

TRUST BOARD
30th July 2015

TITLE	Chief Executive's Report
EXECUTIVE SUMMARY	General Overview of Issues/Developments
BOARD ASSURANCE (RISK)/ IMPLICATIONS	Assurance that CEO Strategic Objectives are Progressing
STAKEHOLDER/ PATIENT IMPACT AND VIEWS	Positive recognition of 'Patients as People' in our temporary art exhibition; improving patient experience through new initiatives and use of technology; positive Annual Members' Meeting held with around 100 attendees.
EQUALITY AND DIVERSITY ISSUES	n/a
LEGAL ISSUES	n/a
The Trust Board is asked to:	Note the Report
Submitted by:	Suzanne Rankin, Chief Executive
Date:	22 nd July 2015
Decision:	For Noting

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Chief Executive's Report

#Right Culture

We continue to progress our culture workstream and engagement strategies and have been particularly pleased to see this reflected yet again in improving scores in our Staff Friends and Family Test for the most recent quarter – full details haven't been published yet but early indications show a continuing upward trajectory. We have also published two short videos to staff on *Duty of Candour* – the importance of being honest and open with patients and their families and carers should something go wrong. This is a key theme in our developing culture and we are promoting these videos widely to staff across the organisation. These have been developed in-house, aimed to getting across this vital information in a more interesting and dynamic way and can also be viewed on our YouTube channel – search for: *insert*, where you will also find a range of video material you may be interested in watching.

Best Outcomes

'Golden Laparoscope' Award for Gynaecology team

In June, our Centre for Endometriosis and Minimally Invasive Gynaecology (CEMIG) received worthy recognition at the British Society for Gynaecological Endoscopy (BSGE) Silver Jubilee meeting. Endometriosis is a debilitating condition affecting around 2 million women in the UK and in the cases of advanced disease; surgery can be very complex and involve colorectal surgeons, urologists and gynaecologists. This means it is a specialist service and one we have been developing in recent years at the Trust – last year, we were the second busiest accredited endometriosis centre in the UK, operating on 48 patients with severe endometriosis.

At the Silver Jubilee meeting, Clinical Fellow Dr Suruchi Pandey presented a video of an operation performed by Consultant Obstetrician and Gynaecologist Mr Khazali, demonstrating a technique for resection of deep infiltrative endometriosis. She won a well-deserved prize of a golden laparoscope, presented by the President of the BSGE.

National Emergency Laparotomy Audit

The recent publication of the National Emergency Laparotomy Audit (NELA), which looked at over 190 hospital Trusts nationally, shows that we are performing very well in emergency bowel surgery.

Emergency laparotomy is usually performed as result of a bowel problem - such as obstruction, bleeding or perforation - and most patients will present in A&E, seriously unwell with a potentially life-threatening condition. Patients will need to get to theatre very quickly, with often little time for assessment and preparation, and many are elderly (75+) meaning they may have other conditions and complications. As such, this is very high risk surgery and associated with high rates of postoperative complications and death.

NELA looked specifically at 30 day mortality following emergency laparoscopic surgery. The national average is 15%, whilst our rate is less than half – 7%. This is an excellent indication of the high level of care these patients are receiving and how well different services – A&E, radiology, surgery, intensive care – are working together.

The audit result is a credit to the all teams involved, who continue to challenge themselves in further improving the acute abdomen pathway.

Excellent Experience

Consultant of the Week

At the start of July I visited Aspen Ward, our respiratory and haematology ward that also houses our High Dependency Unit. I met Dr Michael Wood, Consultant in Respiratory Medicine, to find out more about a new way of working the consultants have initiated called 'Consultant of the Week'. It means the same consultant leads the team and the ward round each day for a week, rather than a different consultant taking charge each day.

The benefit for everyone is really continuity, particularly for patients as they can build trust and rapport with their consultant and do not have to repeat all the details of their 'story' each day to somebody new. Nursing staff told me it helped them to plan care for their patients better and also meant they knew exactly which consultant to go to with any problems or questions. Therapists reported that it had made them busier as everything was working more efficiently and patients were able to go home more quickly. So feedback from the new initiative seems very positive and going forward, we will be looking at ways to implement this learning on other wards.

'Patients as People' art exhibition

A very thought-provoking temporary art exhibition, created by artist Emma Barnard, was unveiled on 8th July at a special event at St Peter's Hospital by Runnymede Mayor Cllr Derek Cotty and HeartBeat volunteer and past patient, Richard Docketty.

This exhibition is really powerful and displays patients who had their portrait taken immediately after consultation (at Whipps Cross Hospital). They were then asked to express their thoughts and feelings on their portrait regarding their medical condition. The artist explained that the images and what people say reinforces that the patients we see are people – with hopes and fears – and how it challenges us, as healthcare professionals to be mindful of this when we see people in the hospital environment.

It has been really interesting to see something so different displayed within the Trust and in September the exhibition will move from St Peter's over to Ashford Hospital.

One Small Thing

At the end of June our junior doctors launched their 'one small thing' campaign, which I have found really inspirational. It is all about the small acts of compassion that we, as healthcare professionals, can do to make a real difference to our patients. They developed a special logo for the campaign and a short video to launch it, showing patients describing the small acts of kindness that had made a difference to them in hospital. This video is also available on our YouTube channel.

Leaflets and postcards were distributed around the wards, for staff and patients to write down the one small thing they had experienced that day. Replies were collected in post boxes, and also via Twitter (@ASPHT #onesmallthing) and the areas which received the highest number of cards received certificates of recognition in July from myself and Chief Nurse Heather Caudle. Birch Ward came first with the highest number of cards, Aspen Ward second and the Medical Assessment Unit and Swan Ward, joint third.



Skilled, Motivated Teams

National finalists in five categories of The Wow! Awards

We recently found out that the Trust has reached the national finals of the WOW! Awards 2015 for

outstanding customer service in five of the 15 categories, which is a huge achievement. The WOW! Awards are the UK's only national award scheme to recognise outstanding customer service based on patient, carer or colleague nominations across private and public organisations. We adopted the WOW! Initiative in July 2012, as a vessel for patients, relatives and colleagues to recognise staff who go 'above and beyond'. The winners will be announced and the awards presented at a Gala ceremony in London on Monday 23rd November. Our finalists are:

- Kirstie Addison, a midwife at St Peter's Hospital, for two awards –“Going the Extra Mile” and “Judges' Choice” where, out of the total 12,984 nominations received for this year's awards, the organisers have selected the top 10 to be put before the judges.
- The Multi-disciplinary team who worked on Wordsworth ward at Ashford Hospital have been nominated for the “WOW! What a Team” award. This is a fantastic legacy for Wordsworth ward and we will be looking at ways in which these members of staff can spread their best practice to the new teams they are now part of.
- The Organisational Development Team (Jules Potter and Judith Thompson) for the Leadership award for their hard work in making The WOW! Awards such a success within the Trust.
- The Trust's management team for “Engaging with your employees”, an award for public sector organisations which recognise that their staff are one of their greatest assets and which strive to keep their teams enthused and engaged.

Top Productivity

Our Merger Plans with The Royal Surrey County Hospital

The Competition and Markets Authority is continuing its further assessment of our plans for our proposed merger with The Royal Surrey County Hospital. We expect the Competition and Markets Authority to publish their Provisional Findings within the next few weeks. This won't be their final decision but will indicate their findings so far. Members of the public and stakeholders will be able to comment on their findings (which will be published on their website), in particular on any potential remedies the CMA might recommend (should they find any competition elements) and the impact these remedies might have on the patient benefits that would result from the proposed merger. They will then make their final decision later this summer/early autumn.

If we receive clearance from the CMA we will then be able to move on to the next stage - approval of our Full Business Case by our two Boards and then further assessment by Monitor, the healthcare sector regulator.

VitalPAC launch

At the start of June, with funding from the Nursing Technology Fund, we launched a new hand-held mobile technology device using a system called 'VitalPAC'. This enables our nurses to electronically record patient observations such as blood pressure, heart rate and temperature, rather than using the traditional paper charts kept on the end of each patient's bed. It also enables the patient's Early Warning Score, a points score to represent how sick they are and if they may be deteriorating, to be automatically and accurately calculated.

VitalPAC will help us to record observations more quickly – in other hospitals where it is used, the system has been shown to reduce the time it takes nurses to complete a set of observations by up to 40%. It will also help to flag up problem Early Warning Scores more quickly to doctors and specialist staff – they can then access the patient's record from any device connected to the hospital's computer network. We plan to roll out VitalPAC gradually, with all wards using the new system in the autumn. This is a positive step for the Trust and part of our overall electronic medical record project.

Other items of interest

Annual Members' Meeting

I was delighted to present at our Annual Members' Meeting earlier this month, the first as Chief Executive. We were really pleased to see around 100 members attending with a very positive feeling about the whole evening. We began with welcoming members with light refreshments and an invitation to chat to members of staff and volunteers who had set up a range of interesting display stands. These included patient food testing with our catering suppliers OCS, two very proactive patient groups – the *Improving Cancer Care Action Group* and *Heartbeat Support* – Radio Wey describing the fabulous work they do, staff from our Health Informatics Department showcasing our new VitalPAC electronic patient observation system and staff from Surrey Pathology Services, our pathology partnership with the Royal Surrey County and Frimley Park hospitals who were showcasing the impressive Labkit – a roadside bag for ambulance staff which gives them access to a range of immediate pathology tests. This was then followed by a very uplifting performance by the Ashford & St Peter's Choir.

This was followed by a series of presentations, hosted by Aileen McLeish; David Frank our Lead Governor spoke about the work of the Council of Governors, Simon Marshall presented our accounts for the year, I then gave a presentation on my #RightCulture programme and general achievements and plans for the Trust, followed by an extremely informative presentation from orthogeriatrician Dr Radcliffe Lisk and Specialist Orthopaedic Nurse Hazel Watters on the innovative work of the Early Supported Discharge Team who work out of Swan Ward. We finished the evening with a number of questions and answers. Initial feedback from members about the event was very positive and we will shortly be publishing a short video which summarises the evening for those unable to make it.

Submitted by: Suzanne Rankin, Chief Executive

Date: 22nd July 2015