new strategy and treated colleagues to some well-deserved refreshments and giveaways (water bottles and badges). This represented just the start of a larger engagement campaign to roll out the new strategy to all colleagues, partners, patients and stakeholders.

Key to our new strategy are our **mission**, **vision**, **values** and **aims** which have been developed through extensive consultation with colleagues internally and externally.

**Our mission** – is to ensure the provision of high quality, sustainable healthcare services to the community we serve.

**Our vision** - is to provide an outstanding experience and the best outcome for our patients and the team.

**Our values** – our 4Ps stay the same, as they are well embedded and loved across the Trust; Patients first; Personal responsibility; Passion for excellence and Pride in our team.

**Aims** - by achieving our aims every patient will say:

- I was treated with compassion;
- I was involved in a plan for my care which was understood and followed; and
- I was treated in a safe way, without delay.

And every member of our team will feel able to give their best and feel valued for doing so.

To achieve our vision we have set five strategic objectives that form the pillars of our strategy.

**Quality of Care:** Creating a learning organisation and culture of continuous improvement to reduce repeated harms and improve patient experience.

**People:** Being a great place to work and be a patient, where we listen, empower and value everyone.

**Modern Healthcare:** Delivering the most effective and efficient treatment and care by standardising the delivery outcome and clinical services.

**Digital:** Using digital technology and innovations to improve clinical pathways, safety and efficiency, and empower patients.

**Collaborate:** Working with our partners in health and care to ensure provision of high quality, sustainable NHS to the communities we serve.

Our revised strategy sets out a five year timeframe and we will reflect and update this each year through our annual business planning cycle. We will continue to embed the new strategy with colleagues, teams and external partners and stakeholders over the coming weeks and months.

## **Best Outcomes**

### **A single site for stroke services**

We have been doing a lot of work to improve the stroke pathway for local patients, and our plans - which included developing a full hyper-acute stroke unit (HASU) on the St Peter's Hospital site - were part of a widespread public consultation last year.

A HASU provides fast diagnosis and initial treatment to patients, crucial to saving lives and minimising the level of brain damage suffered from a stroke. Following this immediate treatment, patients then move onto an Acute Stroke Unit (ASU) until they are ready for rehabilitation, either at hospital or at home. Currently our stroke unit at St Peter's provides both the HASU and ASU part of the patient's journey, giving them access to a high level of specialist care in one place.

Part of our original planning was to consolidate our rehabilitation beds so patients have access to specialist care throughout their hospital journey. Stroke rehabilitation has previously been provided on Wordsworth Ward at Ashford; we have now consolidated these beds onto the St Peter's site, bringing the whole service together in one specialist unit. (Rehabilitation beds on the Bradley Unit at Woking Community Hospital - specialist neuro-rehabilitation - will remain unchanged).

Of course this represents a big change for colleagues working on Wordsworth Ward and we greatly value their expertise and the care they have been giving to patients. However, consolidating services brings a number of important benefits:

- Reducing the number of ward moves between St Peter's and Ashford Hospitals - and we know moving patients can have a poor impact on their recovery.
- Reducing the time many colleagues spend travelling between sites, helping them work more efficiently and closely as one multi-disciplinary team.

Importantly we have been consulting the team from Wordsworth and are working with individual colleagues to agree new roles either at St Peter's or Ashford Hospitals.

Very importantly Ashford Hospital remains a key part of how we deliver a wide range of services to our local population including a wide range of outpatient and diagnostic services, day surgery, orthopaedic services, children's and ophthalmology units, as well as being a base for other important community services. Moving forward we will continue to engage with both colleagues and local partners to consider all opportunities to make the best use of Ashford and of our experienced and skilled teams.

### **Named as CHKS Top Hospital 2018**

The Trust was recently named as one of the CHKS Top Hospitals 2018, the award is made on the basis of an analysis of over 20 indicators including; clinical effectiveness, health outcomes, efficiency, patient experience and quality of care.

We are even more delighted this year to receive this prestigious award, as for the first time, the award considers all Trusts in England, Wales and Northern Ireland. This means Trusts do not have to be a CHKS client to be eligible for a Top Hospitals Award.

## **Excellent Experience**

### **Improvements to the children's ward**

The play and sensory rooms on the children's wards has recently been refurbished and now looks bright and welcoming with clear divided areas for the older and younger children from new born babies right through to 18 year olds. The sensory room, used for one-to-one sessions with children features a soft play area and a beautiful star light projector. The playroom, which was designed to suit a teenage audience, includes an arts and crafts area and a gaming station. Our thanks to local children's charity Momentum and Berkeley Homes who made it possible.

## **Skilled, Motivated Teams**

### **Pride in Nursing Day**

We celebrated our amazing nursing and midwifery staff at our annual Pride in Nursing and Midwifery Day (PINM) (11<sup>th</sup> May), which also marked International Nurses Day (12<sup>th</sup> May). This was our first PINM with our new Chief Nurse, Sue Tranka, at the helm. The event was not only attended by nursing and midwifery colleagues, but by people from across our organisation and partners too. The theme this year was the importance of being kind to one another and how that creates a caring culture in our organisation, helping colleagues to feel nurtured and supported and ultimately making ASPH a great place to work as part of our ongoing recruitment and retention drive. The team were also out in force during the week delivering cupcakes as part of the celebrations for all nursing and midwifery staff in all areas across the Trust.

### **Time to Change Employee Pledge – Mental Health Awareness Week**

As part of Mental Health Awareness Week (14<sup>th</sup> – 20<sup>th</sup> May) which included a number of talks, mindfulness sessions and information stands, the Trust signed the *Time to Change Employee Pledge* committing to enabling the kind of working environment that safeguards and promotes physical and mental health and well-being. This is an important element of the work being done to address resilience and promote well-being.

## **Top Productivity**

### **End of year position / surplus**

The Trust reported a particularly successful year-end financial position seeing the Trust in a strong surplus position. This position reflected an operational surplus with nationally awarded sustainability funding supported by system wide collaborative working. This is a significant achievement and testament to the hard work of teams across the Trust and puts us amongst the top hospital Trusts in the country. It also puts us in an extremely positive position for this coming year and will enable us to invest in much needed capital schemes for the benefit of patients and the team. This also gives the Trust the opportunity to undertake much needed backlog maintenance and to invest in other local improvements taking suggestions made by colleagues forward.

## **Dragon's Den Event**

The Trust will be holding its own special Dragon's Den event on Friday 22nd June in the PostGrad Education Centre at St Peter's Hospital. This is a chance for colleagues to bid in a 'Dragons Den' style for small projects (between £500 and £1000 each) that the Trust can invest in for an improvement project in their area. Thus far lots of interesting ideas have been proposed so it should prove to be a very interesting and productive event.

## **eRS Update**

The Trust is continuing with the soft launch of the new Electronic Referral System (eRS). From 1<sup>st</sup> July, all referrals will need to be made electronically with full implementation necessary by October. My thanks to the team for all their hard work in making this first phase of the project so successful.

## **Collaboration**

One of the key themes in the new strategy is collaboration and how we work with external partners. The Trust continues to be a key partner within the overall Surrey Heartlands Health and Care Partnership, continuing to lead on a number of important areas. In addition, Surrey Heartlands – as other areas across the country – are developing three local alliances known as Integrated Care Partnerships which cover the existing CCG boundaries. These are alliances of both the local health and care organisations and importantly include other partners such as the borough councils, and local voluntary and community organisations and will focus on delivering improved services at local level. The Trust is a key partner within the newly formed North West Surrey Health and Care Partnership which this year is focused on developing better out of hospital services and developing the urgent care pathway.