

Annual Members' Meeting

Thursday, 10 September 2020
6-7.30pm

Via MS Teams (live event)

Presentations followed by question
and answer session



Introduction from our Chairman Gillian Norton



“

We continue to receive fantastic support from the communities we serve, as evidenced once again during the Coronavirus outbreak

Gillian Norton
Chairman

A few words from our lead Governor Richard Mycroft



“

Since becoming a Governor in 2017, I've really enjoyed being able to give something back to an organisation that means so much to so many people

Richard Mycroft
Lead Governor

Our Council of Governors

Richard Mycroft

Merton



Hilary Harland



Nasir Akhtar



Anneke de Boer



Nasir Javed Khan

Wandsworth



Doulla Manolas



Afzal Ashraf



John Hallmark



Nick de Bellaigue



Ataul Qadir Tahir



Basheer Khan

Chairman



Chairman
Gillian Norton

Staff



Allied health professional and other clinical and technical
Bassey Williams



Non clinical
Jenni Doman



Nursing and midwifery
Marlene Johnson



Medical and dental
Dr Anup Sharma

Rest of England



Mia Bayles



Stephen Sambrook



Damian Quinn



Sandhya Drew

South West Lambeth



Richard Mycroft

Appointed from stakeholder organisations



Healthwatch Merton
Alfredo Benedicto



Healthwatch Wandsworth
Donald Roy



St George's University of London
Dr Frances Gibson



Wandsworth & Merton Clinical Commissioning Group
Dr Sangeeta Patel



Wandsworth Council
Councillor Sarah McDermott



Kingston University
Dr Val Collington



Merton Council Councillor
Rebecca Lanning

Meeting staff, patients and members of the public

Richard Mycroft



The role of our Governors

Richard Mycroft



One of our Question Time events, held at Streatham Library in early March 2020

Our Governors

Richard Mycroft

“I see and work with people who are passionate about the Trust’s progress” – interview with Bassey Williams, staff governor

Our latest governor interview is with Bassey Williams, one of our staff governors who represents Allied Health Professionals and other Clinical and Technical staff.

Bassey told us why she wanted to become a governor and how proud she is of the way colleagues have responded to the Covid-19 pandemic.



“I was asked to be a governor by the consultant who saved my life” – interview with Mia Bayles, Governor

Our latest governor interview is with Mia Bayles, who represents the rest of England.

Mia told us more about how a St George’s consultant inspired her to become a governor, and how impressed she has been with the work of our staff during the Covid-19 pandemic.



“The NHS is a leveller for everyone” – Interview with Anneke de Boer, Governor

As part of a new series of interviews getting to know our governors, we met with Anneke de Boer.

Anneke has been a governor since 2013 and was one of the first people elected following our move to Foundation Trust status. She told us why she wanted to get involved, her connection to the NHS and what she enjoys about the role.



“The NHS is a wonder of the modern world” – Interview with John Hallmark, Governor

Our latest governor interview is with John Hallmark, who is one of our representatives for Wandsworth.

With governor elections taking place in November, John spoke to us about what the role means to him and why members should have their say.



“We have a world class institution...and it’s a privilege to be associated with it” – interview with Hilary Harland, Governor

Our latest governor interview is with Hilary Harland, who is one of our representatives for Merton.


Hilary told us about her connection to St George’s, and why she thinks it’s vital that people have a say in how their local hospital is run.




Contacting our Governors, and becoming a member

Richard Mycroft

- To contact one of our Governors, email governors@stgeorges.nhs.uk
- To become a member, or find out information about membership events, go online at <https://www.stgeorges.nhs.uk/about/foundation-trust/members/> or email members@stgeorges.nhs.uk
- You can also sign up to receive a copy of **The Brief** – our monthly e-bulletin – by emailing communications@stgeorges.nhs.uk






St George's University Hospitals
NHS Foundation Trust

August 2020
ISSUE NO. 10

The Brief

News for our partners, members and communities

View from the Chief Executive



Welcome to our latest edition of The Brief. I hope many of you have been able to have a break this summer, despite the travel restrictions currently in place. The importance of taking a break from work is something we have been keen to stress to our staff in recent weeks.

Making sure staff are well rested and have been able to spend time with loved ones is an important part of maintaining health and wellbeing, particularly after what has been a challenging six months for our teams. We are now planning ahead for the winter months and any potential second wave of Covid-19 cases, so we all want to ensure our teams have had a well-deserved break.

In the last month at the Trust, we have put in place new protocols to keep patients safe from Covid-19 before, during and after a procedure or operation with us. There are some steps we're asking patients to take before their visit, including self-isolating for a period of time, undergoing a Covid-19 swab test and regular welfare checks.

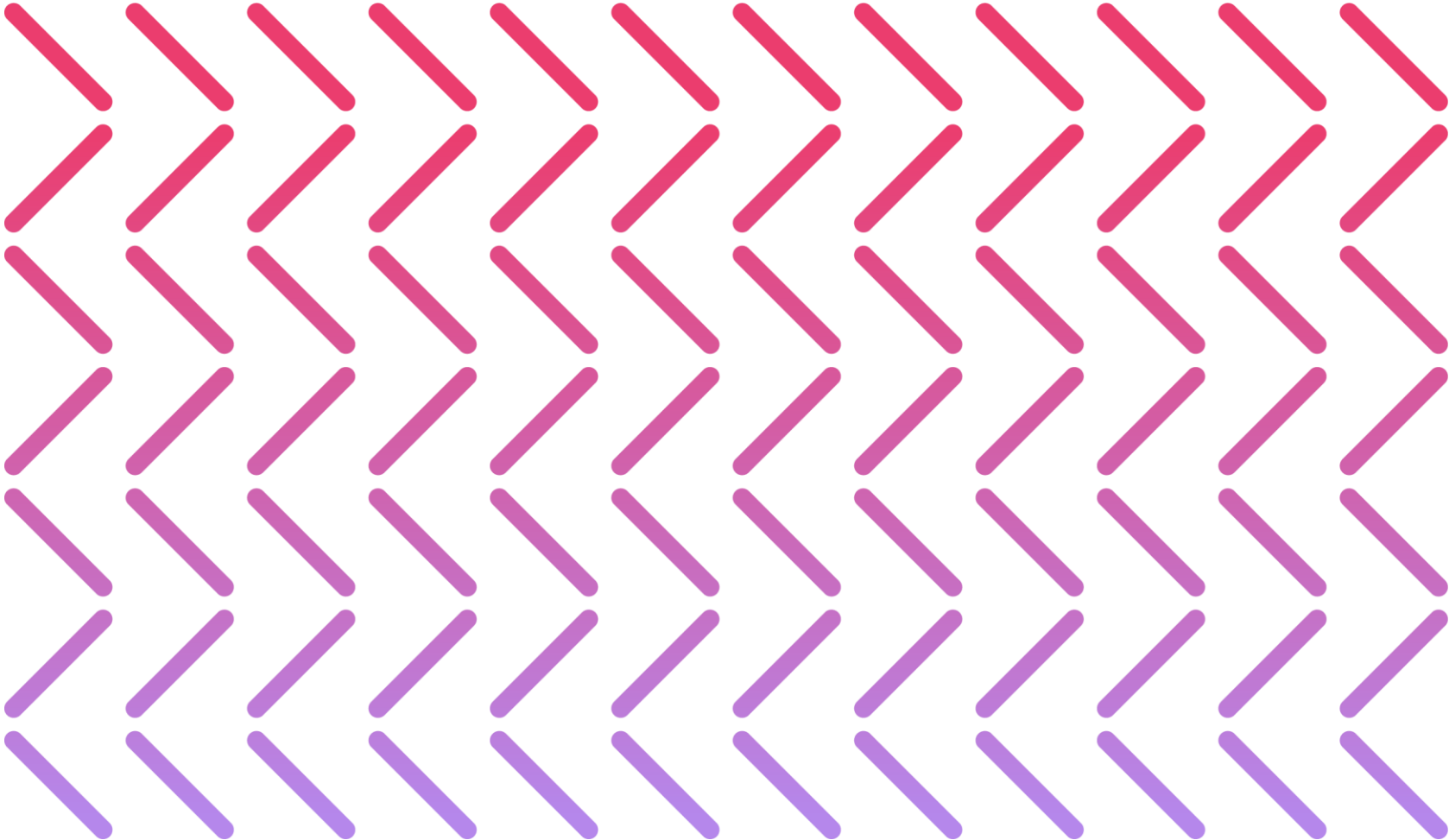
Alongside this, we've put in place a range of infection control measures and new policies for staff, all with the aim of keeping patients as safe as possible. We completely understand that for some people, visiting a hospital for a planned operation is a worrying prospect, particularly in light of the Covid-19 pandemic – however, we are working hard to reassure everyone that our staff are able to care for people safely, and provide the care patients need.

One of our new infection control measures has been the introduction of face masks for all staff and visitors to our hospitals. Understandably, this has been a challenge for many people, but we do appreciate all of you who have been wearing a mask or face covering during your visit.

Jacqueline Totterdell, Chief Executive

Coronavirus

St George's, and how our staff responded



Coronavirus

A quick word from our staff (video)



Coronavirus on the frontline

Dr Rafik Bedair, Consultant Intensivist



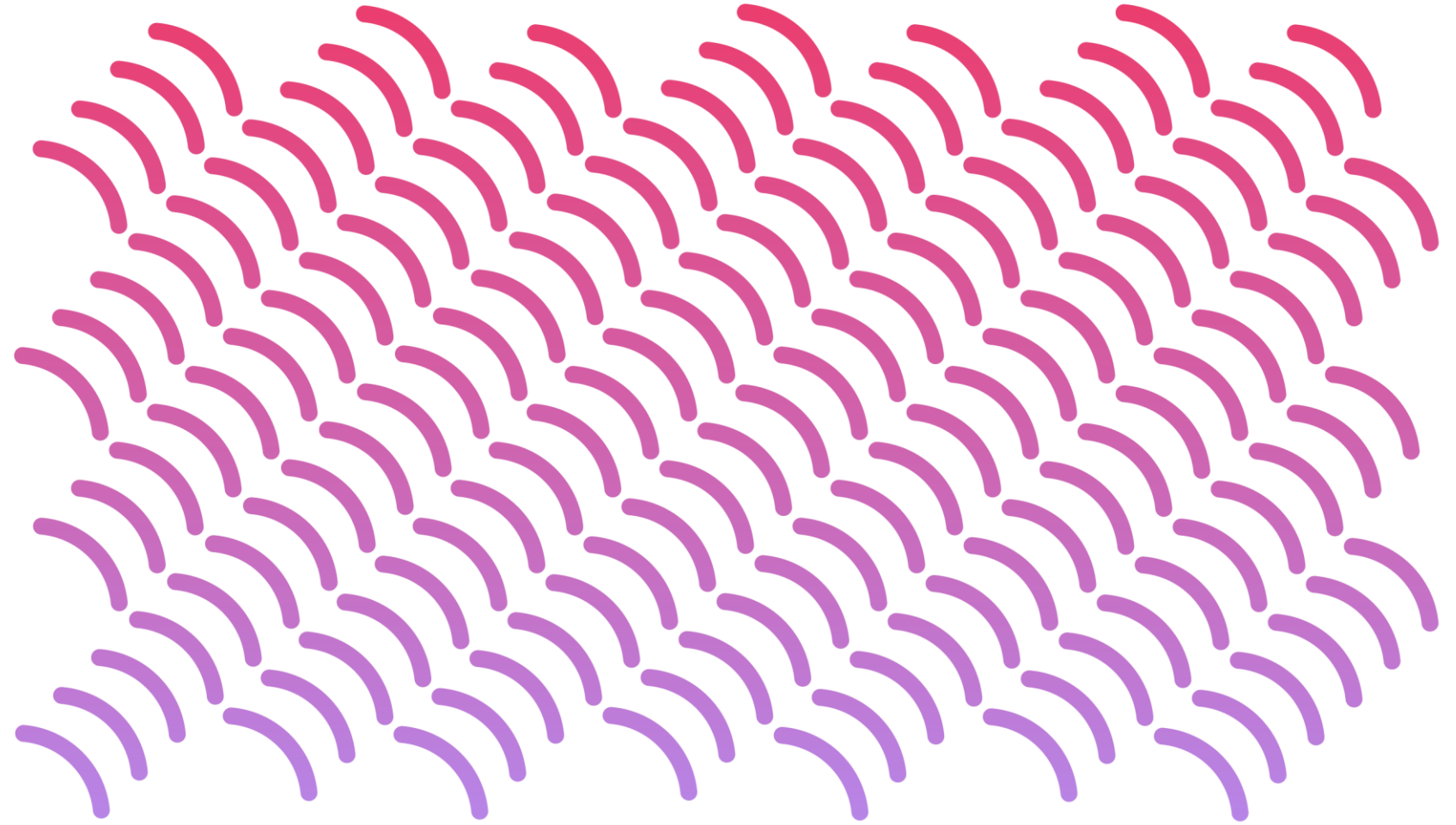
“

I was really moved by the togetherness. There was a lot of emotional strain – you could see and feel it – but I only saw a really positive response.

Dr Rafik Bedair
Consultant Intensivist

A year in review

Jacqueline Totterdell, Chief Executive



Significant progress – but more to do Jacqueline Totterdell, Chief Executive



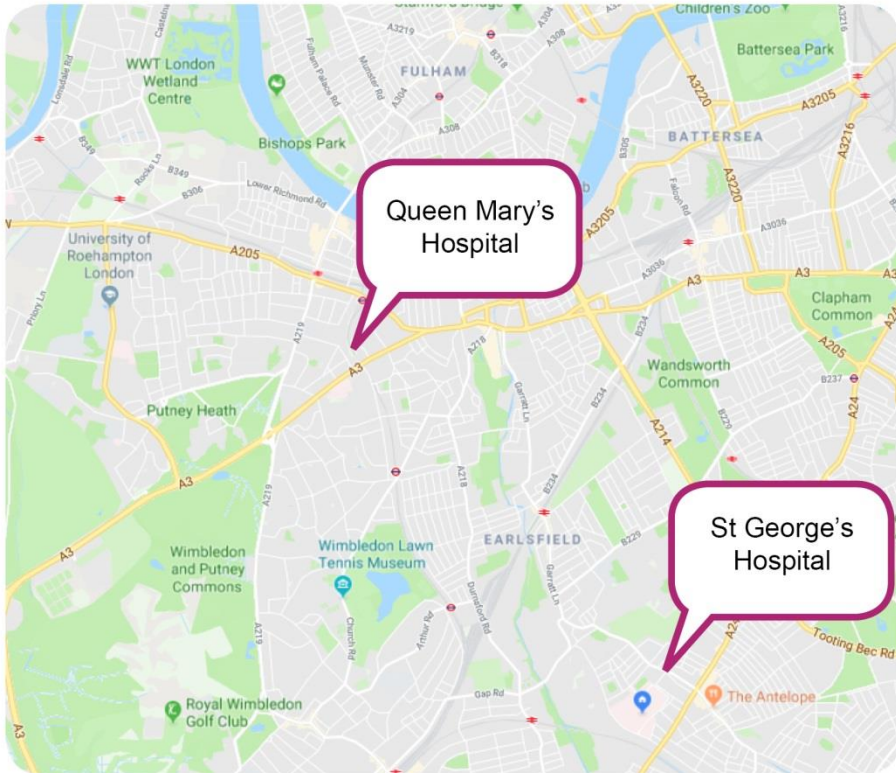
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It's incredible to think another year has passed. We've made significant progress – although I am equally aware we have more to do to become an outstanding organisation to be treated and work in.

**Jacqueline Totterdell,
Chief Executive**

Our hospitals

A big part of the communities we serve



In numbers:



9,000 staff



Serve 3.5 million people



50,000 planned operations



650,000 outpatient appointments

Coronavirus – an incredible response

Jacqueline Totterdell, Chief Executive

Doubled ITU capacity



Hundreds of staff re-deployed



Thousands of Covid-19 tests



Covid-19+ patients discharged

1000+

Services reconfigured



Supportive communities



Re-starting services, and the 'new normal'

Jacqueline Totterdell, Chief Executive

- **Emergency and urgent care services** have continued throughout the Covid-19 pandemic
- **A&E, heart attack and stroke** attendances are increasing week by week
- Our focus is on re-starting other key services (e.g. routine operations) **safely**
- **Strict infection control practices** are in place, including masks for all staff, patients and visitors



Care Quality Commission inspection (July 2019) – at a glance

Jacqueline Totterdell, Chief Executive

	Safe	Effective	Caring	Responsive	Well-led	Overall
St George's Hospital	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Good ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019
Queen Mary's Hospital	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Good ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019
Overall trust	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Good ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019	Requires improvement ↔ Dec 2019

Care Quality Commission inspection – key findings

Jacqueline Totterdell, Chief Executive

- Trust rated **requires improvement** overall
- CQC recommended Trust be taken out of **quality special measures** – confirmed in March 2020
- Inspectors commended staff and leadership team for **‘significant improvements’** made
- Services for children and young people rated **‘outstanding’**; surgery rated as **‘good’**; outpatients improved to **‘requires improvement’**



Cardiac surgery services at St George's

Jacqueline Totterdell, Chief Executive

- **Cardiac surgery mortality review** published by NHS Improvement on 26 March 2020
- Review found care failings **definitely, most likely or probably** contributed to the deaths of 67 patients
- We **apologised** for failings in care identified – and continue to meet with the families affected
- Both the Care Quality Commission and NICOR data have confirmed that service is now **safe**
- Our cardiac surgery service remains under **close supervision and regular monitoring**



Our performance during 2019/20 – overview

Jacqueline Totterdell, Chief Executive

Indicator	Target	17/18	18/19	19/20
Seen in ED and treated/admitted/discharged in 4 hrs	>=95%	91.6%	88.4%	83.2%
Referral to treatment (RTT)	>=92%	No RTT reporting due to data quality challenges	86.9%	86.1%
Diagnostic waits	>=1%	0.2%	0.36%	4.1%
MRSA	0	5	1	3

Delivering improvements for patients – at a glance

High quality, patient-centred initiatives

Record clinical trial recruitment



UNICEF Baby Friendly



Ward accreditation scheme



Clinical outreach team



Treatment escalation plans

TREATMENT ESCALATION PLAN (TEP) St George's University Hospitals NHS Foundation Trust

Name: _____ DO NOT PHOTOCOPY OR REMOVE FROM TRUST

Address: _____

Date of Birth: _____

NHS or hospital number: _____

Ward: _____

Does the patient have mental capacity to make relevant decisions? (If no, see overview for link to Mental Capacity Assessment) YES / NO

If the patient is currently very unwell, or in the event their condition deteriorates, should the following be considered? (please circle)

	Yes	No	Antibiotics?	Yes	No
Referral to critical care?			(if fluids?)		
Referral for dialysis?					
Non-invasive ventilation?			Other		

In the event of a cardiopulmonary arrest this patient is: (please tick)

EOB CARDIOPULMONARY NOT EOB CARDIOPULMONARY

MUST complete separate DNR form if implantable Cardioverter

Refurbished wards



Delivering improvements for staff – at a glance

Valuing and looking after our people

Flu vaccination rates



Staff networks launched



Freedom to Speak Up



Staff health and wellbeing



Recruitment campaigns

**in-house
RECRUITMENT
awards**

One single patient record



Culture and diversity at St George's

Recognition that we need to do more



Our new five year strategy – delivering outstanding care, every time

‘Closer collaboration’ is key



STRONG FOUNDATIONS

An organisation with strong foundations that provides outstanding care, every time

- We will provide outstanding care, every time
- We will provide the right care, in the right place, at the right time
- We will invest in our staff
- We will balance the books and invest in our future
- We will improve our buildings and hospital estate
- We will ensure our staff and patients have access to the digital technology and information they need, when and where they need it

EXCELLENT LOCAL SERVICES

A provider of excellent local hospital services for the people of Wandsworth and Merton

- We will provide planned care that fits around our patients' lives, using the latest technology
- We will provide more same day emergency care

CLOSER COLLABORATION

A partner in delivering joined up, sustainable health services for people across south west London

- We will work with our partners to provide care closer to home
- We will work with neighbouring hospitals to ensure patients get the right care, in the right place, at the right time
- We will work collaboratively to meet the changing needs of our ageing population

LEADING SPECIALIST HEALTHCARE

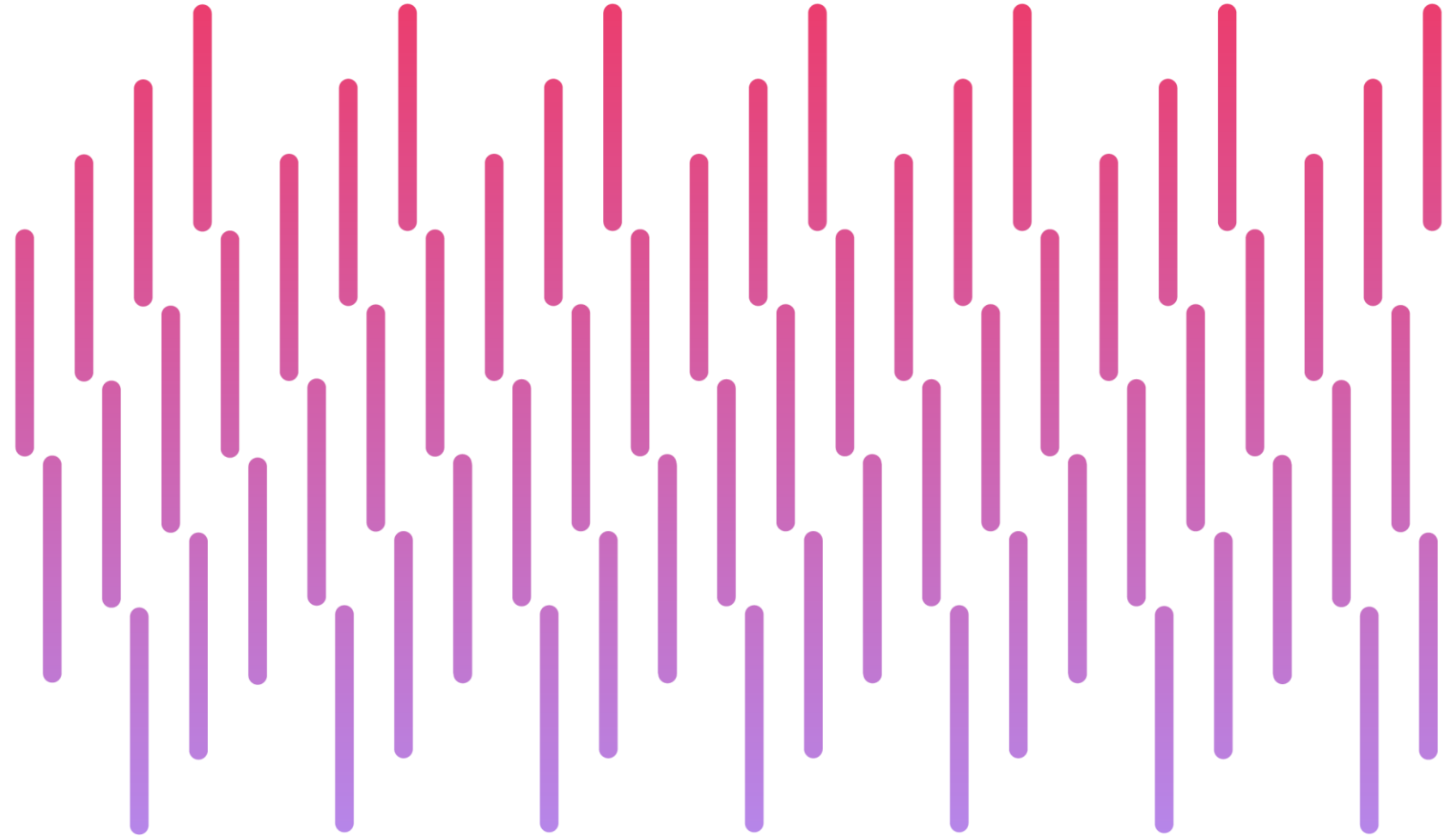
A provider of leading specialist services for the people of south west London, Surrey, Sussex and beyond

- We will continue to be the main provider of specialist services for our region, including as the major trauma centre
- We will be a major centre for cancer, children's and neuroscience services
- We will pursue commercial opportunities that enable us to invest more in NHS patient care
- We will develop tomorrow's treatments, today, through innovation, research and training

- Strengthened engagement with partners (e.g. Coronavirus response)
- Closer collaboration and joint working with neighbouring hospitals (e.g. Chair in Common with Epsom and St Helier)
- Tackling challenges collaboratively -e.g. Acute Provider Collaborative; SWL Health and Care Partnership

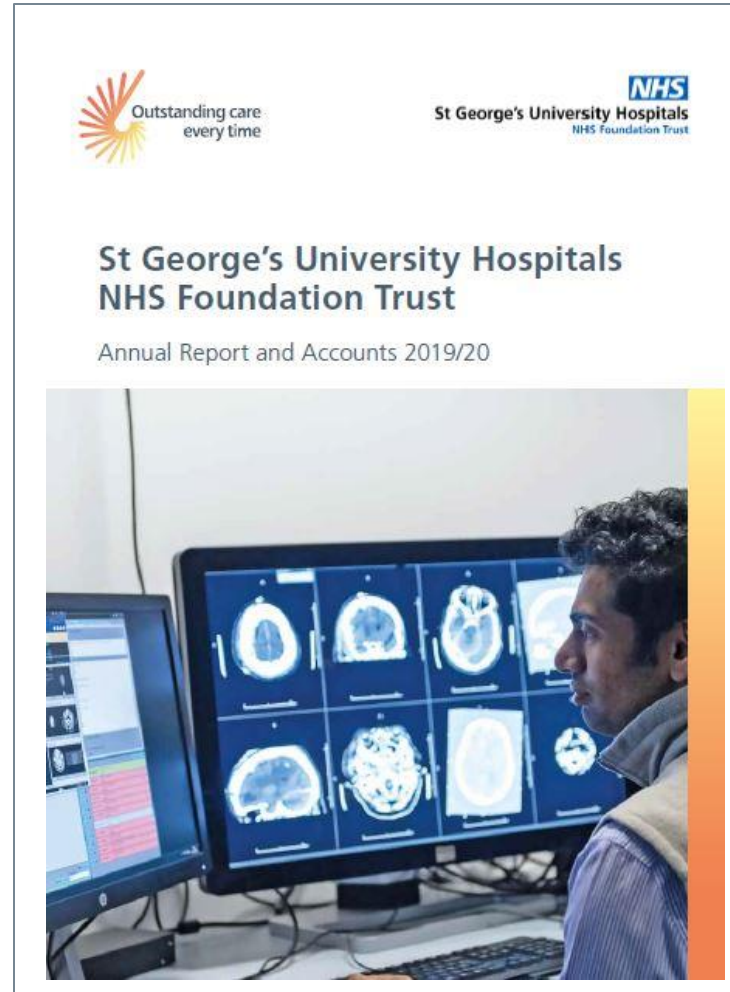
Financial performance

Andrew Grimshaw, Chief Financial Officer/Deputy Chief Executive



Financial accounts and Auditors' year end report

Andrew Grimshaw, Chief Financial Officer/Deputy Chief Executive



Audit opinion

Andrew Grimshaw, Chief Financial Officer/Deputy Chief Executive

- Present the Accounts for year ended 31st March 2020.
- Audit undertaken by Grant Thornton.
- Conclusions of the Audit;
 - **Unqualified** audit conclusion.
 - “**Except for**” **conclusion** in relation to the arrangements for securing economy, efficiency and effectiveness in the use of resources. This is an **improvement** to the Adverse conclusion in 19/20.
 - **Covid-19** - The inclusion of Covid-19 is the only key change in the scope of the audit from the prior year
- The Trust has now been removed from quality special measures but continues to be in Financial Special Measures with NHS Improvement.

Key elements of financial performance

Andrew Grimshaw, Chief Financial Officer/Deputy Chief Executive

Financial duty	2019/20	2018/19	Comment
Deficit	£13.1m	£45.4m	<ul style="list-style-type: none"> The Trust was able to secure additional PSF, FRF and MRET of £27.3m by achieving financial and non-financial targets as agreed with NHSI/E.
Income	£906.8m	£844.2m	<ul style="list-style-type: none"> Increase of £62.6m (7.4%), largely due to receipt of PSF/FRF funding. The other material increase was £21.8m of income to offset employers pension contribution increases.
Expenditure	£920.0m	£889.8m	<ul style="list-style-type: none"> Increase of £30.2m (3.4%), due pensions.
Capital Investment	£56.8m	£24.1m	<ul style="list-style-type: none"> IT investment, Estates & Medical Equipment Loan of £32.6m in 2019/20. No loan in 2018/19.
Borrowings	£65.3m	£51.9m	<ul style="list-style-type: none"> Borrowings were to support working capital of £32.7m as well as to finance capital investment of £32.6m.

Key elements to note for 2020/21

Andrew Grimshaw, Chief Financial Officer/Deputy Chief Executive

- **Financial performance.** This financial year the Trust is subject to new planning rules as a result of Covid-19. This has seen all Trusts supported to breakeven for the first half of the year.
- **Borrowing.**
 - The Trust is not expecting to request working capital loans in 20/21.
 - Historic debt (capital and revenue) has been converted to Public Dividend Capital as of 1st September 2020.
- **Capital Investment.** Investing £50.0m in 2020/21. This includes £23.9m of funding from NHSI. Further discussions are in progress regarding additional funding for 20/21.

Questions, comments and feedback

To ask a question, please use the Q&A function on the top right of your screen (circled in red opposite)

