

Whittington Health Trust Board

1<sup>st</sup> October 2014

<b>Title:</b>	Chief Executive's Report to the Board						
<b>Agenda item:</b>	<b>14/143</b>		<b>Paper</b>			<b>3</b>	
<b>Action requested:</b>	For discussion and information						
<b>Executive Summary:</b>	<p>Headlines:</p> <ol style="list-style-type: none"> <li>1. National Cancer Patient Experience Survey 2014</li> <li>2. Neonatal and maternity services update</li> <li>3. Launch of flu campaign 2014/15</li> <li>4. Situation Awareness for Everyone (S.A.F.E) programme</li> <li>5. Patient experience – friends and family test roll out</li> <li>6. Emergency Department (ED) performance</li> <li>7. Consultant-led referral to treatment (RTT) waiting times</li> <li>8. MSK update</li> <li>9. Financial position at month five</li> <li>10. Lord Howe visit</li> <li>11. Whittington Health – the next five years</li> <li>12. Update on executive director recruitment</li> <li>13. Unison ballot for strike action</li> <li>14. NHS Staff Survey 2014</li> <li>15. Discover a career in health</li> </ol>						
<b>Summary of recommendations:</b>	The Board is recommended to discuss the report.						
<b>Fit with WH strategy:</b>	This report provides and update on key issues that could affect Whittington Health's strategy.						
<b>Reference to related / other documents:</b>	n/a						
<b>Reference to areas of risk and corporate risks on the Board Assurance Framework:</b>	n/a						
<b>Date paper completed:</b>	19 September 2014						
<b>Author name and title:</b>	Simon Pleydell, Chief Executive			<b>Director name and title:</b>	Simon Pleydell, Chief Executive		
<b>Date paper seen by EC</b>	n/a	<b>Equality Impact Assessment complete?</b>	n/a	<b>Quality Impact Assessment complete?</b>	n/a	<b>Financial Impact Assessment complete?</b>	n/a



## **Chief Executive's Report to the Board October 2014**

The purpose of this report is to update the Board on local, regional and national policy changes that will affect the organisation and set out the key issues facing the Trust.

### **Quality**

#### **1. National Cancer Patient Experience Survey 2014**

This year's survey results show a significant improvement. A verbal report will be given during the meeting as the results are under embargo at the time of issuing the Board papers.

#### **2. Neonatal and maternity services update**

We are beginning work to develop a full business case following initial approval from the NHS Trust Development Authority (TDA) for our neonatal and maternity investment plans. Recruitment for a project manager is underway to support the Trust to secure a £10 million investment towards the £20 million project. The other £10 million is to be funded through the Trust's own capital expenditure money. The plans to improve women's experience and enhance the quality of the environment include new neonatal intensive care and high dependency care units, a second obstetric theatre and a refurbished labour ward.

#### **3. Launch of flu campaign 2014/15**

The Trust is preparing for this year's flu campaign following last year's success as the first London trust to achieve the target and vaccinate 75 per cent of our colleagues. This year, we hope to vaccinate even more. Our vaccination rates sharply increased from 28 per cent in 2012/13 to 77 per cent last year. This was one of the most improved rates nationally and was noted by several national organisations including NHS Employers. Protecting our patients, colleagues, family and friends from flu remains top of the agenda at the Department of Health, Public Health England and NHS England. The target for this year is 80 per cent.

#### **4. Situation Awareness for Everyone (S.A.F.E) programme**

We are one of 12 hospitals taking part in a new £500k two year programme to trial care techniques to reduce preventable deaths and errors in England's paediatric departments. The Royal College of Paediatrics and Child Health (RCPCH) are leading the Situation Awareness for Everyone programme which will trial models of care including the 'huddle' technique, a 10 minute frank exchange of information between clinical and non-clinical professionals involved in a patient's care. There are an estimated 2,000 preventable deaths each year compared to the best performing countries in Western Europe. The programme is being delivered and evaluated by the S.A.F.E partnership which comprises RCPCH, UCLPartners, Great Ormond Street Hospital (GOSH) and the Anna Freud Centre at UCL.

#### **5. Patient experience – friends and family test roll out**

We will be extending the Friends and Family Test (FFT) to all people attending The Whittington Hospital for outpatient and day case appointments from 1 October. The survey is currently offered to patients attending our emergency department (ED) and inpatient wards. The roll out is part of a national expansion of FFT to all NHS services, giving all patients the opportunity to give feedback on the services they've received. The national rollout dates are 1 January 2015 for mental health and community services and 1 April 2015 for acute hospital outpatient and day cases. Many of our community services have also already started FFT.

## **Performance**

### **6. Emergency Department (ED) performance**

We have continued to perform well on the national target of treating 95 per cent of patients within four hours. On some weeks we have ranked among the top performing trusts in London despite challenging demands in the capital. Our performance for August was 96.36 per cent.

### **7. Consultant-led referral to treatment (RTT) waiting times**

NHS England has relaxed the national standards for patients starting treatment within 18 weeks as trusts work to reduce the number of patients waiting for planned care. We are treating an extra 1,000 patients as part of this initiative. In August, 80 per cent of our non-admitted patients started treatment within 18 weeks (target 95 per cent). The admitted figure was 72 per cent (target 90 per cent). We are also using our spare theatre capacity to support a number of other trusts with their RTT challenges.

### **8. MSK update**

The Trust has continued to make progress on enhancing our musculoskeletal (MSK) services. A new musculoskeletal (MSK) website went live in August ([www.whittington.nhs.uk/msk](http://www.whittington.nhs.uk/msk)). It features three key areas: patient self-management information, MSK service information and how to receive treatment and information for GPs and referrers. Our latest waiting times (as of 17 September) are: 95.37 per cent of patients waiting under six weeks for routine MSK referrals and 95.26 per cent of patients waiting under 18 weeks for complex referrals (referral to treatment RTT pathways). Patients are now sent text messages acknowledging receipt of referral which have received positive feedback.

## **Finance**

### **9. Financial position at month five**

Our financial position continues to be challenging with an in-month deficit of £992k at the end of August (month five) against a planned deficit of £33k. The year-to-date position is £4.66m against a planned deficit of £1.14m. The adverse position is a combination of reduced income from continuing on a block contract which has been partially offset by new income initiatives. Underlying expenditure has reduced compared to last month, especially against agency pay, but is still higher than planned. Discussions are continuing with our clinical commissioning groups (CCGs) on moving to a Payment by Results (PbR) contract. Our pay expenditure has reduced since last month, with lower agency spending mainly within the areas of medical staffing, particularly in the emergency department. There have been a number of successful recruitment campaigns for doctors and band five nurses which is expected to reduce expenditure from October. The Trust has a back to balance plan which is aiming to bring the position to breakeven by the end of the year.

## **Other key updates**

### **10. Lord Howe visit**

Lord Howe, parliamentary under secretary of state for quality, visited the Trust on 9 September in connection with the Urgent and Emergency Care Review and an England national pilot entitled 'Call before you go'. We were among a number of hospitals across England which took part in the pilot in partnership with our clinical commissioning groups which encouraged patients in an urgent but not life-threatening situation to call NHS 111 before going to the Emergency Department. Lord Howe toured our emergency department and ambulatory care centre as part of the visit.

### **11. Whittington Health – the next five years**

We are working with The King's Fund to review our clinical strategy. Next month its chief executive Chris Ham will share his perspectives with the Trust on our journey to date and examples from

work across the UK and internationally. We will explore what we have done so far and next steps in terms of developing our clinical strategy for the next five years. The work is part of wider engagement with our colleagues, partners, patients and our community throughout the autumn, culminating in a new vision and clinical strategy in December.

### **12. Update on executive director recruitment**

The Trust has started a new recruitment process for a permanent chief executive. Odgers Berndtson is managing the recruitment and the role has been advertised on their website. The closing date for applications is Friday 26th September 2014. We are continuing our recruitment process for a permanent chief finance officer (CFO) with interviews scheduled for mid-October. An interim finance director to support our 2015/16 financial planning process is due to start in October.

### **13. Unison ballot for strike action**

Unison members have voted in favour of strike action and industrial action short of a strike over pay. Three other unions, the Royal College of Midwives, GMB and Unite have also balloted their members. Unison is expected to wait for the outcome of the other ballots before deciding what action to take. If industrial action goes ahead, it has committed to working with NHS employers to minimise the impact on patients. Any industrial action will be handled under our emergency planning procedures.

### **14. NHS Staff Survey 2014**

The NHS staff survey 2014 will be launched on 1 October. This year all colleagues across the Trust will be invited to take part. The results for trusts in England will be issued in February. A report on the progress of our action plans following last year's national survey and our own engagement survey will be presented to the November Board meeting.

### **15. Discover a career in health**

We have teamed up with the Department for Work and Pensions (DWP) and Islington Council to hold a careers event entitled 'Discover a Career in Health' on October 7 from 10am - 4pm at Tottenham Hotspur football ground. The event will feature a range of workshops and presentations as well as a market stall displaying career opportunities in health.