

TRUST BOARD
31st October 2013

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	The report provides a general overview of news and developments and meetings and visits.
BOARD ASSURANCE (RISK)/ IMPLICATIONS	n/a
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Public openings of the Ashford Outpatients Department and the new Cardiac Unit; good staff engagement through the Therapies Showcase and Consultants' Conference; patient engagement via Research & Development open day, and extension of Friends and Family Test to Maternity.
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Receive the report.
Submitted by:	Andrew Liles, Chief Executive
Date:	23 rd October 2013
Decision:	For Receiving

Chief Executive's Report

News and Developments

Maintaining Good Performance

Infection control – the Trust has now gone over a year without a hospital acquired MRSA bacteraemia, which is a fantastic achievement and great news for our patients. This is the second time we have achieved this, making us one of the best performers in the South East Coast region. In addition, we have very low rates of hospital acquired Clostridium difficile – only 4 cases reported since 1st April against a target of no more than 13 for the year, making us joint best in the country for our C. difficile performance.

CQC Intelligence Monitoring Report - the CQC has recently published individual reports (known as an Intelligent Monitoring Reports) for each acute Trust across the country to be updated on an ongoing basis. Each Trust is attributed a 'risk' banding, based on a number of indicators of quality, including infection control rates, mortality rates, waiting times, staff surveys and staffing levels. Ashford and St Peter's has been categorised in the lowest (best) risk band, which again is good news for our patients. These reports will act as early intelligence for the CQC, giving a detailed view on how a hospital is performing, as it prepares to inspect individual hospitals under its new inspection regime.

Monitor Governance Rating – earlier this month we received good news from Monitor who have amended our Governance (quality) risk rating back to Green from Amber-Red. This is mainly due to improvements in meeting the four hour waiting target which we achieved for both Quarters 1 and 2 of this financial year. This is good news for the Trust and is a result of a huge amount of hard work right across our hospitals.

Visit by Chris Hopson, Chief Executive of the Foundation Trust Network

Another highlight this month was the visit by Chris Hopson, Chief Executive of the Foundation Trust Network, who support and lobby on behalf of Foundation Trusts across the country. Chris himself is one of the most vocal supporters of the NHS in the media at the moment, and it's rare that a week goes by without hearing his comments on the latest NHS news and developments. In particular Chris has invested a lot of energy into defending and supporting the tough position that acute hospitals are finding themselves in, particularly in relation to emergency pressures.

During his visit to St Peter's, Chris visited a number of clinical areas, including A&E, our Medical Assessment Unit, Surgical Assessment Unit and Holly and Cedar wards where staff shared some of the work they and their teams have done on improving quality of care and teamwork. Chris was impressed with these initiatives and commented on the commitment and professionalism of the ASPH team members that he met. He was also complimentary about the strategic work we are doing with our partners to develop more integrated services and on our work to improve our emergency services, particularly our new Ambulatory Care Unit and our new Older Person's Assessment and Liaison (OPAL) team (*see below*).

Having Chris visit Ashford and St Peter's was really valuable, giving us the opportunity to question him on how things are going nationally, on his views on the future but also for him to have a firmer understanding of how things are on the ground. The FTN is a powerful lobbying force nationally and it's valuable to be able to input our feedback and experience directly into that process.

Preparing to meet winter challenges

As we approach winter and the operational challenges that can bring, we are making many improvements across our hospitals to ensure we are as well prepared as possible,

particularly in our emergency services. A number of new services are being introduced including:

- *OPAL – Older Person’s Assessment and Liaison Team* - a new dedicated service, designed to target the hospital's frail elderly patients, which started on 1st October. The core team consists of an OPAL nurse, therapist and geriatrician, with support from a pharmacist and dietician. The OPAL service is based on our Medical Assessment Unit (MAU) and provides a multidisciplinary assessment service for patients admitted to MAU, focusing on patients who meet a specific set of frailty criteria. This investment of specialist time and resource on admission, allowing early identification and management of issues early in the patient's stay, enhancing patient care, will help reduce length of stay, facilitate safe effective discharge and prevent unnecessary readmissions for this patient group. This new service will also help support the emergency care pathway during winter pressures.
- *Ambulatory Care Unit* – due to open at the end of this month, our new ambulatory care unit will be located close to A&E and is aimed at patients who need some medical treatment but who are able to walk in and are unlikely to need hospital admission. Patients will be seen and assessed quickly by a consultant, have any necessary diagnostic tests with a treatment plan agreed within a few hours. This type of unit is part of national best practice for ambulatory care and is likely to save bed days and avoid a number of hospital admissions. The unit will be run by consultants and acute physicians from A&E and MAU. Patients will be triaged from A&E and MAU for the first month after which we hope to take direct referrals from GPs.

Opening of the new Outpatient Department at Ashford Hospital

At the end of last month we opened our new £2.8 million Outpatient Department at Ashford Hospital. This has been one of the biggest capital developments undertaken by the Trust for a number of years and has completely transformed the department, providing a first-class modern and comfortable environment for both patients and staff. The department was officially opened by well-known EastEnders actress Nina Wadia (who played the part of Zainab) at an evening event attended by around 100 staff, patients and other colleagues. Nina, who lives locally in Staines, has used both our hospitals as a patient and spoke of how impressed she was with the new department and her great admiration for the NHS.

In the re-designed department, the old atrium has been converted into a large central waiting area with new furniture, a separate colourful space for children with toys and floor cushions and there is a bright new cafeteria. Glazed walls let in more natural light and provide a much brighter environment. All the consulting rooms have been decorated and modernised. Each area is colour coded, in eye-catching designs to help patients navigate their way around more easily. A treatment suite with rooms for minor operations has also been created and the Jasmine Suite for breast and gynaecology has been refurbished.

Opening of our new £2.5 million Cardiac Unit

At the beginning of the month we welcomed eminent cardiologist Professor Douglas Chamberlain and Councillor Yvonna Lay, The Mayor of Runnymede, to officially open our new Cardiac Unit, along with around 120 other guests. Next to Swift ward at St Peter's, this is a £2.5 million partnership with diagnostic specialists InHealth, and houses two brand new 21st century cath labs, a day ward and two recovery areas. The unit is fitted out with state of the art diagnostic imaging equipment used to visualise the arteries and chambers of the heart and treat any abnormalities. The new laboratories will replace existing ones and bring all the Trust's cardiac diagnostic facilities together in one place with direct ambulance access, meaning that this rivals any of the units in London.

Consultants' Conference

Earlier this month we held our first Consultants' Conference at the Trust. Around 50 consultants attended the full day's event which was held in the Education Centre at Ashford

Hospital. The event included a number of presentations and discussions on key topics pertinent to both the Trust and to the NHS as a whole, including our new consultants' leadership programme, the future of IT in the NHS and a detailed discussion on the Trust's future strategy. Our keynote speaker was Mr Nigel Acheson, Medical Director for NHS South of England who gave an interesting presentation on quality and safety in the new, post-Francis, NHS.

We also welcomed Beverley Harden, Associate Director for Workforce and Deputy to the Chief Nurse and Dr Howard Simpson, Associate Medical Director for Workforce both from Hampshire Hospitals NHS FT, who gave a compelling presentation on patient-centric care. Feedback from the event was very positive and we plan to formalise a programme of similar events twice a year.

Therapy Showcase Event

Over 100 therapists from Ashford and St. Peter's attended our Therapies Showcase earlier this month, the first one of its kind in the Trust. Therapy staff from all our different disciplines gave a number of inspiring presentations about their work, including how we are improving patients' cardiovascular fitness after stroke through rehabilitation and exercise, multi-disciplinary working looking at artificial feeding decisions (leading to reductions in the use of PEG feeding tubes) and on work being done to help children with disabilities. There was a very positive buzz throughout the day and it is hoped we will be able to repeat this event annually.

The group was also addressed by keynote speaker, Beverley Harden, who is also the Allied Health Professional Lead for the South East Coast, who spoke passionately about the valuable care that therapists give patients, but who also challenged how people should be working in the modern NHS suggesting that therapists should be less constrained by their individual discipline and where appropriate should work across the more traditional lines of demarcation to put patients' needs first.

Family and Friends Test

We continue to perform well in the Family and Friends Test with results from our wards and A&E attenders putting us broadly in the middle of the pack of acute trusts. The Test has now been rolled out to our Maternity Department from the beginning of this month, asking mothers and mothers-to-be about their care at their 36 week antenatal appointment, immediately after they have given birth, at discharge from the ward (or following a home birth) and their postnatal community care around 10 days after giving birth.

As well as asking the question, 'would you recommend our services to your friends and family?', the test gives us very valuable feedback from patients helping us to highlight areas for improvement with quick and timely feedback going back to staff who can then quickly act to make any necessary improvements.

Self check-in goes live

Our new self check-in kiosks went live at Ashford Hospital this month across most of our outpatient services, and will follow later this year at St Peter's. The system, which allows patients to confirm their arrival for an appointment and check that details like address and age are correct, was chosen by the Trust after consultation with staff and patients' representatives at both hospitals earlier this year. The launch has gone well and patients like and appreciate the new technology. Anyone who is not comfortable using electronic equipment can still check in with a receptionist and volunteers from the hospital are also on hand to help patients with the screens if they need it.

5 Star Restaurants

All six of the public and staff restaurants at the Trust have been given the top five-star food hygiene rating following inspections by local Environmental Health Inspectors. The kitchens where patients' food is prepared at St Peter's has also got the top rating. Now patients,

visitors and staff can be assured by the five stars on the door that the restaurant serving them conforms to the highest food hygiene standards. All credit to our staff behind the counters and in the kitchens.

Research & Development Open Day

A very successful Open Day was held by our Research and Development Department on 4th October, with a variety of guests and delegates attending including patients, academics and clinicians. The key theme was 'why do research in a district general hospital', with a number of interesting and well received presentations being given. Around 80 people attended in total, making the afternoon a great success.

New Consultant appointments

The following new consultants have been appointed:

- Mr Magdy Moawad, Vascular Consultant
- Mr Barun Majumder, Vascular Consultant
- Mr Sachin Agrawal, Urology Consultant

Meetings and visits

This month I have taken part in our monthly performance reviews of individual specialties and chaired a meeting of my Chief Executive's Sounding Board with around 20 members of staff from across the Trust. I also attended our Therapies Showcase Event, our Consultants' Conference and the openings of our new Cardiac Unit and the Outpatient Department at Ashford Hospital.

I attended the North West Surrey Clinical Commissioning Group's Whole System Workshop looking at how we can deliver better health services for everyone in North West Surrey, which will inform the CCG's Strategic Commissioning Plan for 2014-2017. I had individual meetings with Julia Ross, Chief Accountable Officer for NW Surrey CCG, with Ian Fry, Medical Director of the Surrey Pathology Network partnership, and with Nick Moberly, Chief Executive of The Royal Surrey County Hospital. I also attended a Board to Board meeting with The Royal Surrey County Hospital as part of our partnership work.

I chaired the Kent Surrey Sussex Local Clinical Research Network Partnership Board and attended the Board meeting for the Surrey & Sussex Comprehensive Local Research Network. I also attended a conference on Collaborative Leadership at The King's Fund in London.

Submitted by: Andrew Liles, Chief Executive

Date: 23rd October 2013