

CHIEF EXECUTIVE'S REPORT

Council of Governors	Item: 6
Date of meeting: 18 July 2019	Enclosure: C
Purpose of the Report / Paper:	
To provide the Council of Governors with information on strategic and operational performance, issues and risks.	
For: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Recommendations:	
The Council of Governors is asked to note and discuss the updates provided in the report.	

Chief Executive's report

1. Introduction

This paper provides the Council of Governors with an update on performance and key risks that could impact upon the strategic development of the organisation. The attention of the Council of Governors is drawn to the current key risks for the Trust:

- Continuing operational pressures across the health and care system as a whole, and the impact on performance and staff resilience within the Trust.
- Statutory and mandatory training compliance.
- Tax implications of the NHS Pension scheme and the effect on staff.

2. Operational performance

The Trust achieved the Referral To Treatment (RTT) and all other performance targets for May, with the exception of the A&E four hour wait, despite continuing operational pressures (7% increase in A&E attendance compared with last year; the national increase is 0.4%). It maintained its good performance in ambulance turnaround times, which releases the crews in a timely way to be able to respond to emergency calls.

All cancer targets were achieved in April however, sustaining cancer performance remains challenging in light of the introduction of new targets, the continual increase in two week referrals and competing demands on diagnostic services.

The hospital has seen unprecedented attendances at A&E since the start of the new year. Although our conversion rate of attendees to admissions has remained relatively constant as a percentage, the absolute numbers have increased creating challenges with patient flow. The activity in May represented the highest number of attendances we have seen in any one month. As a result of the increase in admissions, arising in part from the increase in A&E attendances, escalation beds in medicine have remained open.

The A&E Delivery Board (a meeting of local system partners including primary care, community providers, social care, mental health services, and ambulance services for Kingston, Richmond, and East Elmbridge) is seeking to gain greater clarity on the reasons behind the relentless and high number of attendees at the hospital's A&E department. In addition, the Trust has been trialling different ways to triage patients and to ensure that any investigations required are identified earlier in the pathway so that delays in the emergency department can be minimised.

3. Adult inpatient survey 2018

The National Inpatient Survey is an annual survey commissioned by the Care Quality Commission (CQC) for all NHS Acute Trusts in England. Picker is an approved survey contractor and was selected by the Trust to carry out the inpatient survey in July 2018. A total of 1,250 patients from the Trust were sent a questionnaire. 475 returned a completed questionnaire, giving a response rate of 40% (3% higher than in 2017). The average response rate for the 77 'Picker' Trusts surveyed was 43%.

The Trust ranks 49th for overall positive score compared with the other 'Picker' Trusts. This is an improved picture from the 2017 inpatient survey (published in 2018), when the Trust was ranked 64th out of 81 'Picker' Trusts. The Trust is 31st most improved Trust compared with 73rd in 2017. Highlights for the Trust identified within these results are:

- 84% of patients rated their overall experience as 7/10 or more.
- 97% of patients reported being treated with respect or dignity.
- 98% of patients had confidence and trust in doctors.

The Trust has an additional four core strengths (things we do really well) identified by the report:

- i. Did not share sleeping area with opposite sex.
- ii. Discharge was not delayed.
- iii. Family given enough information to help care.
- iv. Expected care and support were available when needed.

Areas where we scored less well include:

- Bed waits.
- Being asked for views on quality of care.
- Receiving information on how to complain.

The Trust is providing leaflets on how to make a complaint in all clinical areas and has asked staff to encourage patients to share their views on the quality of their care at every opportunity. Bespoke ward/service action plans have been developed. Progress against these action plans will be monitored at the Patient Experience Committee.

4. Financial sustainability - finance position month two

Income & Expenditure	Annual Budget £000's	IN MONTH			YEAR TO DATE		
		Budget £000's	Actual £000's	Var £000's	Budget £000's	Actual £000's	Var £000's
Income from Patient Care Activities	263,733	22,066	21,840	(226)	43,310	42,677	(633)
Other Operating Income (incl PSF*)	23,344	1,944	1,940	(4)	3,888	3,871	(17)
Employee Expenses	(182,816)	(15,203)	(14,933)	270	(30,395)	(29,658)	737
Non-Pay Expenses	(96,188)	(8,397)	(8,557)	(160)	(16,662)	(17,020)	(358)
Non-Operating Costs (eg Depreciation)	(15,773)	(1,315)	(1,197)	118	(2,630)	(2,353)	277
Subtotal (Deficit)/Surplus	(7,701)	(905)	(907)	(3)	(2,489)	(2,483)	5
Central Funding including PSF	8,860	546	546	0	1,092	1,092	0
Donated Assets Adjustment	(61)	(7)	15	22	(12)	30	42
Control Total Basis - Adjusted (Deficit)/Surplus	1,098	(366)	(346)	20	(1,409)	(1,361)	48

*PSF - Provider Sustainability Funding

The Trust reported a cumulative deficit in year of £1,361,000 at the end of month two, which is £48,000 favourable against the year to date plan. At this time we are forecasting that the Trust will be on plan and achieve its control total in 2019/20, and we are monitoring the impact of the emergency care activity on our financial position.

5. Workforce

The Trust's workforce performance indicators remain strong. In May the position was:

- Vacancies 8.7% against target of 6%.
- Turnover 14.6% against target of 15.75%.
- Stability index 85% against target of 90%.
- Appraisal 15.75% against year-end target of 90%.

Statutory and mandatory training

One area of concern that remains is statutory and mandatory training; at 75% against target of 85%. A major push to raise compliance is underway (76% against target of 85%). The Trust has been working hard to pull down the barriers preventing staff from completing training and made significant improvements in access to training, including online courses and electronic booking. The Director of Workforce has written to all staff reminding them of the support available and asking them to complete all mandatory training by the end of August 2019, after which sanctions will be applied by managers in serious cases of non-compliance. Those sanctions will be proportionate and bespoke.

Pensions

The topic of pensions is creating a lot of interest and unease in the NHS at present. The concerns arise from the growing tax liabilities of senior staff through to the affordability of the scheme for less well paid colleagues. The Trust is reviewing how it can assist staff to mitigate their liabilities legally and ethically; it is also lobbying nationally via the London HR network and NHS Improvement/NHS England for change, which it understands will result in some scheme variations soon.

The Trust is working with partners in south west London to develop solutions that are both workable and legal from a regulatory point of view. In the meantime, a pensions workshop was run in May for staff who have concerns. It included a presentation from Anderson Financial, the Trust's free Independent Financial Advice (IFA) service, and was filmed for the Trust's intranet for all staff to access the information and advice given at the session.

6. Estates

Regent Wing

The contract for the sale of Regent Wing and the adjoining land to Advanced Living (AL) was successfully completed before the year end as planned. AL provides accommodation for senior living and is planning to build between 120 and 140 homes that will benefit from a full time care and nursing team as well as a Wellness Centre and Restaurant, both of which will be available for use by the wider community. They anticipate submitting a Planning Application in autumn 2019, with public consultation running during June and July.

The Trust is working to a plan to vacate Regent Wing by September 2020 (deadline March 2022). To facilitate this, enabling work has commenced on the upper floors of Vera Brown House, while a business case is in progress for the full refit. Affected staff have been engaged with the plans and from the end of June, the Trust has begun holding regular all staff surgeries to provide updates on the plans and answer questions. The first workshop was a dedicated session for staff directly affected.

Mental Health Assessment Unit

The excavations have uncovered uncharted drainage systems and extremely poor ground conditions. This has resulted in an additional five metre dig out of the area (220 tons of soil) which has been completed without impacting on our blue light service and associated ambulance bays. Project completion is expected in the autumn.

On-going fire stopping works

The fire prevention works continue and significant improvements have been made in several areas across the Trust. It is expected that these works will continue to run into the 2019/20 financial year as further requirements have been identified, including the decant of Roehampton Wing by September 2020.

Bereavement office

As a result of feedback about the Bereavement Service from a variety of sources a bespoke piece of work is being undertaken, led by the Deputy Director of Nursing with support from the Director of Midwifery, to ensure that the care we offer to relatives and friends who have lost a loved one is of the highest quality.

7. Strategy refresh

The Trust's organisational strategy was developed in 2016 and needs to be refreshed to reflect its direction of travel in as it moves towards a more system based population health focused approach. The refreshed strategy will articulate the Trust's vision and priorities for the next three to five years as it looks to implement the aims of the NHS Long Term Plan, embed the quality improvement approach and the aims of 'Patient First', and work with partners to align strategies across south west London healthcare. The Trust will be engaging with staff and stakeholders over the coming months to shape the new strategy, as well as testing new approaches that put the person at the centre of their care.

8. New NHS Providers Chair

Ron Kerr will take over as the next chair of NHS Providers on 1 January 2020, when the term of the current Chair, Dame Gill Morgan, ends. Ron has a long and distinguished career in health service management, including ten years as one of the country's leading provider chief executives. His experience spans acute, community and primary care services, as well as mental health and social care, and he has worked in both provider and commissioning organisations. He was the chief executive of Guy's and St Thomas' NHS Foundation Trust, has national level experience of the social care system and is currently independent chair of a sustainability and transformation partnership (STP).