

ITEM: 11/096
Doc: 03

Meeting: Trust Board
Date: 27 July 2011

Title: **Chief Executive's Report**

Executive Summary: This report summarises the topical issues for the Board's interest.

Action: For information

Report from: *Yi Mien Koh, Chief Executive*



WHITTINGTON HEALTH
CHIEF EXECUTIVE'S REPORT

Board meeting 27 July 2011

QUALITY

1. The Department of Health has commissioned Birmingham University Hospitals NHS FT to analyse the new summary hospital mortality rates (SHMR) for acute trusts, replacing the Dr Foster HSMR indicator. The latest results, for 2009/10, show The Whittington Hospital NHS Trust to have a SHMR of 67, making us one of the safest hospitals in the country. The results have been attributed to a combination of factors:
 - a) A hospital culture that prizes high quality patient care and patient safety;
 - b) A good ratio of intensive care beds to total bed numbers;
 - c) Clinicians committed to delivering the best outcomes, working across disciplines and professions to address patient safety issues;
 - d) The Trust's reputation for training excellence attracts high quality junior doctors;
 - e) High calibre nurse leaders and a stable nursing workforce that balances skill mix and effective nurse to patient ratio.

2. In response to recent media reports about poor patient experience in Mercers ward, Bronagh Scott is leading a review of the quality of care on the ward. The review is due to be completed and an action plan produced by the end of the month. Issues thought to have contributed to poor patient experience are related to:
 - a) Previous leadership and management on the ward;
 - b) A culture of ignoring weak practices, not tackling underperformance and issues with staff attitude and diversity;

Improving patient experience is a top priority for the whole organisation. A new patient experience workstream will start in September and will engage governors and LINKs in the process.

STRATEGY

3. The Trust is embarking on a strategy development process, led by Siobhan Harrington. Staff and stakeholders are engaged in the process to develop a five year strategy for Whittington Health. The first draft of the strategy is expected in the autumn.

CORPORATE OBJECTIVES

4. The corporate objectives for 2011/12 are set out in item 9. Individual director's objectives will be incorporated into an organisational business plan to come to the board in September, alongside the Risk Register.

FINANCE

5. Month 3 financial report shows a small surplus which is less than planned due to underperformance of the cost improvement programme (CIP) to date by 8%. Delivery of the £20m CIP is overseen by a CIP and Service Transformation board, chaired by Maria Da Silva and supported by Robert Aitken. A gap of £1.5m remains for the CIP programme.

OPERATIONS

6. There have been a number of incidents recently relating to decontamination of surgical trays and instruments leading to operations having to be cancelled. Decontamination services are provided by In Health Sterile Services (IHSS), which also supplies 10 other trusts in north west London. We are addressing this with the supplier but to mitigate further risk, limited on-site washing facilities have been opened to remove heavy contamination before instruments are returned to IHSS.

STAKEHOLDER RELATIONSHIPS

7. The chairman and I have met with the following organisational leaders in the past month to share our respective organisational strategies:
 - a) Local MPs Frank Dobson, Jeremy Corbyn and David Lammy;
 - b) Haringey Council cabinet members, including the Leader, Chief Executive, Kevin Crompton and the Director of Social Services Phung Mun Thong;
 - c) Vice Provost (Health), Head of the UCL School of Life & Medical Sciences and Head of the UCL Medical School, Professor Sir John Tooke and Vice Dean and Director of Medical Education, Professor Jane Dacre (NED)
 - d) Haringey Clinical Commissioning Group chair, Dr Helen Pelendrides and Haringey PCT Vice Chair, Cathy Herman;
 - e) Islington Council Leader, cabinet members, local councillors and Director of Social Services, Sean McLaughlin.

I also visited Pentonville Prison where Whittington Health is the lead healthcare provider and met with the Governor Gary Monaghan.