

Members' Matters



Celebrating our Champions!



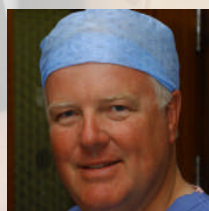
3
Long term
plans for St
Peter's



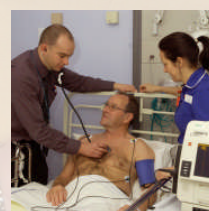
3
Living our
Trust values



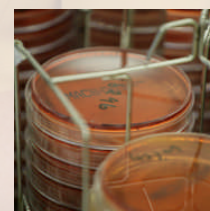
4
More of our
champions!



5
Introducing
Mr John
Hadley



6
Quality and
safety



8
Infection
control



Welcome ...

... to our second edition of **Members' Matters**, our magazine designed and written exclusively for our members.

I'd like to start by thanking those of you who took the time to let us know what you thought of our first edition. Your feedback was extremely useful and we have certainly tried to incorporate your comments. Please keep your feedback coming.

I'm pleased to say we are now entering the next phase in our Foundation Trust application. With the support of the South East Coast Strategic Health Authority and NHS Surrey, we have submitted our application to the Department of Health. Following approval we will then enter the final assessment by Monitor, the formal regulator. They will spend time scrutinising us and our plans and assuring themselves we are ready to become a good Foundation Trust.

It will be during this time that we hold our Governor elections. Thank you to those members who have already expressed an interest in standing for election, and for coming to our Governor interest evenings.

Our Council of Governors will be an important part of our new constitution once we become a Foundation Trust - if you are interested and have not made contact, please get in touch, we would be very happy to hear from you (see contact details p. 8).

As we enter a new financial year, I would just like to comment on how we finished 2009/10. It was perhaps one of our strongest years ever in terms of performance, meeting virtually all our important quality and waiting targets as well as meeting our statutory financial obligations.

Our staff have worked extremely hard over the past year and their achievements were celebrated recently at our annual awards - see page 4. A real testimony of our greatest strength, the people who work here.

Aileen McLeish
Chairman

Registration with CQC

On 1st April, Ashford and St. Peter's Hospitals NHS Trust was unconditionally registered with the Care Quality Commission (CQC), as part of their new standards for NHS healthcare provision.

Chief Nurse at the Trust, Caroline Becher, commented: "Here at Ashford and St Peter's we welcome the new high standards being set by the Care Quality Commission. These cover important issues for patients such as treating people with respect, involving them in decisions about their care, keeping clinical areas clean, and ensuring services are safe."

All organisations which are registered will be constantly monitored by the CQC throughout the year, and subject to spot inspections at any time.



Consumer Affairs reporter Lucy Siegle, from the BBC's *The One Show* (centre left) cuts the ribbon to formally open our new Interventional Radiology Suite which allows a whole variety of specialist interventional procedures to be performed, and puts the Trust at the forefront of these techniques in the UK.

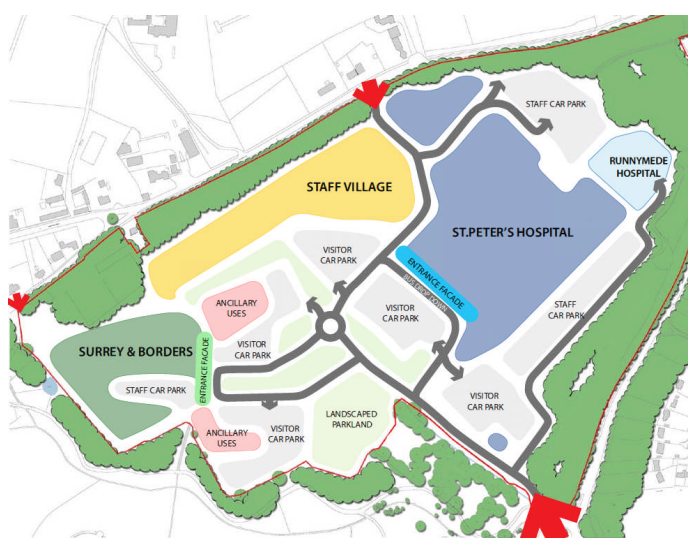
Long term plans for St Peter's

Long term plans submitted to the planning authority (jointly by Ashford and St Peter's and Surrey and Borders Partnership NHS Foundation Trust) to redevelop parts of the St Peter's Hospital campus over the next 20 years were approved by Runnymede Borough Council in March.

Known as the 'masterplan', this sets out a vision for the whole health campus which, now that it has been approved, will allow further detailed plans for individual developments that fit within this larger picture.

The Trust will shortly be submitting a further planning

application for two additional car parking decks, one above the existing car park outside Abbey (maternity) wing, and a second at the back of the hospital's Medical Assessment Unit. We will also begin demolishing parts of the old Ramp buildings which are no longer used for patient care, and improving public transport access, including re-siting the bus stop closer to the hospital.



An impression of the proposed development of the site, to be realised gradually over the next 20 years.

What our patients are telling us

Results of a recent outpatient survey have shown some improvements for patients coming for appointments at our two hospitals, but there is still more to do.

Published by the Care Quality Commission the survey – based on questionnaires sent out last May – reports a significant improvement in doctors listening to what patients have to say and in patients being told about their treatment in advance.

But, it also highlights areas for improvement and we have already begun work to review our patient information, reduce the time patients wait for their appointment once they arrive here, and updating the general environment. We are part-way through refurbishments at our outpatient department at St Peter's, and we have plans for a more major overhaul at Ashford next year.



Chief Nurse, Caroline Becher, comments: "Improving patient experience at the Trust is a top priority, and we will shortly be conducting our own survey to measure what we have done since my arrival last summer when we made a very public pledge to improve."

How are we living our Trust values?

Patients first
Personal responsibility
Passion for excellence
Pride in our team

Known as the four 'P's, these are the values that we want to be known by. We want our patients to come first, we encourage all staff to take personal responsibility for their work, we like to think we all have a passion for excellence and we take pride in our team, right across our two hospitals.

Having agreed the values, we are now working to turn these into behaviours that become part of the way we care for our patients, every day and in every episode of care.

You'll start to see these across all our material, around the hospitals but most of all, in our behaviours. We'd love to hear how our four 'P's are benefiting you and your friends and relatives. Please let us know if you see good - or indeed bad - examples and we'll publish them here. (Contact details are on page 8).

Staff Achievement Awards 2010

'You're all champions' was the verdict of celebrity guest England World Cup winning rugby legend, Jason Leonard OBE, who presented the annual achievement awards to staff recently.

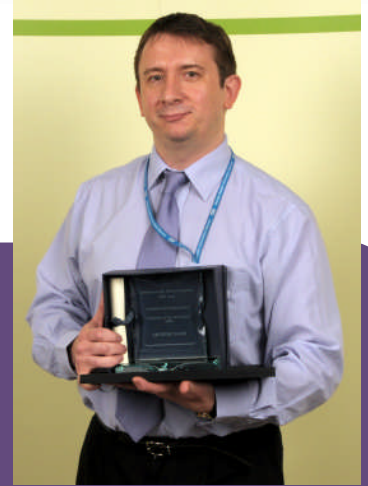
Our annual awards are a celebration of the commitment and dedication of our staff and this year, over 200 people were invited to the glittering ceremony (our very own Oscars!) at the Runnymede Hotel in Egham.

Summing up the evening, Jason Leonard, who generously gave his time to support the Trust, spoke with admiration to the audience: "You've been nominated by your colleagues, which is something to be very proud of. I come from a rugby background, and I've won the World Cup, and what we valued as a team was very much along the same lines as what you are recognising here tonight. For me it's a real honour to see people supporting their own. You are so good to each other, giving encouragement and support day in and day out, year in, year out. I think you're all champions doing a fantastic job."

Staff are nominated for the awards by their peers in four main categories which reflect our values; putting patients first; taking personal responsibility; having a passion for excellence; and taking pride in their team. In addition, the Trust gives a special award to the Volunteer of the Year, a further celebration and thank you to the 500 + volunteers who freely give their time to help hospital staff.

Nominations were made for staff across a huge range of disciplines showcasing the many and varied departments that make up a busy general hospital.

Employee of the year, Andrew Davis (right), nominated for setting up an email alert system to monitor potentially vulnerable patients coming to A & E, and for his thinking 'outside the box'.



Team of the Year went to our Maternity Services for their hard work in making such significant improvements to the service over the last year, including a much improved mothers' survey.



Joint winners in the Personal Responsibility category with Jason Leonard: left Den Hallett, Matron in Intensive Care for her work in promoting diversity within the hospitals and for setting up the Lesbian, Gay, Bisexual, Transgender group.



Right, Lead Recruitment Officer in Human Resources, Anne Swinburn, commended for her untiring commitment.



Left: Phlebotomy Team Leader Tina Currier, winner of the Patients First award, with Jason Leonard.



Right: Eve Weir, who volunteers on the Ashford Hospital Day Surgery Unit, won Volunteer of the Year.

Introducing

Mr John Hadley, Clinical Director, Specialist Surgery and 'ENT' consultant surgeon

What is 'ENT' surgery?

Surgery to the ear, nose and throat. Some ENT surgeons specialise in surgical oncology of the head and neck, others in the skin and cosmetic surgery like rhinoplasty – (nose refashioning).

It's an interesting mix, from resectioning a major head and neck structure such as the larynx, to the microscopic surgery of the middle ear. We have to work very closely with anaesthetic colleagues to ensure maintenance of the airways, and have close links with other specialists, e.g. maxillo facial, plastic surgeons and others such as speech and language therapists.

What is the most difficult surgical procedure?

Performing an emergency tracheotomy (new breathing hole) on a patient whose airway is obstructed. I've done this on two occasions and there is nothing more certain to focus the mind than knowing if I fail to do this

quickly the patient could die. I am pleased to say on both occasions I was successful.

Are there any advances you would like to introduce?

I have just started a procedure known as balloon assisted sinuplasty for patients with chronic sinus disease. This involves placing a small balloon in the nasal passages to open them up. It's minimally invasive and performed as a day case with good success rates.

How big is the department?

We have six consultant surgeons supported by two staff grade doctors and are part of a network with the Royal Surrey and Epsom and St Helier Hospitals. Most of our work is done at Ashford as day surgery, although some of the children stay overnight

How many patients do you see in a week?

About 30 new patients and 50-60 as follow ups, with around 15 operations a week.



What changes do you envisage in the future?

As in all areas, there is an increasing degree of specialisation. We try and do more of our surgery as day case to give better quality for less cost. Technological innovation is also pushing the boundaries with other specialties. For example, I recently attended a presentation where an ENT surgeon in conjunction with a neurosurgeon was using endoscopic surgical techniques through the nose to resect tumours in the base of the brain in areas not easily accessible by traditional neurosurgery techniques.



Our celebrity guest, Jason Leonard OBE, was only too happy to sign autographs and pose for yet more photos!



Top left: One of the runners up in Team of the Year, the Respiratory Physio team. Top: Passion for Excellence runner up, Matron Mary Wardle. Left: The Runnymede Hotel did us proud!

Ensuring quality and safety

When patients come into hospital they want to be confident the care they receive is safe and of a high standard. At Ashford and St Peter's we are driven by quality and safety and work hard to ensure these are uppermost in our minds at all times.

Trust Medical Director Dr Mike Baxter explains more:

"We have made sure that quality and safety are of the utmost importance in the way we run our hospitals, from the Board to the front line. We use a range of measures to examine clinical outcomes (how patients are treated, how well they recover) so we can be sure our services are safe and that patients can have confidence in our care. Hard data, soft anecdotal evidence and reports from incidents and complaints add up to a rich picture that we can measure."

For example, the Trust Board considers quality and safety issues as its first agenda item at its monthly public meetings. A range of measures deemed to best reflect safety and good outcomes is examined and debated in detail. These include standardised mortality rates*, pa-



tients readmitted within 2 weeks as emergencies, falls, complaints, serious untoward incidents and a 'summed adverse report index' - a measure of patients who experienced an adverse event. These give an indication of safety levels and are monitored monthly so swift action can be taken if required.

But the Trust doesn't wait for these to reach the Board before considering them elsewhere. The main committee responsible for patient safety is the 'Clinical Governance Committee', chaired by our Medical Director and attended by our Chief Executive, Chief Nurse, patient representatives and others.

Each of our clinical directorates has a Clinical Governance Lead and Manager responsible for monitoring and improving clinical safety, working with patients and clinicians to ensure best practice and a regular data review.

There are a wealth of other measures and data sources that contribute to the overall picture, summarised in

our monthly Quality report, published on our website.

For example, the organisation Dr Foster produces up to date information on a range of clinical outcomes (from our data), which is then reviewed monthly by senior staff, our Medical Director and information analysts. The analysis done by Dr Foster will flag up areas of concern – e.g. a higher than expected complication rate for a procedure – which can then be swiftly investigated.

Dr Baxter continues: "There are many methods we use to measure safety and quality and we know we have excellent clinical outcomes which compare favourably to other trusts. For example, our standardised mortality rate* is amongst the lowest 20% in the country (85 against a norm of 100). The numbers of patients readmitted as an emergency within 2 weeks currently stands at 2.5% and we also perform well on many other meas-

*Standardised Mortality Rate -an index measuring no. of deaths expected if population was of standard composition, age, gender, health etc. 100 is considered 'expected', anything below 'better than expected'.



Ensuring quality and safety

ures, for example patients with pressure ulcers, and the numbers of MRSA bacteraemia acquired in hospital."

Safety is also highly profiled internally through a number of publications encouraging staff to think about safety and to report incidents, a proven way of learning valuable lessons.

Our Matrons give regular presentations to the Board, ensuring they hear directly from the 'shop floor', and we now invite patients to come and tell their story (good or bad) to the Board, in a true spirit of openness.

Another area that has come under scrutiny as a quality measure is the way patients are treated as emergency cases. At St Peter's we have the busiest emergency department in Surrey, seeing around 100,000 people a year.

We have recently strengthened our emergency services teams to make sure we meet our four hour waiting target as well as giving the best and most appropriate care to our patients. We now have:

- dedicated acute medical consultants, with multi-disciplinary team support, for our Medical Assessment Unit;
- 13 hour/day, 7 days/week consultant presence on the Medical Assessment Unit;
- 24/7 consultant cover and extended day presence across all our emergency services;
- dedicated trauma theatre list 7 days a week;
- 24/7 thrombolysis (clot busting) treatment for patients suffering a stroke or heart attack;
- 24/7 interventional radiology for emergency cases;
- 24/7 vascular surgery;

- level 3 intensive care unit, and two high dependency units;
- 24/7 intensive care support to our wards;
- 24/7 trauma team for major trauma cases;
- strengthened clinical governance processes to ensure best learning and monitoring of any adverse incidents.

Dr Baxter finishes: "Ensuring patient safety and quality of care is an ongoing process. We need to continually monitor what we do against national targets and guidelines. We must continuously test ourselves against best practice and if we find fault we must learn and take appropriate action to constantly improve. This Trust has a demonstrable record of good clinical outcomes and safe care, and by careful and systematic monitoring we intend to keep it that way."

Some key measures - how we compare

Two common conditions, pneumonia and congestive heart failure, can give some indication on how well a trust is performing clinically. Across the South East Coast, we have the lowest relative risk (RR) of death from congestive heart failure, and the fourth lowest for pneumonia - as shown in the tables from April 2009 - February 2010.

Congestive Heart Failure April '09 - Feb '10				
Trust	Spells	Deaths	Expected	RR*
ASPH	316	36	56.7	63.4
Trust B	674	94	142.4	66.0
Trust C	344	44	63.5	69.3
Trust D	462	54	76.4	70.7
Trust E	198	25	34.3	73.0
Trust F	246	33	45.1	73.2
Trust G	213	29	35.4	82.0
Trust H	258	50	56.2	89.0
Trust I	245	44	49.1	89.6
Trust J	463	69	76.8	89.8
Trust K	617	107	117.9	90.8

Pneumonia April '09 - Feb '10				
Trust	Spells	Deaths	Expected	RR*
Trust A	592	92	130.4	70.6
Trust B	768	140	179.2	78.1
Trust C	1635	407	516.1	78.9
ASPH	936	165	207.5	79.5
Trust E	852	167	208.7	80.0
Trust F	785	200	227.8	87.8
Trust G	1099	262	284.1	92.2
Trust H	947	206	220.8	93.3
Trust I	703	203	204.1	99.5
Trust J	536	123	120.4	102.1
Trust K	635	143	132.4	108.0

RR: Relative Risk - an index measuring the no. of deaths that might be expected from a certain condition; 100 is considered 'expected', and anything below 100 'better than expected'.

Infection Control

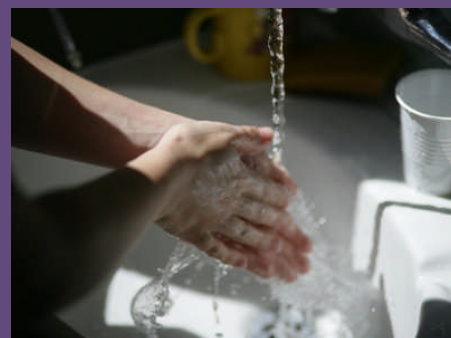
Over the past year, the Trust has made excellent progress in ensuring a reduction in hospital acquired infections, ending the year declaring 9 cases of MRSA bacteraemia, only 3 of which were contracted within our hospitals (our target was no more than 14). Although this is still 3 too many, against a total of 10 hospital acquired MRSA cases last year, it shows the progress and commitment we've been making.

We have also dramatically reduced the number of cases of clostridium difficile recording 53 cases for 2009/10 against 118 in 2008/9 and 248 in 2007/8. There were just 4, 1 and 2 cases in January, February and March 2010 respectively, which is our

best quarter since we started keeping records.

Infection control will continue to remain a high profile issue within our two hospitals, and staff are constantly reminded of the care they need to take at all times to keep infections to an absolute minimum. We actively encourage our patients and visitors to challenge anyone they think may not be following good practice and good hand hygiene.

Our Infection Control Team were also runners up in the Pride in our Team award at the recent Staff Achievement Awards, for the hard work they have put into embedding good infection control techniques across the two hospitals (see right).



Below: Dr Angela Shaw, Director of Infection Control (left) and Linda Fairhead, Consultant Nurse for Infection Control.



Membership Information



Next Members' Health Event ...

Cardiology

is taking place at the Post Graduate Education Centre, St Peter's Hospital, Chertsey

19th May 2010

6.30pm to 9.00pm

Light finger buffet available from 6.30pm

Presentations start at 7pm

Open to all members but you need to book, please RSVP to Membership Office below.

We are still recruiting members

If you know of anyone interested in becoming a member please call us or write to us using the contact details below and we'll send you, or your friends/family, a membership form.

Remember, as well as being able to get more involved with your local hospitals, as a member you are also entitled to join the NHS discount scheme at www.nhsdiscounts.com.

Changes to the Team

There have been some recent changes to the Membership Team we thought you would like to know.

Melanie Perry, our Membership Manager, has decided to leave the Trust to pursue new challenges, while Helen Aitken, our Membership Administrator has taken up a post in our Paediatric Department. We would like to thank them both for all their hard work and wish them well in their new careers.

While we are recruiting a new Membership Team, please contact our temporary assistant, Gina, at the usual contacts below. For further enquiries, please call Jane Gear, Head of Corporate Affairs on 01932 723110.

Membership Office

St. Peter's Hospital, FREEPOST KT4330, Guildford Road, Chertsey, KT16 0PZ.

Tel: 01932 723850 Email: foundation.trust@asph.nhs.uk

If you would like this information in another language or format, please call 01932 723553.