Chief Executive’s Report

For: Information

Summary: The report updates the Board on key developments and initiatives across the Trust and the local health economy since the August 2010 Trust Board meeting.

Action: The Board is asked to:
- note the contents

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Trust objective:
- Engaging with the Community

Legal:
- What are the legal considerations and implications linked to this item?
  - Please name relevant act
  - None

Regulation:
- What aspect of regulation applies and what are the outcome implications?
  - This applies to any regulatory body – key regulators include: Care Quality Commission, MHRA, NPSA & Audit Commission
  - None
1. New Executive Appointments

After four years as Chief Executive of Surrey and Sussex Healthcare NHS Trust I have been asked to take up a new leadership role as Director of Quality, Innovation, Productivity, Prevention (QIPP) and Reform at NHS South East Coast from 4 October 2010. As a result, today will be my last day as Chief Executive of Surrey & Sussex Healthcare NHS Trust.

I am pleased to announce that Michael Wilson, currently Deputy Chief Executive at Brighton & Sussex University Hospitals NHS Trust, will be taking up the role of Interim Chief Executive whilst arrangements are made to appoint to the CEO role.

In addition, I would like to welcome Stuart Welling as our Interim Chair, following the very sad death of Ian Williams in August. Stuart has a wealth of experience in the NHS and has previously served as Chief Executive of the acute hospitals in Brighton from 1991 to 2004 and prior to that was Regional Finance Director/Deputy Regional General Manager for the South Thames Regional Health Authority.

I would like to take this opportunity to thank Yvette Robbins for her able stewardship whilst Acting Chairman, and for the additional time and focus she has been able to give to the Trust during this period.

I am also pleased to announce that Dr Rob Haigh, currently Chief of Medicine at Western Sussex Hospitals NHS Trust, will join SASH as Interim Medical Director at the beginning of October following Dr Catherine Greenaway’s decision to stand down as Medical Director. I would like to thank Catherine for all her hard work and the enormous achievements she has made since becoming Medical Director at the Trust.

2. MRSA and Clostridium difficile infections

For 2010/11 we are on target to meet the national reduction targets for both MRSA BSI and Clostridium Difficile. As at 19 September we had:

- CDiff: 29 in comparison to 49 last year, on trajectory to meet reduction target
- MRSA BSI: 2 post 48 hr in comparison to 3 last year, on trajectory to meet reduction target.

Improvements are a result of:
- Establishing a multi-professional Healthcare-Associated Infection (HCAI) Task Force since April 2008, which carries out closer surveillance of HCAIs and monitoring/audit of infection control practices at ward level
- Changes to practices, e.g. increased chlorine cleaning in all clinical areas as standard practice.
Increased training and auditing including SLASH training for all Doctors on intake (Saving Lives Aseptic Skills for Healthcare) and Nursing staff on annual update.


The NHS White Paper, Equity and excellence: liberating the NHS, sets out the Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay.

It sets out how we will:
- put patients at the heart of everything the NHS does
- focus on continuously improving those things that really matter to patients
- empower and liberate clinicians to innovate, with the freedom to focus on improving healthcare services.

The White Paper is supported by a number of other documents which set out more detailed proposals, and consult on more detailed aspects of the vision and its implementation.

To help as many people as possible take part in this consultation, the SHA have created a series of online surveys which can be accessed at www.southeastcoast.nhs.uk/equity-and-excellence.htm

We have shared this information with our staff and stakeholders and are encouraging as many of them as possible to respond to the consultation.

4. Maternity service improvements

We are one of a growing number of organisations in England working towards achieving a UNICEF Baby Friendly Award, which will make a real difference for mothers in the East Surrey Hospital catchment area.

We are currently in Year One of a three-year project. This represents a huge amount of work, between healthcare professionals, community partners and local organisations and will make a real difference for mothers in the area. It means that they can be sure of getting consistently high levels of care around feeding their babies, from pregnancy through to birth and beyond and is expected to lead to more women breastfeeding for longer. Breastfeeding is proven to deliver health benefits for both mother and baby and I look forward to seeing East Surrey Hospital develop into a UNICEF Baby Friendly organisation.

We have also had a delivery of new beds to the maternity unit at ESH that will ensure that mums have the best possible birthing experience. The beds have lots of extra support features and are adjustable so that mums are in the most natural position for giving birth.
5. Financial rating improves

Auditors’ score for how well we are managing our resources has improved for the third year in a row. The effectiveness of our financial processes is appraised by auditors as part of their work and they provide ratings known as the Auditor’s Local Evaluation (or ALE). These ratings used to provide the basis of the ‘quality of financial management’ (previously called ‘use of resources’) rating in the old Annual Healthcheck to describe how well we are managing our resources. ALE uses a rating of 1 (inadequate), 2 (adequate), 3 (good), and 4 (performing strongly). We are measured against five categories and this year we scored an overall ‘good’ rating after two years of receiving ‘fair’.

6. Employment Works

The first Employment Works (EW) education programme, designed to give young people with learning disabilities the opportunity to develop essential employability skills by getting ‘hands-on’ work experience, has been completed with great success at the Trust. Five students worked at East Surrey Hospital for up to three months within facilities, administration and ward teams. They were supported in the work placements by a job coach and a tutor, and were trained to the required job standards.

Locally EW is a partnership between the Trust, Surrey County Council’s EmployAbility Team, East Surrey College and the North East Surrey College of Technology (NESCOT), who all agreed that “the level of supervision and commitment of Trust staff has been excellent.”

The feedback from the students has also been great, with comments such as “all good, wouldn’t change anything.”

The education programme will continue in October when we hope to have more students working with us.

7. Text message reminders

Over 4,000 appointment reminders are now sent as text messages each month. Over a quarter of patients with outpatient appointments get a reminder on their mobile phone. As a result, we avoid up to 100 missed appointments a month thus saving hours of wasted staff time re-booking. The project, which was first piloted last October was so successful that, instead of the planned 6 month rollout, it was achieved in most specialties in just 6 weeks. Most recently, in May the system has been extended to include obstetrics appointments.

Text messages are sent out via the nationally provided NHS Mail system four working days before the appointment.
8. Complaints

Recently published data shows that last year (2009/10) we were the only NHS Trust in Surrey and West Sussex whose number of complaints went down (in our case by 14%) against a national picture of rising complaints against the NHS.

Quality, at the Trust, means safe, effective care that provides as positive a patient experience as possible. Complaints are, therefore, one of the ways that people who use our services can tell us where they feel our service has not met their expectations.

9. Clinical Directors

Two of our Clinical Directors, Dr Raj Siva and Mr Peter Townsend, have both recently retired from the Trust after many years of service. I would like to put on record my thanks to them for all their hard work and support during my time at the Trust.

We are currently in the process of looking at a new clinical structure for the Trust and the Board will be kept up-to-date with developments around this.

10. Communications and Media update

Communications isn’t just about responding to media queries but about keeping people informed about the work of the Trust, about presenting a professional image and finding out about what people think of our services so we can track improvements.

To this end the communications team has been busy preparing the Trust’s Annual Report, organising the Trust’s AGM and preparing the documents for it.

The unit has also conducted a survey of our community to find out what people think of East Surrey Hospital and the services we provide. A short video of the Trust was shown in the Belfry Centre, Redhill (21-27 June 2010) and the County Mall, Crawley (26 July – 1 August 2010). Alongside the video a questionnaire was distributed to people stopping at the stand. We received over 400 responses (236 from Redhill and 178 from Crawley).

When asked about how they would rate East Surrey Hospital (ESH) for cleanliness, 56% rated it as good or very good, 4% rated it as excellent, 28% rated it as fair with 12% rating it as poor.

When asked how they would rate ESH for the services it provides, 68% rated it as good or very good with 5% rating it as excellent.

When asked how they would rate ESH overall, 69% rated it as good or very good with 4% rating it as excellent.

Respondents were also asked about how they would like to receive information about the Trust with the majority favouring direct communication through GP surgeries, the website or local authority magazines. There was also room for people to comment on the Trust. This information will be used in the Trust’s communications strategy to ensure the right information is getting to the right people in the right format.
Website development - work continues on the Trust’s new website, intranet and GP extranet and it is hoped to launch the new website later in the year with the intranet and GP extranet early next year.

Gail Wannell  
Chief Executive  
30 September 2010