

Whittington Health Trust Board  
3 December 2014

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|---|---|---|---------------------------------|--|------------------------------------|--|-----|
| <b>Title:</b>   | Chief Executive's Report to the Board   |   |                                 |  |                                    |  |     |
| <b>Agenda item:</b>   | <b>14/170</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. CQC intelligent monitoring</li> <li>2. Specialists in out-of-hospital settings report</li> <li>3. MRSA bacteraemia – no cases for a year</li> <li>4. Flu campaign 2014/15 update</li> <li>5. Emergency pathway</li> <li>6. Referral for treatment (RTT)</li> <li>7. Cancer services</li> <li>8. Diagnostics and radiology</li> <li>9. Community services</li> <li>10. Financial position at month seven (October)</li> <li>11. Whittington Health – the next five years</li> <li>12. Update on executive director recruitment</li> <li>13. Industrial action 24<sup>th</sup> November</li> <li>14. Adult safeguarding awareness month</li> <li>15. Get ready for winter campaign</li> <li>16. FTN name change</li> <li>17. Maternity service wins award at Westminster</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>  | 24 November 2014  |   |                                 |  |                                    |  |     |
| <b>Author name and title:</b>   | Simon Pleydell,<br>Chief Executive  |   | <b>Director name and title:</b> |  | Simon Pleydell,<br>Chief Executive |  |     |
| <b>Date paper seen by EC n/a</b>  |   | <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 December 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. CQC intelligent monitoring – verbal update as under embargo

The Care Quality Commission (CQC) is due to publish on 3 December updated intelligent monitoring reports for all of England's 160 NHS acute and specialist trusts (excluding mental health, community and ambulance trusts). Since the summer, some changes have been made to improve the process and new indicators introduced. In July this year, Whittington Health was placed in band six, the lowest risk band. The CQC developed the intelligent monitoring system to target their inspections more effectively, grouping the acute NHS trusts into six bands based on the risk that people may not be receiving safe, effective, high quality care - with band 1 being the highest risk and band 6 the lowest. The system is based on 150 indicators including patient experience, staff surveys and statistical measures of performance.

#### 2. Specialists in out-of-hospital settings report

Our integrated care for respiratory patients has been highlighted by the Kings Fund in its [Specialists in out-of-hospital settings report](#). It reports that, over the past 20 years, the number of patients with complex needs who require treatment in the community has increased. However, outside hospital, the resources and expertise are often not available to treat them and care can be disjointed. In response, consultants in some areas of England are developing services that link secondary, primary, community and social care professionals. Our respiratory service is one of six case studies. It comprises a specialist outpatient respiratory clinic based at the hospital, a 21-bed acute inpatient ward including a 4-bed high-dependency unit, and the Integrated Community Respiratory (CORE) team, which supports patients in their homes following discharge from hospital or referral from GPs. Among the innovative features highlighted is our integrated respiratory consultant role.

#### 3. MRSA bacteraemia – no cases for a year

Our objective for this year is to have no patients diagnosed with MRSA bacteraemia (bloodstream infection). On 9<sup>th</sup> November, it was one year since our last case. This is a reflection of our excellent infection prevention and control practice over the last 12 months. I would like to thank our infection control team and colleagues across the organisation for their hard work and dedication.

#### 4. Flu campaign 2014/15 update

Our flu campaign is ahead of target, with 61 per cent of colleagues vaccinated across the organisation (1,650) as of 21 November. Last year we were the first London trust to achieve the national target and vaccinate 75 per cent of our colleagues. This year, our target is 80 per cent. The flu campaign is an important part of our winter plans to protect patients, colleagues and their families. Public Health England reported on 20 November that more than 340,000 frontline staff (36.8 per cent) were vaccinated between 1 September and 31 October 2014, compared to 35 per cent for the same period last year.

## **Performance**

### **5. Emergency pathway**

We have seen increased attendances at our emergency department (ED) with a subsequent rise in demand for inpatient beds. Unfortunately, after an excellent performance in the first two quarters of the year, this has meant that the ED national standard has not been met for the past few weeks and remains a challenge. Additional resources have been agreed to complement our winter plan which will be in place by the middle of November.

Last month, the Government announced a further £300m boost to help the NHS provide more bed space and pay for additional clinical staff. The money comes after a £400m cash injection and aims to help the NHS plan better for seasonal peaks and troughs in demand whilst recognising the need to balance its books and put in place sustainable services that deliver for patients year round.

### **6. Referral for treatment (RTT)**

We are well on our way to achieving the national standards by December. The majority of long-waiting patients as part of the national waiting list initiative this year have been treated and the remaining patients all have appointments or admission dates. I would like to thank the admissions team and all our colleagues who have worked hard to manage these additional patients.

### **7. Cancer services**

Improvements to our cancer services are well underway. We have received praise from London Cancer for both our patient experience and waiting times. The Trust is on track to meet its projections for all cancer standards to be met by December, further improvements are planned.

### **8. Diagnostics and radiology**

All services are within the national waiting time standards. There have been increases in referrals and improvement work is underway to ensure patients are treated within the agreed waiting times.

### **9. Community Services**

Our district nursing service has been carrying out a series of major changes over the last six months and these are now well embedded. The service has experienced a high increase in demand in recent weeks as a key service for both Whittington Health and other local providers. All our other community services have been reviewing their waiting times and lists to ensure patients are receiving timely care.

## **Finance**

### **10. Financial position at month seven (October)**

Our financial position remains very challenging. Our in-month position at the end of month seven is £982k deficit, this brings our year-to-date position to £6.3m deficit. This includes additional referral-to-treatment income of around £1,200k and a further £400k expected in November. The major expenditure challenges remain in the Integrated Care and Acute Medicine (ICAM) and Surgery, Cancer and Diagnostics (SCD) divisions. We have a back-to-balance plan in place, which includes seeking to secure additional income, and are

continuing discussions with commissioners on our contract for 2014/15. The Trust has delivered year-to-date savings of £4.2m against a plan of £7.5m. There are plans to deliver £8.7m for the year and the divisions are working on backup plans to deliver the gap of £6.3m. While we are forecasting a balanced position, this is looking increasingly unlikely.

## **Other key updates**

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

We continue to work with colleagues, partners, patients and the community on developing our clinical strategy for the next five years. Workshops involving senior clinicians and managers, along with key partners, are focusing on specific population groupings who place a high demand on our services. Further sessions in January 2015 will ensure as wide an input as possible from clinical teams and partners. We have held a series of 'health conversations' across Islington and Haringey when people have been encouraged to give feedback on their health priorities, concerns and suggestions. These will be continued in December and January with two evening sessions. The national NHS Patient Champion Ashley Brooks visited the Trust on 24 and 25 November to support us with two events at The Whittington Hospital and the Michael Palin Centre encouraging others to become Whittington Health patient champions. There was also a chance for colleagues to hear him speak on improving the patient experience.

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

The recruitment process is still underway for the permanent chief finance officer (CFO) post. A verbal update will be provided at the Board meeting.

### **13. Industrial action 24<sup>th</sup> November**

Further strike action took place on Monday November 24 from 7am – 11am. The nine unions taking part were: UNISON, Royal College of Midwives (RCM), Union of Construction, Allied Trades and Technicians (UCATT), Society of Radiographers (SoR), British Association of Occupational Therapists (BAOT), GMB, Unite the union, Managers in Partnership (MiP) and Prison Officers Association (POA). The initial four hour strike was due to be followed by a further period of action short of strike action. In addition, the British Dietetic Association (BDA) asked their members to take part in action short of strike from Friday 21 November 2014 through to Friday 28 November 2014. The Hospital Consultants and Specialists Association (HCSA) were also due to be taking part in action short of a strike from 25 – 28 November.

### **14. Adult safeguarding awareness month**

We made November our Safeguarding Awareness Month highlighting the importance of adult safeguarding training for everyone across the trust. Additional face-to-face training was available throughout the month to support colleagues.

### **15. Get ready for winter campaign**

The Met Office are again hosting 'Get Ready for Winter' web pages on behalf of a range of Government Departments and voluntary organisations. The pages (<http://www.metoffice.gov.uk/learning/get-ready-for-winter>) offer advice and links to a range of information to help individuals, families and communities prepare for every aspect of the winter season. By taking simple steps, such as signing up to The Met Office's National Severe Weather Warning Service, members of the public can ensure they keep warm, healthy and safe this winter.

The campaign will build on last year's initiative which saw thousands of people get the information they needed to prepare for all weather conditions through the winter months.

#### **16. FTN name change**

The Foundation Trust Network is changing its name to NHS Providers with the strapline: the Association of Foundation Trusts and Trusts. The change is reflect its membership of both foundation trusts and trusts, and all types of NHS provider.

#### **17. Maternity services win award at Westminster**

Congratulations to our maternity department who have won the Most Supportive Service for Engaging Fathers in the All-Party Parliamentary Group on Maternity (APPGM) 'First 1,000 Days' Awards 2014.