

Meeting: Trust Board
Date: 22nd February 2012

Title: Chief Executive's Report

Executive Summary: This report summarises items to be brought to the Board's attention.

Action: For discussion

Report from: *Dr Yi Mien Koh, Chief Executive*



This paper brings to the attention of the Trust Board strategic priorities, key issues and major risks for discussion so that the Board can provide a steer to the Executive Directors.

1. Latest update on national policy; NHS London and local commissioning development.

At the time of writing, the Health and social care bill is still continuing its journey through the House of Lords with some degree of uncertainty about its outcome. NHS London has informed Trusts of the latest proposed organisational changes related to commissioning over the coming months. The National Commissioning Board is currently recruiting to key posts. The key message is that the future structures will be leaner and that commissioning staff will be going through change over the coming months.

North Central London has now published a joint prospectus as a Commissioning Support Organisation with North East London.

The local Clinical Commissioning Groups (CCG) continue their paths to authorisation. Islington CCG is amongst the first to receive delegated authority for some of its commissioning budgets and is on target to be authorised from April 2012.

Risks to the Trust include fragmentation of commissioning, a potential lack of commissioning capacity and focus to support development and agreement of the 21012/13 contract. To mitigate risk the Trust is working on agreeing as soon as possible heads of terms for a cap and collar payment mechanism with commissioners that wraps up all commissioning intentions into one contract value. This allows the contract detail to then be agreed before 31 March.

2. Performance

The Trust has maintained performance over the last month including meeting the improvement trajectories that the Trust was separately funded by NCL. Additionally financial targets are being met including achievement of 100% CIP at month 10. This is due to the hard work of colleagues across the Trust.

3. Foundation Trust

The Trust has had its inaugural joint meeting with NCL and NHS London to formally engage with them on our path to become a Foundation Trust by April 2013. The next edition of the Tripartite Formal agreement is due on 21 February and will be tabled at the Board for ratification.

The detail of the LTFM and IBP are being finalised. The team have had an introductory meeting with Monitor.

February has been a month where we have actively engaged staff in the strategy of the organisation. The communications plan is being delivered and staff are being encouraged to consider what the strategy means for them and their clinical areas. Engagement will continue through March alongside working with staff to identify the core values of the organisation.

There have also been a number of local events and meetings with staff and public as part of the FT consultation process. The evening public meeting in February had over

80 attendees including local people, local councillors, Whittington Health governors, non-executives and staff and local press officers. There was strong local support for our FT application.

Key risks to FT application include the following:

- Identifying CIP for future years
- Agreeing the contract value for 2012/13
- Approval of a cap and collar mechanism to provide stability to enable service transformation

Mitigations are as per paragraph 1 and details of future CIP development will be presented with the finance paper under separate cover.

4. Integrated Care

The Trust is working with local GPs, local providers and North Central London to develop its approach to integrated care, as one of two NHS London pilot sites.

There are three workstreams identified

- Integrated models of care
- Understanding and developing new models of funding to align incentives across the system
- Information and IT

We are keen to improve the service we offer to GPs and service users and to develop new integrated models of care and to this end are starting a piece of work to create an integrated team working across nine practices in East Haringey. This team will cover a patient population of c50,000 people, and will focus on care of people over 65 and those with long term conditions. The team includes colleagues from North Middlesex, BEH MHT, Haringey local authority and a lead GP. The Operational Board is chaired by the Chief Operating Officer. The team will work on the seven elements of integrated care:

- a patient registry
- risk stratification tools
- common clinical protocols
- Individual care planning process and care planning
- proactive and planned care delivery
- case conferences
- continuous performance review and monitoring

This work will be evaluated and then the model reviewed and rolled out on a wider basis once local GPs have confirmed their practice groupings.

North Central London Cluster are setting up the governance arrangements to support the programme as each borough in NCL will have a local Integrated Care Board. Camden CCG have taken a broader pan borough approach and are opening an integrated care hub on 2nd April, focusing on the care of 'frail elderly' initially. All Camden practices are involved and they invited asked local providers to agree together how they will work to support their hub. We are involved in these discussions. Camden CCG are creating incentives in the system for both GPs and providers.

5. Capital Bids.

The Trust was successful in securing significant investment from NHS London for our EPR system which allows us to progress our vision for an integrated IT system.

6. Communications

Foundation Trust

During the consultation period, that ends on 29 February, there has been a range of media coverage to both inform the public and to respond to issues raised. The Chairman hosted an open meeting in January which was attended by over 80 Whittington Health members, staff, local media, local councillors and members of the public. During the meeting the questions and answers were posted live on Twitter by the communications office and the thread was followed other tweeters. In the week following the meeting there was a half page feature in local newspapers about Whittington Health and chairman Joe Liddane.

Following the publication of the SaFE report by NHS London it was widely reported that Royal Free Hampstead Hospital, St George's Healthcare Trust, Croydon Health Services, Kingston Hospital, Lewisham Hospital and Barnet and Chase Farm Hospitals would be financially viable by 2014-15. However coverage also reported that Whittington Health along with Imperial College Healthcare Trust, St Barts and the London NHS Trust, and Ealing Hospital trusts would need more than three years to be financially viable.

The Trust's response to this coverage is as follows: The board of Whittington Health would like to make it clear they are confident they will meet the criteria to become a Foundation Trust in 2013. Chairman Joe Liddane says that by becoming an integrated care organisation in April 2011 and through the changing the way that we manage our services we can care for our patients in different ways based more in the community rather than in the hospital, Whittington Health has created the foundations to be clinically effective and financially viable and successful in our Foundation Trust application.

Whittington Health positive Care Quality Commission report

On 3 February 2012 the Care Quality Commission published the Review of Compliance for the services delivered at the hospital. This report confirmed that the services were found to be compliant with all the essential standards of quality and safety.

Trust response: This excellent news is a testament to the hard work of our staff. When looked at together with the organisation's low SHMI it offers assurance that the Trust continues to deliver quality services to our service users. This positive news has been published on our website and intranet and sent to all Whittington health staff via the bulletin and is also being publicised through Twitter and Facebook.

Strategy – vision and goals

As part of the Whittington Health strategy we have published our vision and goals for the next five years. This strategy is being rolled out through various channels

including a blog by the chief executive, posters, pull out stands and leaflets, as well as in all other communications such as the bulletin and the monthly Whittington Express and social media.

BBC News – hourly ward round

Following Prime Minister David Cameron's demand for nurses to participate in hourly wards rounds, director of nursing Bronagh Scott was interviewed for the main BBC news on one of the hospital's ward confirming that the hospital did do these regular checks.

Green week

The Trust is committed to reducing its carbon (CO2) emissions and encouraging environmentally sustainable behaviours in our staff. Taking place between the 12-16 March, Green Week encourages individuals to reduce CO2 emissions and promotes environmental sustainability. The week will be officially opened by Richard Barnes, deputy mayor of London and Joe Liddane, chairman of Whittington Health. In order to encourage staff and our wider public community involvement in Green Week, we have sent out press releases and included this in our bulletin, as well as publishing the information on the intranet and public website.

Speech and language on ITV Day break on 24 January 2012

Whittington Health speech and language therapist Sarah Hulme answered some common questions about toddlers who may be struggling with their speech on ITV's Daybreak.

Nursing Times feature on Sue Tokley assistant director of nursing on 3 February 2012

Sue Tokely featured in an article with the theme 'always keep your integrity and be kind both to patients and colleagues'

Whittington receptionist Shareefah La'Force helps deliver baby

Shareefah La'Force was on hand to help a woman in labour in the main entrance. Shareefah help in delivering Ethan, a healthy baby boy was featured in the Ham and High and Islington Tribune, Camden New Journal and Hornsey Journal.

The Pearly King and Prince of Finsbury donate money

The neonatal intensive care and elderly wards were the beneficiary of charitable donations and visits by the Pearly King and Prince of Finsbury. This was covered in all the local papers.

**Siobhan Harrington
Deputy CEO**

10th February 2012