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St George's University Hospitals NHS
NHS Foundation Trust

Welcome

Annual Members' Meeting
7 September 2017

Excellence in specialist and community healthcare

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Gillian Norton, Chairman

Introduction

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Louise Peters, mother of youngest patient

Zahid Mukhtar, Paediatric Consultant

Baby Abi's story

Excellence in specialist and community healthcare

London
Evening
Standard
Wednesday | March 2007 | FREE | standard.co.uk
WORLD FIRST FOR LONDON HOSPITAL
MIRACLE BABY ABI SURVIVES OP AT 23 WEEKS

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Jacqueline Totterdell, Chief Executive

- *Our year: April 2016 - March 2017*
- *Looking ahead*

Excellence in specialist and community healthcare

St George's cares for a population of 1.3 million across south west London. Two main hospitals, plus a range of community settings.

Queen Mary's Hospital

St George's Hospital

As well as our two main hospitals, we provide care in health centres, GP surgeries, schools, people's homes and HMP Wandsworth.

We share our Tooting campus with St George's, University of London.

We are a teaching hospital, a tertiary referral centre, and a community provider. We touch the lives of thousands of people.

648,000 outpatients treated each year

We provide services from 12 health centres

21,500 Foundation Trust members

28,500 elective procedures every year

9,500 staff

5,156 babies delivered per year

330 volunteers

Emergency Department sees 400 patients each day

Our Executive Team

Jacqueline Totterdell
Chief Executive

Avey Bhatia
Chief Nursing Officer & DIPC

Andrew Rhodes
Chief Medical Officer

Andrew Grimshaw
Chief Financial Officer

Harbhajan Brar
Director of HR & Organisational Development

James Friend
Director of Delivery Efficiency & Transformation

Ellis Pullinger
Chief Operating Officer

Richard Hancock
Director of Estates & Facilities

My first four months

- What I've enjoyed and learned about the Trust
- New Executive Team
- Focus on engaging with staff through events and visible leadership
- Addressing patient and organisational priorities - quality of care, our estate, and performance of services
- Reduced use of interim staff and agency staff
- Sustainability and Transformation Plan (STP)
- A&E performance

Challenges 2016/17

- Quality Special Measures
- Historical and continued financial challenges
- Referral to Treatment and data quality issues
- Estates, IT, performance and governance

Quality 2016/17

- Care Quality Commission (CQC) inspection in June 2016 resulted in 'Inadequate' rating
- Trust rated as good for 'Caring'
- Section 29a Warning Notice issued by the CQC in Oct 2016
- Warning Notice lifted since 'focussed' CQC inspection in May 2017
- Quality Improvement Plan: ***Outstanding Care, Every Time***
- Engaged with Institute for Healthcare Improvement (IHI)
- Another CQC inspection in winter 17/18

Performance 2016/17

Indicator	Target	15/16	16/17
ED 4 hour	>= 95%	90.44%	91.6%
Referral to Treatment (RTT) incomplete pathways	>=92%	We are not currently reporting our RTT position due to data quality challenges	
62 day wait for first treatment for urgent GP cancer referral	>=85%	82.5%	84.9%
MRSA	0	3	2
SHMI	<1.0	0.91	0.86

Financial position 2016/17

- Deficit of £74 million for 2016/17
- Placed into Financial Special Measures
- Support from our regulators, NHS Improvement
- This support, plus our Recovery Plan, is helping us make good progress
- Plan to reduce deficit to £45 million by end of 2017/18

External recognition 2016/17

- Trauma care rated best in country: Trauma Audit and Research Network
- Heberden Ward received Quality Mark for Care of Older People: Royal College of Psychiatrists
- St George's rated best training unit in London for paediatric doctors: Health Education England
- Patricia McCutcheon awarded Radiographer of the Year: Society of Radiographers

St George's Hospital Charity 2016/17

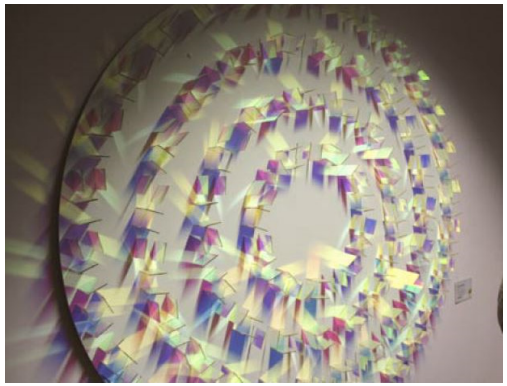
Funded **£1.95 million** of equipment and services including:

Spring bulbs

Two renal dialysis machines

Sensory play trolley

Arts St George's programme



Lymphoedema research grant

Looking ahead: Our priorities for the future

- Provide responsive, patient-centred services
- Deliver our Quality Improvement Plan - ***Outstanding Care, Every Time***
- Be an efficient and financially sustainable organisation
- Develop a clear organisational strategy
- Support education, innovation and training
- Live our values every day
- Champion *Team St George's*
- Improve our estates, systems and processes

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Andrew Grimshaw, Chief Financial Officer

Annual accounts for the financial year ended 31 March 2017

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Audit opinion

- Present the accounts for year ended 31 March 2017
- Audit undertaken by Grant Thornton
- Conclusions of the audit:
  - **Unqualified** audit conclusion
  - **Adverse conclusion** in relation to the arrangements for securing economy, efficiency and effectiveness in the use of resources
  - **Emphasis of matter** opinion due to dependence of the Trust on cash support from the NHS
- The auditors noted that while production of financial statements had improved in quality, there continued to be weaknesses in finance department at operational level
- The Trust was placed in Financial Special Measures by NHS Improvement

Key elements of financial performance

Financial duty	2016/17	2015/16	Comment
Deficit	**£78.7m**	£55.1m	• The expectation from the Trust's regulator is that Trust should plan to be in financial balance • Failure to identify and deliver Cost Improvement Plans • Failure to qualify for Sustainability and Transformation funding
Income	**£798.1m**	£751.0m	• Increase of £47m (6.2%)
Expenditure	**£861.1m**	£794.2m	• Increase of £67m (8.4%)
Capital Investment	**£33.8m**	£31.1m	• Energy Performance Centre • Demolitions • IT investment
Borrowings	**£86.0m**	£44.7m	• The majority of these loans were to support working capital

Actions to address these issues

- **Financial performance**
  - Agreed a financial plan with NHS Improvement to reduce the deficit in 2017/18 to £45m, and achieve 'run rate balance' by 31 March 2018
  - Robust process in place to identify and deliver cost improvements. Includes reporting to the Trust Board.
- **Borrowing**: NHS Improvement has agreed to support working capital in line with the deficit
- **Capital investment**: Investing £34.8m in 2017/18. Continue to seek additional resources for further investment
- **Systems and processes**: Actions in place to improve the working of the finance department

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Paul Dossett, Partner, Grant Thornton

Annual audit letter

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Kathryn Harrison, Lead Governor

Council of Governors' update

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Any questions?

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