Chief Executive’s Report on Current Issues and Actions Taken
September 2011

Current News

1. Taking the 2020Vision Forward

We continue to make real progress towards the 2020Vision. The following activities have been undertaken:

1.1 Tim Underwood, Clinical Research Fellow, has been appointed to a Medical Research Council clinical scientist post which is the equivalent of a senior lecturer/consultant. This is a very prestigious award and reflects the excellent reputation the Trust and university have in academic surgery.

1.2 The National Lung Cancer Audit has confirmed the good outcomes and treatment for lung cancer at the Trust, with Southampton being the best performing centre in the Central South Coast Cancer Network.

1.3 There is currently a major expansion of the bone marrow transplant unit occurring, following increased commissioner support for activity with the opening of the 21st and 22nd patient rooms in July 2011. The Teenage Cancer Trust have funded £918k to develop a purpose built facility on C6 which will assist the development of the Trust as the principal treatment centre for children and young adult cancers in the South.

1.4 Michael Lavrsen has been appointed as the fourth paediatric cardiac surgeon following North American experience. This means we are now fully compliant with Safe and Sustainable consultant staffing in this specialty. Michael previously worked at Southampton whilst undertaking his training.

1.5 I have approved the ring fencing of cardiac surgery bed capacity from 1st September 2011 to increase our cardiac surgical throughput. This is based on us reducing cancellation rates, increasing throughput of theatre sessions and reducing length of stay. We have secured additional activity supported by commissioners from Guernsey and Hampshire. In addition, we have secured additional cardiology services from Guernsey. The service will generate an additional £1.4m of activity in a full year, of which £250k will be invested elsewhere in the Trust to expand bed capacity in other specialties to prevent outliers in cardiac surgery. These developments will also assist the profitability of the service.

1.6 Iain Simpson, Consultant Cardiologist, is in close dialogue with Frimley Park to move their cardiac surgery and interventional cardiology to the Trust from their current London provider. Paul Grundy, Consultant Neurosurgeon, and neurology colleagues, are discussing with Frimley Park a partnership on neurophysiology and neurology.

1.7 The plans to develop a paediatric neurosciences unit and paediatric inpatient beds on G Level have been approved. This will create a six bedded facility which will be completed in 2012/13. I have approved the creation of an additional Consultant neurosurgeon with a paediatric specialist interest to ensure we have compliance for on-call services and meet the new Safe and Sustainable standards of paediatric neurosurgery. The Smile4Wessex Charity are currently discussing with me investment in this facility.

1.8 Peter Wilson, Paediatric Intensive Care Unit Consultant, and Dorothy Lang, Consultant Neurosurgeon, have undertaken some terrific work with Oxford Radcliffe and the neurosciences group to develop a clinical service model across the two Trusts which sustains emergency services across both sites and co-operates around key procedures. The proposals are now being worked up and I have asked Mike Murphy, Deputy Director of Strategy, to assist in this, so we can agree, with the network, a clinical model in the autumn. The work on paediatric cardiac surgery has helped to develop a high degree of trust between our two tertiary centres which I am keen to support.

1.9 Professor Nick Macklon, consultant gynaecologist and medical director of fertility at the Princess Anne Hospital has studied 50,000 pregnancies and discovered that if women give up smoking at conception, or when their pregnancy is confirmed, they have babies born with similar weights to mothers who have never smoked – cutting the risk of complications associated with low birth weight.
1.10 Hampshire Primary Care Trust (HPCT) have recently confirmed permanent funding of £396,000 for the aortic aneurysm screening programme. This further strengthens our role as the leading vascular centre in the South.

1.11 The Experimental Cancer Medicine Centre has secured its reconfiguration following its recent assessment.

1.12 The Trust will be bidding, following its shortlisting, to become a national adult respiratory Extracorporeal Membrane Oxygenation (ECMO) service. This is being led by Max Jonas, General Intensive Care Unit Consultant, and David Sparkes, Consultant Anaesthetist. We have already submitted a bid to become a paediatric ECMO centre to the Safe and Sustainable team which I understand will be considered in the autumn.

1.13 Jane Lucas, Consultant Paediatric Medicine, has submitted a national specialised services bid for the development of Primary Ciliary Dyskinesia (PCD) respiratory services to improve surveillance of these children across the South, following a request from the national specialised commissioners.

1.14 The President of the Royal College of Surgeons, John Black, visited the Trust in June to be exposed to our development of surgical training. Evan Davies, Consultant, Trauma & Orthopaedics, organised a very successful day.

1.15 The Clinical Pathology Accreditation (CPA) have confirmed our accreditation for molecular pathology around Haematology and Blood Transfusion.

1.16 Dr Annie Armston, Consultant Biochemist, has agreed to be the lead healthcare scientist for the Trust.

1.17 I have approved the development of a further consultant in interventional radiology.

1.18 The consultant microbiologists have proposed that they create a department of infection from the autumn of 2011, which Michael Marsh and I fully support. This will be strengthened with 1.5 WTE additional consultant appointments to secure a full seven day a week service which will increase substantially our support to inpatient beds and enable an outpatient service to be provided. This is a sensible development given our academic developments in this area.

1.19 I have approved the development of a regional transfer unit in neurosurgery to improve the service we offer patients and customer District General Hospitals. This will reduce over 247 cancelled operations we currently have in the service and enable us to cease the use of private spinal capacity from 1st October 2011. The development will increase the profitability of the service by over £300k in a full year.

1.20 The Trust Board approved the strategic outline case for the development of the children's hospital and Matt Ayres, Divisional Director of Operations, and the team are now working on the outline business case.

1.21 There will be eight additional inpatient beds in child health opened in the autumn, to ensure we meet all requests from our partner hospitals for paediatric surgical referrals. This will increase profitability in the service and improve quality for patients and our partners.

1.22 The HPCT have funded a £100k pilot of inter-arterial intervention for stroke which we are seeking to start in the autumn. A similar service will be developed in Oxford. This regional service will further distinguish us as a regional stroke service.

1.23 I have discussed and agreed with the consultant respiratory physicians that we will offer a competitive alternative for Chronic Obstructive Pulmonary Disease (COPD) services to Southampton City PCT based on our clinical excellence.

1.24 Strategic discussions are occurring with Southern Healthcare Foundation Trust around elderly care, surgical capacity at Lymington and other services. These are very preliminary and I will keep you all informed of progress.

1.25 The Trust has recently learnt it is the tenth highest National Institute for Health Research (NIHR) grant earner in 2010/11 – securing the position we held in 2009/10.

1.26 The outcome of the clinical innovation bids and the academic development bids will be announced this month.
1.27 Under the leadership of Jane Hayward, Director of Organisational Development, and Adrian Byrne, Director of Information Management & Technology, we have agreed a contract with Microsoft to develop patient portal information systems which can deliver patient appointments and allow them to receive and access much more clinical information on their conditions.

1.28 I have been appointed as the Chief Executive representative on the National Institute for Health and Clinical Excellence (NICE) Medical Devices panel nationally.

1.29 Poole Hospital has agreed to move their liver resection work to the Trust from September 2011, attracting new work. Tom Wilkinson, consultant Hepatobiliary (HPB) surgeon, deserves huge credit for securing this work.

1.30 We will be working with Salisbury FT on the development of molecular diagnostic testing at the Trust.

1.31 Southampton City PCT and Hampshire PCT have funded an extra £1m to reduce spinal surgery waiting lists over 18 weeks.

2. Celebrating Success

2.1 National Award for Trust’s Return to Work Scheme

Staff at the Trust have been nationally recognised for developing a rehabilitation project to help colleagues return to work after illness. The occupational health and human resources teams at the Trust were commended for their Return2Health (R2H) scheme, which offers employees a tailored package of care, from treatment and personal consultation, to follow-up and continued support.

The teams, led by Dr Julia Smedley, occupational health lead consultant and head of service, and Jean Piernicki, occupational health nurse manager, picked up the award for Excellence in improving employee health and wellbeing at the Health Care People Management Association ceremony in London.

Following its launch, the overall absence rate at SUHT has dropped to 3.38% – below the 3.5% target – and agency costs have reduced by 26%.

2.2 Southampton Researchers Awarded £17m to Progress Pioneering Work

Clinicians and scientists at the Trust have been awarded £17m to progress the city’s world-leading nutrition and respiratory research. The funding, which is part of the government’s record £800m investment in NHS and university partnerships, has secured the future of the Southampton Centre for Biomedical Research (SCBR) for the next five years. The National Institute for Health Research (NIHR) respiratory biomedical research unit (BRU) and the nutrition, diet and lifestyle biomedical research centre (BRC) – two key components of the SCBR, a joint venture between the Trust and the University of Southampton – focus on taking research out of the laboratory and into the clinic.

The respiratory BRU, which specialises in looking at new therapies for diseases such as asthma, chronic obstructive pulmonary disease, cystic fibrosis and neonatal, paediatric and adult intensive care, has been allocated £7.3m, while the NIHR review panel’s decision to increase funds for the nutrition, diet and lifestyle BRC based on the quality of its application means it will receive a total of £9.6m.

2.3 Trust Consultant to Lead National Emergency Medicine Body

A consultant based at the Trust will help to lead and develop emergency care in the UK following a prominent national appointment. Dr Mike Clancy, an emergency medicine consultant at Southampton General Hospital, will begin a three-year term as president of the College of Emergency Medicine (CEM) in September, taking over from Southampton colleague Dr John Heyworth.

The CEM, which was formed in 2006 and has more than 3,000 fellows and members, is the authoritative body for emergency medicine in the UK and exists to advance patient care, education and research in emergency medicine. In addition to Dr Clancy’s appointment, the Trust’s lead emergency department consultant Dr Diana Hulbert remains chair of the college’s regional board. Dr Clancy’s role as president will include meeting...
with officials from the Department of Health, government ministers, other medical colleagues and fellow health professionals on all issues relating to the specialty.

3. Development of First ‘Sat Nav’ Smartphone Application to Tackle Infection
Infectious diseases specialists based at the Trust have developed a revolutionary smartphone application likened to a ‘sat nav for medicine’ to help clinicians treat patients with infections. The MicroGuide application, developed by critical care expert Dr Sanjay Gupta, pharmacist Dr Kieran Hand and microbiologist Dr Adriana Basarab at Southampton General Hospital, provides concise information on common infections and which antibiotics are needed to tackle them. It is the first medical app in the UK to offer personalised decision-making support at the bedside – something not possible through paper documents currently available on hospital wards.

The application can be used to guide treatment of in-hospital infections including meningitis, pneumonia and urinary tract infection. It also incorporates dosing calculators and advice on handling and resolving cases of MRSA, risk factors associated with Clostridium difficile and guidance on penicillin allergy.

4. Novel Mealtime Project helping Older Patients
Teams of mealtime assistants are helping older people to eat well during their time on the wards at the Trust as part of a radical nutrition project. Volunteers visit patients on the medicine for older people unit at Southampton General Hospital during mealtimes and encourage them to eat and drink, help cut up their food and ensure the right cutlery is available.

The innovative project, which is the first to be assessed by an expert clinical team, sees groups of four to five mealtime assistants help at lunchtimes on the wards, supported by therapists, dietitians and research nurses. Although joining as members of the voluntary services team at the Trust, the assistants receive specific training from the speech and language therapy and dietetics teams to help them with communication skills and nutritional knowledge.

The project is being run through the nutrition, diet and lifestyle biomedical research unit, which is a joint initiative between the Trust and the University of Southampton funded by the National Institute for Health Research (NIHR).

5. Actions from Trust Executive Committee (TEC)
July – August 2011 the business included:

5.1 Patient Safety Quarter Report – noted the improvement made in patient safety and the new priorities agreed. Divisional Management Teams will progress the actions in the report.

5.2 2010/11 Annual Quality Governance Report – noted the progress against the Quality Governance Strategy.

5.3 2010/11 Annual Complaints Report – agreed the actions for 2011/12 identified in the report.

5.4 Updated Business Conduct Policy and Procedures – ratified.

5.5 Registers of Declarations of Interest and Sponsorships 2011/12 for Quarter 1 – noted.

5.6 Clinical Governance Performance Regulatory Report 2011/12 Quarter 1 Report – requested that this report is shared and discussed with Divisional Management and clinical teams.

5.7 Infection Prevention & Control 2011/12 Quarter 1 Review and Matron Report, and 2011/12 Infection Prevention Annual Programme – noted the achievement of the Trust against the key infection targets and noted that leadership focus is still required to sustain high performance and achieve ‘best in class’ status.

5.8 Consultant Stroke Physician/Neurologist Business Case – ratified.
Chief Executive’s Actions and Items for Ratification

6. **Award of Contract** (Supplies & Services – all with an annual value over £300,000 (inc. VAT) and for Building & Engineering all with an annual value over £500,000 (inc. VAT) to be reported to the Board)

   6.1 **Extension of Contract for one year for the Supply of Radioactive Isotopes for Nuclear Medicine** from various suppliers at a total contract value of £497,039 inc. vat. Split between Covidien £247,051; GE Healthcare £183,496; IBA Molecular (previously QUADOS) £62,920; Diagnostic Imaging £378; Birmingham Hospital £3,194, all inc. vat. Approved by the Chair on 7th September 2011.

7. **Single Tender Actions** (All with an annual value over £150,000 (inc. VAT) to be reported to the Board)

   7.1 **Extension of existing lease of 3 Catheter Labs and an MRI for Radiology** from Singers Healthcare Finance at a cost of £1,199,940 inc. vat. for 2.5 years – annual value £479,976 inc. vat. Cost avoidance saving of £43,236 inc. vat, and further cash releasing saving of £17,290 inc. vat. for entering into agreement before expiry in October 2011 (reduced cost for 2 quarters of current lease remaining). Approved by the Chair on 8th August 2011.

8. **Signing** (All to be reported to the Board)

   8.1 **Agreement with Hospedia Ltd** – to provide an investigation and upgrade to the infrastructure and IT bedhead services (to include clinical access and patient survey system). Contract is 10-year term.

   8.2 **Wayleave Agreement for British Telecommunications PLC (BT)** – with MM02 PLC to allow BT to run a new internal cable to their Cell Site on East Wing Roof, Southampton General Hospital, for which they have a current lease.

   8.3 **Honeywell Building Energy Management System Maintenance Contract** – with Honeywell Control Systems Ltd for 12 months’ maintenance on the major building energy management system installed across the Trust to ensure continuity of all engineering systems.

9. **Signing & Sealing** (All to be reported to the Board)

   9.1 **Lease of Faculty of Health Sciences, South Academic Block, Southampton General Hospital** – formalising the University of Southampton’s current occupation of South Academic Block for a term of 25 years commencing on 12 December 2008. Seal number 463.

   9.2 **Licence for Alterations of Faculty of Health Sciences, South Academic Block, Southampton General Hospital** – Refurbishment by University of Southampton of the South Academic Block, which is part of the Faculty of Health Sciences Lease. Seal number 464.

   9.3 **Lease of Faculty of Health Sciences, Floor Level F, Princess Anne Hospital** – formalising University of Southampton’s current occupation of Floor Level F, Princess Anne Hospital for a term of 25 years commencing 12 December 2008. Seal Number 465.

   9.4 **Licence to Underlet Unit 10 Hollybrook Arcade, Southampton General Hospital** – between Southampton University Hospitals NHS Trust (SUHT) (Landlord), Heathcroft Properties Limited (Tenant) and WH Smith Retail Holdings Limited (Undertenant). Extension of current Lease for WH Smith from 13/3/2016 to 24/3/2026. Seal Number 466.

   9.5 **Licence to Underlet Unit 11 Hollybrook Arcade, Southampton General Hospital** – between SUHT (Landlord), Heathcroft Properties Limited (Tenant) and WH Smith Retail Holdings Limited (Undertenant). Extension of current lease for WH Smith from 18/3/2016 to 24/3/2026. Seal Number 467.

   9.6 **Licence to Underlet Units 2 & 3 Hollybrook Arcade, Southampton General Hospital** – between SUHT (Landlord), Heathcroft Properties Limited (Tenant) and Compass Contract Services (UK) Limited (Undertenant). Extension of current lease for Compass from 18/3/2016 – 24/3/2026. Seal Number 468.
9.7 **Licence to Underlet Food Court, Hollybrook Arcade, Southampton General Hospital** – between SUHT (Landlord), Heathcroft Properties Limited (Tenant) and Compass Contract Services (UK) Limited (Undertenant). Extension of current lease for Compass from 18/3/2016 – 24/3/2026. Seal Number 469.

10. **Consultant Appointments** (All to be reported to the Board)
The Advisory Appointments Committee have agreed to offer the following appointments:

10.1 **6th June 2011** Consultant Medical Microbiologist/Infectious Diseases to Dr Julian Sutton who is currently a Consultant Medical Microbiologist at Health Protection Agency. Mr S Porter chaired the panel. This is a new post. Funding for this post is available from within the Division.

10.2 **21st July 2011** Consultant Paediatric Haematologist to Dr Alice Norton who is currently a Specialist Registrar at Birmingham Children’s Hospital NHS Trust. Ms L Samuels chaired the panel. This is a new post. Funding for this post is available from within the Division.

10.3 **29th July 2011** Consultant Haematologist to Dr Srinivasan Narayanan who is currently a Locum Consultant at Southampton University Hospitals NHS Trust. Mrs J Viveash chaired the panel. This is a replacement post. Funding for this post is available from within the Division.

10.4 **4th August 2011** Consultant Paediatric Gastroenterologist to Dr Akshay Batra who is currently a Specialist Registrar at Birmingham Children’s Hospital NHS Trust. Mr S Porter chaired the panel. This is a new post. Funding for this post is available from within the Division.

Mark Hackett  
Chief Executive  
September 2011