

ITEM: 6

Meeting: Trust Board
Date: 25 July 2012

Title: **Chief Executive's Report**

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

Action: For information

Report from: Siobhan Harrington Director of Strategy/Deputy CEO



WHITTINGTON HEALTH
CHIEF EXECUTIVE'S REPORT
Board meeting 25 July 2012

1. National Policy

The Department of Health has published a draft Mandate for the NHS Commissioning Board in July. There is a consultation period where responses are invited by 26th September. As part of the Health and Social Care Bill it was agreed that annually government would set the NHS Commissioning Board objectives (the mandate) and that these would be subject to consultation. The final objectives will be published in the autumn coming into force in April 2013.

The draft mandate includes objectives under five headings:-

1. Improving our health and healthcare
 - preventing people from dying prematurely
 - enhancing quality of life for people with long term conditions
 - helping people to recover from episodes of ill health or following injury
 - ensuring that people have a positive experience of care
 - treating and caring for people in a safe environment and protecting them from avoidable harm
2. Putting patients first
3. The broader contribution of the NHS
4. Effective commissioning
5. Finance and financial management

The document sets out 22 draft objectives that the Government proposes to ask the board to achieve. There are 11 care objectives seeking improvements in the quality of care and outcomes. There are a further 11 objectives that include ambitions for joining up different services around the needs of individuals, for putting a stronger focus on prevention and for making shared-decision making a reality for patients.

The full documents can be found at: www.mandate.dh.gov.uk

2. Local CCG update.

Islington CCG Chief Operating Officer Alison Blair has now started in her role.

Haringey CCG are currently completing their recruitment process for their Chief Operating Officer. Both CCGs are moving at pace with their integrated care agendas and we have full representation on both integrated care programme boards.

Islington CCG is in the 1st wave in the authorisation process. They have now agreed 4 networks of GP practices in Islington. Haringey have maintained their 4 collaborative groupings.

3. Olympics 2012

By the time of the Trust Board there will be 2 days to the start of the Olympics in London.

In terms of Olympics preparedness we have:

- completed critical services and suppliers service review
- Finalised critical goods contingency plans and delivery arrangements
- Updated all business continuity plans by service area and aligned them to LORPA Olympics planning framework and revised BS2599 Standard
- Undertaken a table top response test exercise on the 23rd July to test run the business continuity planning documents for each service area
- Completed the London Events Coordination Calendar (LECC) with NCL
- Undertaken the NCL command communications test exercise - Exercise Defero (27th June)

- Rolled out training on identification of Games Family Members as part of the Overseas Visitors Policy
 - Implemented daily sitrep operations centre reporting (started on 9th July) and running to end of games time
 - Communicated travel planner information, TFL information and NHS London games information via the bulletin, staff briefing and intranet
- Matthew Boazman Director of Operations for Surgery, cancer and diagnostics is the Trust lead for this work.

4. Finance

The in month position is £205k better than the planned position; this includes an actual surplus in month of £250k against a planned surplus of £45k. The cumulative position is £465k worse than plan, which includes a cumulative surplus of £198k against a planned surplus of £663k.

Included within the month 3 position outlined above are non recurrent adjustments to expenditure of approximately £400k. If this favourable movement had not happened, then the in month position would show a deficit of £195k. The total value of non recurrent adjustments in the year to date shows a benefit of approximately £750k, the position without this favourable movement would show a deficit in excess of £500k for the first 3 months of the year.

As reported in previous months, the key area to note in terms of adverse budget variances relates to slippage / non achievement of CIP. Achievement in the year to date is circa £974k below the planned level.

5. Performance

ED 4 hour target. Performance against the 4 hour ED target has been challenging. The Trust achieved the 95% target for June and it's YTD performance shows at being at 94.5%.

Performance is looking to be stable over the next few months.

Referral To Treatment performance is all above target for June. Admitted pathway YTD is at 92.5% in the acute and 98% for the community. Non admitted YTD is at 99%.

Overall there has been no great change for the performance against the remaining indicators.

Our performance on our Tripartite Formal Agreement this month has been rated as "performance under review" meaning that our RAG is amber/Red. This relates to underperformance against ED target and CIP. Both items will be addressed under separate cover at the Board.

6. Strategy, stakeholder engagement and communications

The Director of Strategy is due to leave the organisation at the end of the month, at this point it is worth noting progress with the work to date:-

The 5 year strategy for Whittington Health has been agreed and subsequently informed the integrated business plan. Work continues to define clear milestones and measures for a small number of key initiatives. These are still evolving and are being developed within the divisions. The Deputy Director of Strategy will continue to support this work until complete.

The Quality Innovation Productivity and Prevention (QIPP) Board has over the last 3 months focused on growth strategies within the divisions that identify how services may grow and develop from 2014 onwards. Discussions and proposals around a structured approach to business development and prospectively responding to tender bids and AQP submissions are

still subject to review and clarification. The medical director for integrated care will take on the chairing of this Board in the future.

The Trust Board development plan is now being delivered by the corporate secretary. This will include the detail of the Trust Board seminar programme and the ward to floor visit programme.

Stakeholder engagement including UCLP, Overview and Scrutiny committees and other neighbouring Trusts will be led by the CEO. A stakeholder engagement plan is in place and will sit with the communications team.

Continued engagement with local GP Stakeholders and CCG's will be supported by the GP Medical Director and the Assistant Director of Strategy in the delivery of specific projects alongside the formulation and implementation of the GP Engagement Strategy.

There is currently a strategy directorate organisational change consultation in process to realign staff to the future priorities of the organisation and continue the momentum on these work streams.

7. Communications update

Since the forming of Whittington Health there has been a vast number of communications developments to ensure that our staff, stakeholders and public are kept in touch with Whittington Health activity.

Internal communications

Internal 'mini' communications plans have been created for each division to ensure that key messages are broken down and cascaded accordingly.

The all-staff e-bulletin continues to catalogue the week's communications including staff events, corporate messages and success stories, and this is emailed to every Whittington Health staff member across the organisation.

Additionally, the learning and development service has set up a separate bulletin, which informs all staff of internal and external courses, e-Learning requirements and information relating to subjects such as mandatory training targets. This is sent out by the communications team every other week to all staff.

Each month the chief executive hosts a briefing which includes latest news from the chief executive and provides attendees with the opportunity to ask direct questions or relay concerns they might have. Additionally, she gives staff awards which allow the organisation to show appreciation for some of the fantastic work that takes place across Whittington Health. The communications team film each of these sessions to allow staff who cannot attend to view the briefing, and also upload a series of briefing notes summarising the key points from the session. These notes are also cascaded throughout the organisation.

As well as uploading a video of the chief executive's briefing to the intranet, we also produce a monthly 'executive director's blog'. This film allows each director an opportunity to explain what has been happening recently as well as reminding staff of any success stories or events that are coming up. This ties in with a piece in the Whittington Express by the executive director. In addition to this a non-executive director is doing a blog each month with a piece in the Whittington Express as well.

The dedicated 'ask the chief executive' portal is available on the intranet, and allows staff to ask the chief executive any general questions or concerns they have. This can be done anonymously and the questions and answers are uploaded on to the intranet homepage.

The bi-monthly 'meeting with the chairman' staff meetings has been reinstated which allows staff to join the chairman to talk informally and discuss any current issues or concerns that they may have, as well as highlighting areas or changes that are working particularly well.

The department is helping with the organisation, content and publicity of the staff conference on Friday 19 October which will see 1,000 attending a celebration of the achievements of the organisation.

External/stakeholder communications

The chairman has created a new communication for stakeholders and staff. This is sent out within 48 hours of each Trust Board meeting and is called 'Board Matters.' This document summarises the four or five key messages that are discussed. These documents are then uploaded onto the public website and intranet sites.

Having become an integrated care organisation, the communications department has been working with IT to ensure that all of the services and departments located throughout Whittington Health are represented on our website and intranet.

The communications team is in the process of engaging all areas and departments within Whittington Health in the collation of the key contact details with the creation of a services directory that will be published to enhance communication internally and externally.

Communications is also in the process of creating a 'hot list' in partnership with the GPs, to ensure that they have instant access to the services and departments that they contact frequently.

The communications department works with Dr Greg Battle, GP medical director, to create a monthly GP bulletin, which is sent to all GPs each month, highlighting events and developments that are specific to them. A GP Consultant evening has also been arranged to promote the relationship between primary and secondary care.

As a project to promote the integrated care organisation we hold monthly 'Whittington Health role shadowing' schemes, whereby someone from the acute setting shadows someone from the community and vice versa. We always ensure that the people swapping do similar roles, eg a district nurse and emergency department matron, and updates from the day are tweeted to the Department of Health and NHS London, as well as the local press.

A lot of communications time and advice has been put into Transforming Patient Experience project ensuring that all stakeholders including staff, local MPs and councillors and the local media are informed. This has been well received as an honest and positive way of communicating the messages that have arisen during this project.

Whittington Health's ambition is to ensure that we are as modern in our approach to communications as possible and this has seen us commission a series of films that relate to various departments and services. These films allow our service users to gather key information and have frequently asked questions answered at their convenience. In addition, we have utilised social media to ensure that wider audiences are aware of any events that we have coming up and that our success stories can be easily picked up by the local media and organisation such as NHS London. As a priority, all of the latest news items that are on our

public website are channelled via our Twitter account '@Whithealth' and through our facebook pages.

One of the fundamental benefits of using social media is that we are easily contactable by our service users, and they can easily come to us with messages of thanks and gratitude, as well as complaints, suggestions of improvement and general enquiries.

Each month we produce the Whittington Express, a magazine that features latest news items, celebrations of success and health related features from across Whittington Health. The magazine has a mixed focus of both staff related stories as well as public facing notices such as articles pointing out health initiatives based in the community and latest developments to enhance the patient experience.

Within each edition, a different director has the opportunity to communicate the latest developments from their perspective to both staff and service users. We also conduct a monthly interview piece to allow a different member of staff the opportunity to promote their area of work to colleagues from across the organisation.

In line with our communications strategy, the magazine is distributed not only in paper format but electronically, with a dedicated page on the public website, which is then channelled through our twitter and facebook accounts.

Foundation Trust

The Whittington Health Foundation Trust public consultation ran from Thursday 1 November 2011 to Wednesday 29 February 2012. During the consultation over 12,000 people were consulted: consultation documents were handed out, posted, emailed and many people met with and spoken to at various events around Haringey and Islington, totalling 25 venues. The majority of people who were consulted are in agreement with plans to become a foundation trust.

Membership recruitment has seen over 1,000 new foundation trust members joining since our foundation trust launch, all thanks to governors and staff attending public community venues and events, local health centres, GP practices and voluntary organisation groups. The number of foundation trust members currently stands at 5,200.

Siobhan Harrington

16th July 2012