

Annual Members' Meeting 26 September 2019

Gillian Norton, Chairman





Our Council of Governors

***Richard Mycroft,
Lead Governor***



Meet your Council of Governors

Merton



Dr Clive Studd



Anneke de Boer



Khaled Simmons



Hilary Harland

Rest of England



Mia Bayles



Damian Quinn



Kathryn Harrison



Stephen Sambrook

Chairman



Chairman
Gillian Norton

Staff



Allied health
professional and other
clinical and technical
Bassey Williams



Medical and Dental
Dr Anup Sharma



Non clinical
Jenni Doman



Nursing and midwifery
Marlene Johnson

Wandsworth



Doulla Manolas



Nick de Bellaigue



Derek McKee



Simon Price



John Hallmark

South West Lambeth



Richard Mycroft

Appointed from stakeholder organisations



Healthwatch Merton
Alfredo Benedicto



Healthwatch Wandsworth
Donald Roy



Kingston University
Dr Val Collington



Merton Council
Cllr Rebecca Lanning



St George's, University
of London
Dr Frances Gibson



Wandsworth & Merton Clinical
Commissioning Group
Dr Sangeeta Patel



Wandsworth Council
Councillor
Sarah McDermott

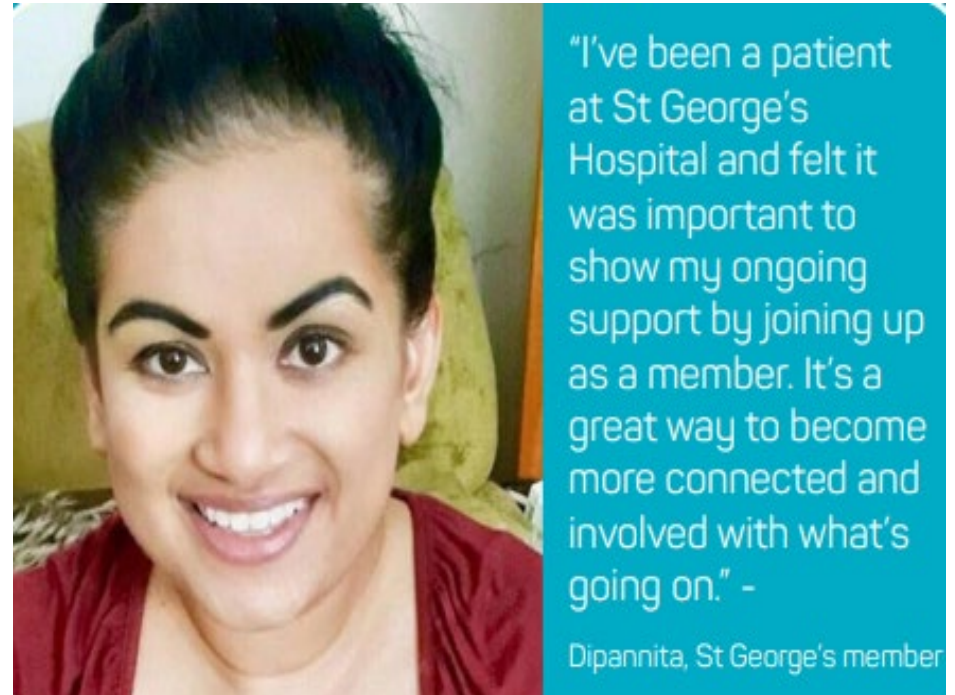




Outstanding Care, Every Time – Annual Members' Meeting 2019



Outstanding Care, Every Time – Annual Members' Meeting 2019



Patient story Philip Sherriff, dad of Lacey, and Dr Donovan Duffy

*“Thanks to St George’s,
Lacey pulled through”*







Outstanding Care, Every Time – Annual Members' Meeting 2019

excellent
kind
responsible
respectful



St George's University Hospitals
NHS Foundation Trust

2018/19 – a year of progress

Jacqueline Totterdell, Chief Executive



What we do

Key services, and an organisation to be proud of

- Trusted local services –
e.g. **emergency and maternity care**
- Specialist centre for **cancer**;
major **trauma** and **heart attack** centres
- Centre of excellence for **neurosciences**,
fetal medicine, **renal transplantation**,
paediatrics
- Growing influence in **education, training**
and **research**

In numbers:



9,000 staff



Serve 3.5 million people



50,000 planned operations



650,000 outpatient
appointments

Re-building confidence

Our improvement journey

- We are a **different organisation** to 2016
- We have a **positive story** to tell – but there is more work to do
- **Staff** have been instrumental in our recovery
- The support of patients, partners, supporters and local communities **means a lot**
- We are getting closer to delivering **outstanding care, every time**



A year of progress

- A **substantive** executive team
- Faster access for patients accessing **cancer, diagnostic and planned care**
- New **five year** strategy published
- Rated **Requires Improvement** by the CQC (July 2018)
- Rolled-out electronic documentation to **St George's and Queen Mary's**
- But.....a **huge amount** still to do against our six organisational objectives



Treat the patient, treat the person

**Improved CQC rating (July 2018)
– but more to do**

Inspected and rated

Requires Improvement



Better care for patients with mental health needs



Ward accreditation programme



Complaints handling

**100% in
August 2019**

Right care, right place, right time

Indicator	Target	16/17	17/18	18/19
ED 4 hour	>= 95%	91.6%	87.56%	88.4%
Referral to Treatment (RTT) – patients waiting over 52 weeks	>=92%	No RTT reporting due to data quality challenges		27 patients (6 patients as of end August)
62 day wait for first treatment for urgent GP cancer referral	>=85%	84.9%	82.60%	86.9%
Diagnostic waits	>=1%	2.9%	0.2%	0.36%
MRSA	0	2	5	1

Balance the books, invest in our future

**Deficit of £45.5 million in 2018/19
(£53 million in 2017/18)**

**£3 million target
deficit in 2019/20**

**Recruitment campaign to reduce
use of temporary staff**

**in-house
RECRUITMENT
awards**

Savings will enable us to invest



**St George's Hospital Charity
supporting improvements**



Build a better St George's

New strategy launched



Single Trust-wide IT system



New ambulatory units



Investing in our estate

**£17 million
in 19/20**

Champion Team St George's

St George's Hero Awards



Flu vaccination rates



Better staff survey response rate

**54% in
2018**

Diversity and inclusion

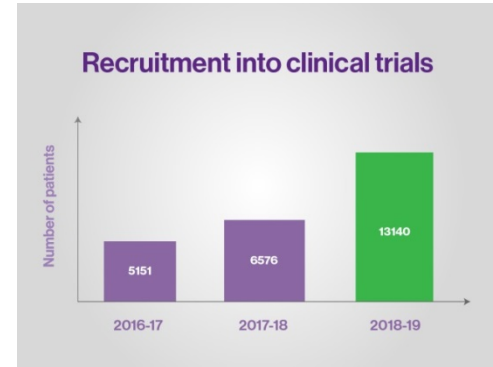


Develop tomorrow's treatments today

Innovation (e.g. Get Set 4 Surgery)



Record increase in clinical trials



Ground-breaking surgery



Innovative Trust of the Year



Listening to our patients

- New **membership** strategy
- **Patient partnership and experience** strategy
- Extended **visiting hours** for relatives and free **Wifi** for all
- Innovative approaches to patient experience (**CanChat**)

St George's University Hospitals **NHS**
NHS Foundation Trust

We're open!

You can now visit friends and loved ones in our hospitals between 8am-8pm every day.



The future

- Delivering our new **five year** strategy
- Return to **financial balance** and improve **key services**
- **Exit ‘special measures’** regime for quality and finance
- Support and celebrate **our staff**
- Engage with **patients** and **communities**





St George's University Hospitals
NHS Foundation Trust

Financial accounts

Andy Stephens
Director of Financial Planning

Audit Opinion

- Present the Accounts for year ended 31st March 2019.
- 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 the production of the Financial Statements had improved again from the previous year.
- The Trust continues to be in Financial Special Measures with NHSI.

Key elements of financial performance

Financial duty	2018/19	2017/18	Comment
Deficit	£45.4m	£53.1m	<ul style="list-style-type: none"> Failed to achieve plan; <ul style="list-style-type: none"> Cardiac surgery Medical pay costs CIP plans delivered. Did not achieve full PSF funding
Income	£844.1m	£821.0m	<ul style="list-style-type: none"> Increase of £23.1m (2.8%).
Expenditure	£889.6m	£874.1m	<ul style="list-style-type: none"> Increase of £15.5m (1.7%).
Capital Investment	£24.1m	£53.8m	<ul style="list-style-type: none"> IT investment, Estates & Medical Equipment No loan in 2018/19. Loan of £26.2m in 2017/18 Exceeded plan. Approved by Board.
Borrowings	£51.9m	£60.3m	<ul style="list-style-type: none"> Borrowings were to support working capital, as well as to support finance urgent capital investment.

Actions to address these issues

- **Financial performance.**
 - Agreed a financial plan with NHSI to reduce the deficit in 2019/20 to £3.0m. This includes £34.7m of Provider Sustainability Fund (PSF), Financial Recovery Fund (FRF) and Marginal Rate Emergency Tariff (MRET).
 - Robust process in place to identify and deliver Cost Improvements. Including reporting to the Trust Board.
 - Steps taken to improve financial planning
- **Borrowing.** NHSI have agreed to support working capital in line with the deficit.
- **Capital Investment.** Investing £40.3m in 2018/19. This includes £27.2m of funding from NHSI.



St George's University Hospitals
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Annual audit letter

Tina James, Grant Thornton



St George's University Hospitals
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Questions/feedback