

Whittington Health Trust Board

6 April 2016

Title:		Chief Executive Officer’s Report to the Board					
Agenda item:		16/048		Paper		02	
Action requested:		For discussion and information.					
Executive Summary:		The purpose of this report is to highlight specific issues to the Trust Board and to update the Board on local, regional and national key issues facing the Trust.					
Summary of recommendations:		To note the report.					
Fit with WH strategy:		This report provides an update on key issues for Whittington Health’s strategic intent.					
Reference to related / other documents:		Whittington Health’s regulatory framework, strategies and policies.					
Reference to areas of risk and corporate risks on the Board Assurance Framework:		Risks captured in risk registers and/or Board Assurance Framework.					
Date paper completed:		25 March 2016					
Author name and title:		Lynne Spencer, Director of Communications & Corporate Affairs		Director name and title:		Simon Pleydell, Chief Executive	
Date paper seen by EC n/a	n/a	Equality Impact Assessment complete?	n/a	Quality Impact Assessment complete?	n/a	Financial Impact Assessment complete?	n/a



CHIEF EXECUTIVE OFFICER REPORT

The purpose of this report is to highlight issues to the Trust Board.

1. QUALITY AND PATIENT SAFETY

MRSA Bacteremia

The Trust has a robust zero tolerance approach to MRSA bacteremia breaches and will continue to keep this as a top patient safety and quality priority. During this reporting year the Trust has had one MRSA breach which occurred in January 2016.

Clostridium Difficile

The Trust reported one new cases of Clostridium Difficile (March data) and our total is seven cases for the year to date. The target is for no more than 17 cases in each year. The Trust continues with regular awareness raising initiatives on the importance of adhering to infection control procedures to maintain a strong focus on patient safety as our top priority.

Cancer Waiting Time Targets

The Trust met all of the six national cancer targets which is an improvement from the previous month.

- 31 days to first treatment 100% against target of 96%
- 31 days to subsequent treatment (surgery) 100% against target of 96%
- 31 days to subsequent treatment (drugs) 100% against a target of 98%
- 62 days from referral to treatment 91.7% against a target of 85%
- 14 days cancer to be first seen 93.2% against a target of 93%
- 14 days to be first seen for breast symptomatic 93.4% against a target of 93%

Community Access Targets

MSK appointments remain under target and the Trust is implementing new initiatives to improve performance in the longer term to address the current risks of capacity and demand. The targets this month reported:

- MSK waiting time – non consultant led patients seen in month – 67.2% against the target 95%
- MSK waits – consultant led patients seen in month – 100% against the target 95%
- IAPT – patients moving to recovery – reported 50% against the target 50%

Care Quality Commission (CQC)

Following the Trust's formal visit by the CQC in December 2015, publication of the draft report with recommendations was expected for mid-March. This will now be slightly delayed for publication and meanwhile the Trust will continue to implement the quality and safety Improvement Action Plan.

2. EXECUTIVE DIRECTOR

Congratulations to Carol Gillen who successfully became the chief operating officer during a competitive and rigorous recruitment process last month. Carol brings a wealth of experience and expertise to the post having worked in a variety of organisations including acute, community services, PCTs and local authorities. She is a registered nurse and joined Whittington Health when the Trust became an Integrated Care Organisation in 2011.

3. ESTATE

This next phase of our direction of travel for our estate is very exciting for the Trust. This is an ideal time for our modernisation plans to take shape, as we see many ambitious modernisation projects taking place to upgrade and regenerate our local area. This is a great opportunity to improve the working environments for our staff and to ensure our facilities are fit for purpose for patients and their families.

The Board agreed our strategy last month and we are now considering how to align our estates to best deliver our clinical strategy. We will need to understand the benefit of working in partnerships across our communities to drive efficiencies and savings whilst optimising the value from our estate. Numerous initiatives such as space rationalisation and surplus land will require careful analysis to identify commercial and income opportunities that will help with our capital investment programme.

A report to the Board in May will outline our next steps to ensure we progress this strategic priority for the Trust and our patients.

4. OPERATIONAL

NHS Annual Staff Survey results for 2015/16 and Action Plan for 2016/17

The Board Agenda includes a detailed report by the Director of Workforce and an action plan to address areas that require improvement. Our response rate was 30% against the Acute Trust average of 38%, equating to 1,215 responses. This was a decrease of 10% on 2014/15. This was the first year that paper copies of the survey were not sent to staff and like most Trusts electronic copies only were available. Next year the Executive will consider a different approach for distribution to encourage more staff to complete the survey.

Junior Doctors

There will be further dates of industrial action:

- 0800hrs on Wednesday 6 April to 0800hrs on Friday 8 April
- 0800hrs on Tuesday 26 April to 0800hrs on Thursday 28 April

The first strike due 6 April will see junior doctors offer emergency care only and on 26 April there are plans to withdraw urgent and emergency care by junior doctors. The Trust will continue to manage services in line with its contingency arrangements.

Thank you to all staff for their hard work and dedication in helping us keep our services safe while minimising disruption to patients during past and future periods of industrial action.

Emergency Department (ED)

Pressures within the emergency care pathway continue which continues to affect our performance. The main cause for the decreased performance against the ED standard relates to bed capacity issues and demand.

The North Central London sector is experiencing the same severe pressures during this busy winter period. February ED performance reported 84% against a target of 95% and year to date performance is 91.26%. During February over half of the hospital breaches were directly attributed to the lack of available in-patient beds which highlights some of the challenges the Trust is experiencing to bring performance back on track. In addition, the ED has seen over 300 patients in many twenty four hour periods where the usual number is c. 260 patients.

The Integrated Clinical Service Units and operational teams are developing a revised action plan to improve our patient flow in the Emergency Department. We are focussing on key areas that include increasing the number of pre 1100hrs discharges, reducing our patients' length of stay, improving discharge planning with a rigorous back to basics approach and making sure we fully utilise our ambulatory care and community services.

Mandatory Training and Appraisal

To date our appraisal performance is 74% which has slightly decreased this period against a target of 90%. Our mandatory training performance is 82% against a target of 90%.

5. FINANCE MONTH 11

At the end of February, the Trust is showing a deficit of £13.8m, which is £460k better than the planned position. Overall, the Trust income position is £2.1m better than plan due to the additional income collected for non-patient care services (education funding which offsets pay expenditure) and masks a cumulative income shortfall for patient care services. Reported NHS patient care income is c£209k worse than the planned position, this represents an improvement from previously reported patient service income performance.

The Trust continues to forecast triggering the contractual income cap for all north central London CCGs except Islington and we are seeking an appropriate contract settlement for 2015/16 that reflects the care provided.

Pay costs exceeded the budgeted level by £352k during February and £1.2m on a cumulative basis; the premium costs of temporary staffing is creating a significant cost pressure. There continues to be close scrutiny applied to temporary staffing expenditure across the Trust. The non-pay position was overspent due to a range of issues which require greater management control, for example unplanned backlog record storage costs of £112k in-month.

In order to deliver the forecast full-year income and expenditure deficit (£15m), the Trust needs to contain the agency expenditure reported since the start of 2016, deliver financial control in-line with the agreed ICSU forecast positions and achieve a satisfactory income settlement from north central London commissioners.

The Trust continues to restrict capital expenditure and closely manage the working capital position, to ensure sufficient cash balances are available to support payroll and high priority creditor commitments. The Trust has accessed a £18.3m cash support facility from the Department of Health during March.

6. **AWARDS**

Cancer

Congratulations to our specialist cancer nurses who have been commended at the Quality in Care Oncology awards. They were commended for 'team of the year' and recognised for their commitment to patients and their families. The team were praised for their work to improve the experience of people with cancer through introducing a 24 hour helpline staffed by specialist nurses to provide support around the clock, organising a cancer care conference to support those affected by the disease and running 'look good, feel better' workshops to help patients cope with their changing appearance following treatment.

Postgraduate Medical and Dental Education

Dr Caroline Fertleman, consultant paediatrician, has been highly commended for her work as training programme director at the UCLPartners Postgraduate Medical and Dental Education awards. She was recognised for her outstanding work in developing education and training programmes, particularly for co-authoring 'the Hands-on Guide to Practical Paediatrics' and her dedication to improve knowledge and awareness of child safeguarding across London.

Dr Saurabh Jain, a consultant ophthalmic surgeon working with Whittington Health and the Royal Free, also enjoyed success at the awards and was named Educational Supervisor of the Year, for his work in supporting trainees in their careers.

Simon Pleydell
Chief Executive Office