

Welcome to our AGM

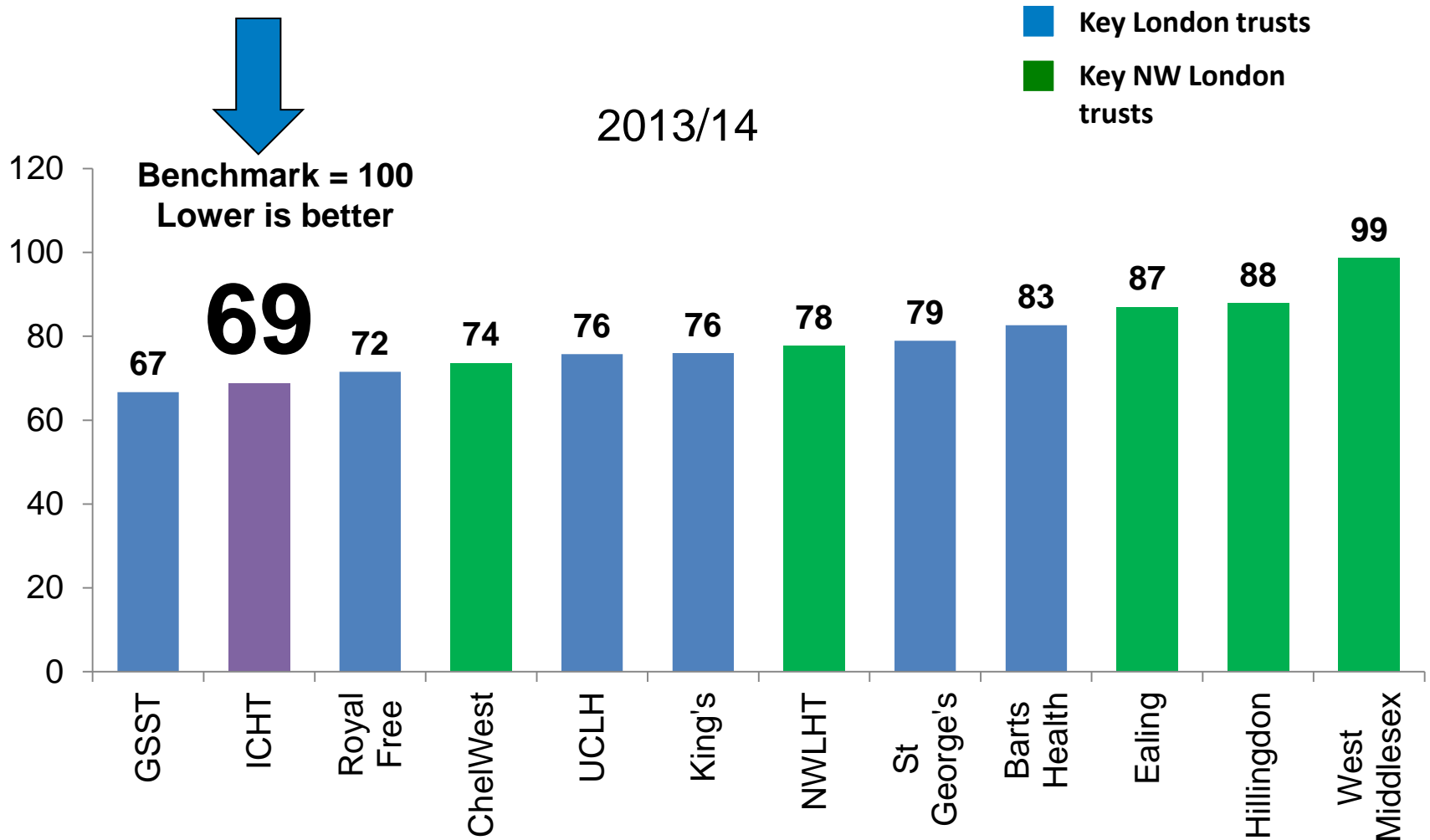
- Please help yourself to refreshments
- Write any questions you have on the cards at the question stations
- Do let us know if you have further queries

Please take a seat,
the AGM is about to
begin

Introduction: Chairman, Sir Richard Sykes

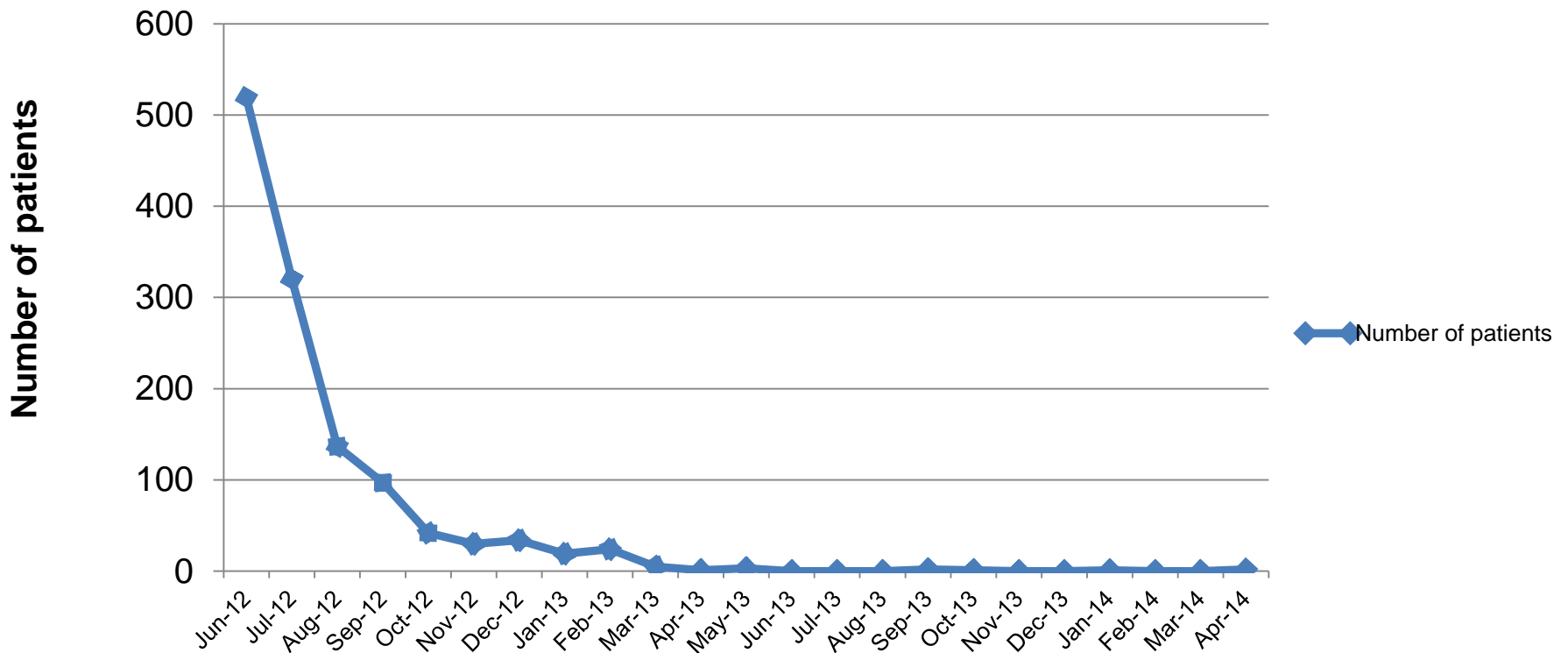
Review 2013/14: Chief executive, Dr Tracey Batten

Hospital standardised mortality ratio

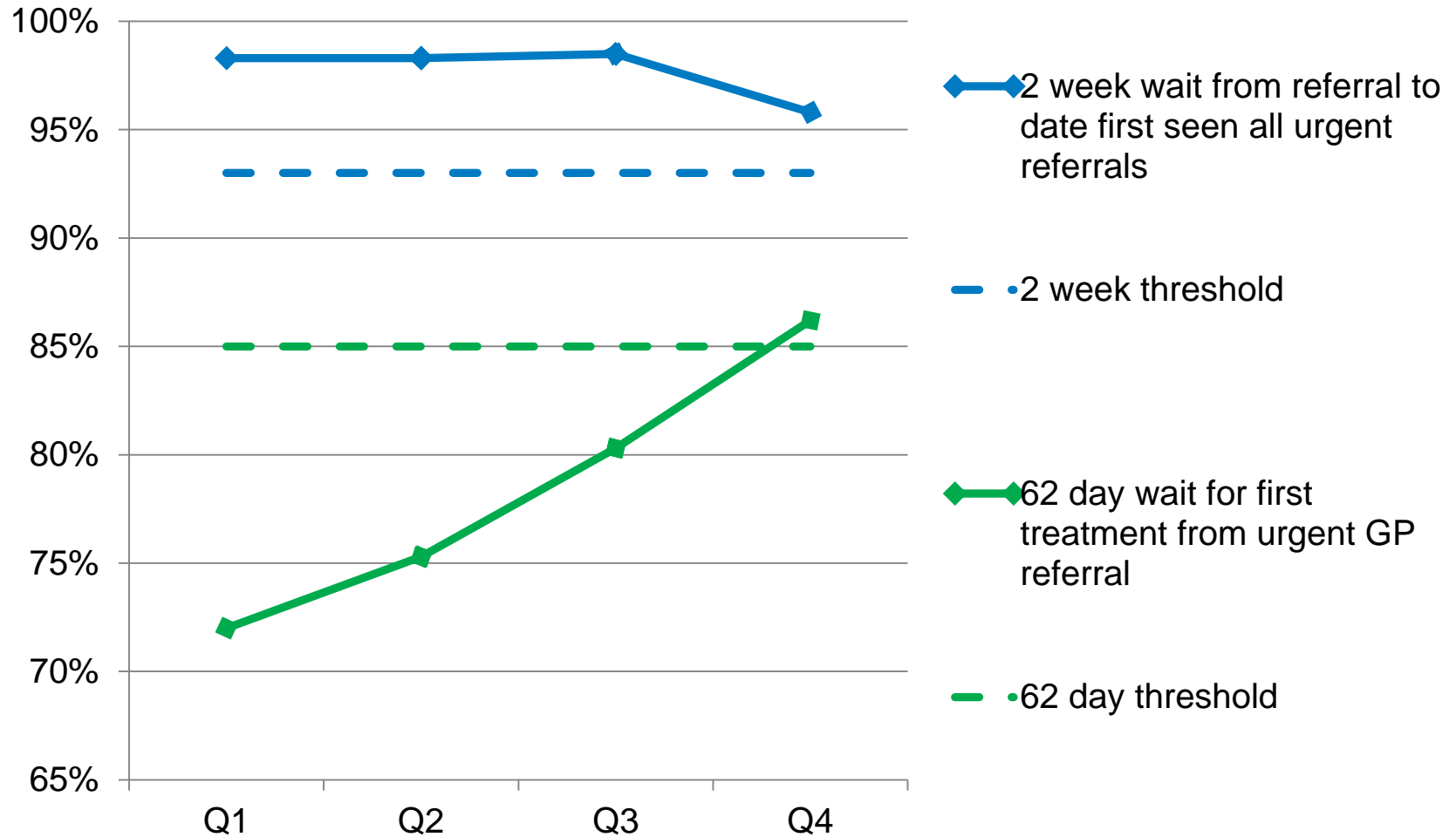


Referral to treatment target

Number of patients waiting over 52 weeks from referral to treatment

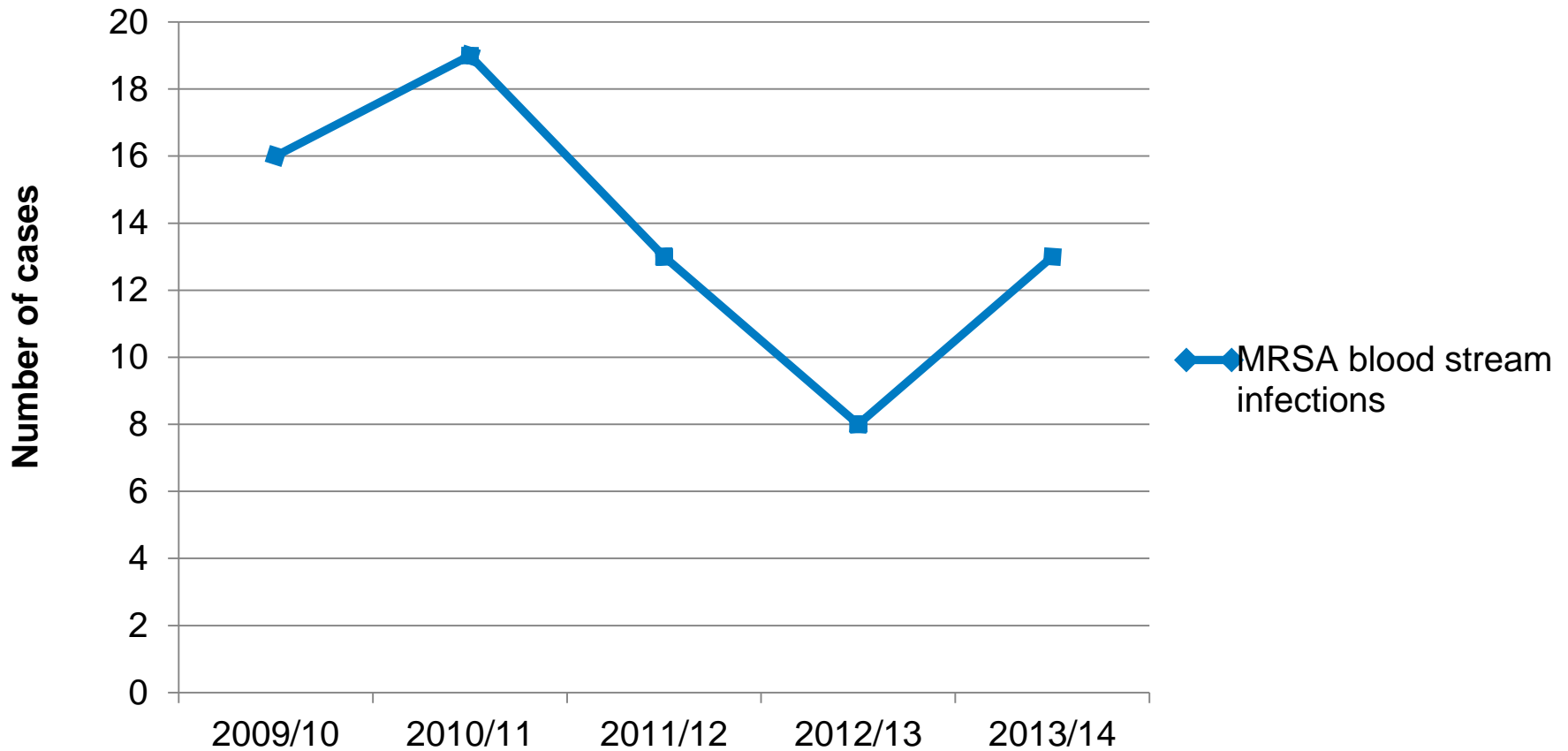


Cancer waiting times



Healthcare-acquired infections

MRSA blood stream infections



Putting in place foundations for the future



Financial 2013/14: Chief financial officer, Bill Shields

Annual accounts 2013/14

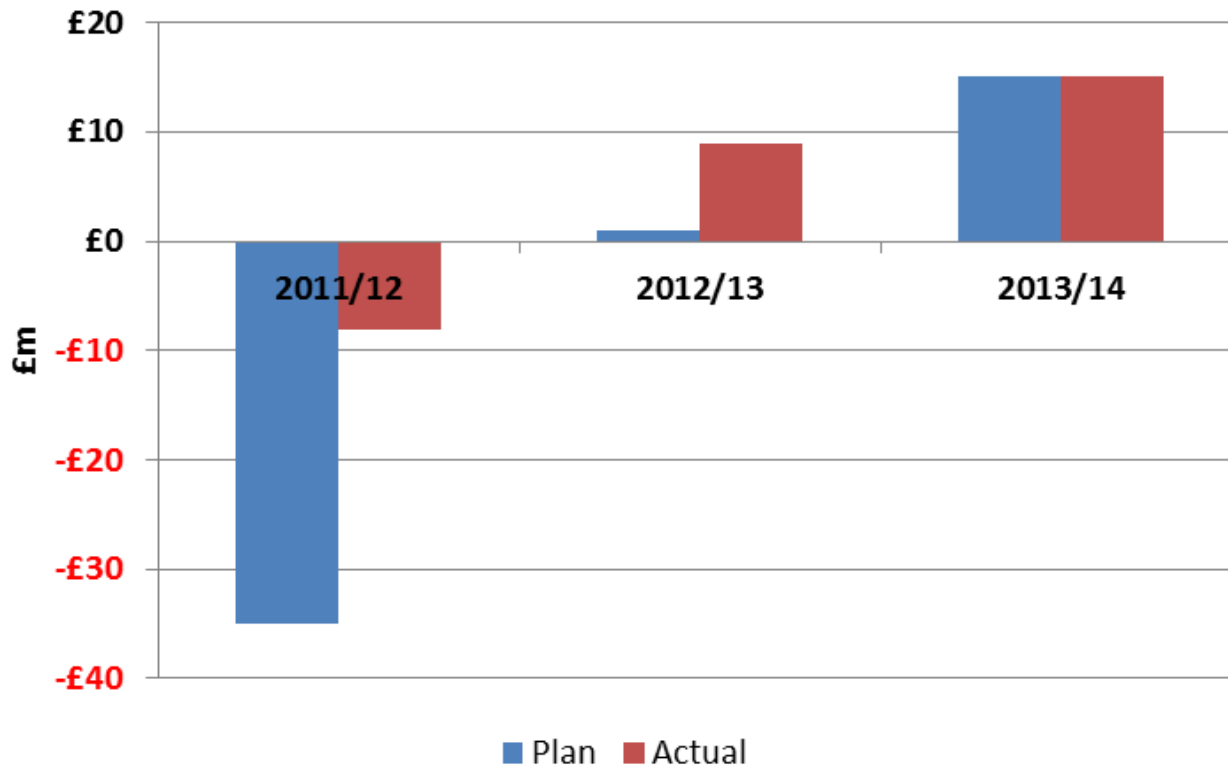
- Financial turnaround
- Headlines for the year
- Looking back on 2013/14
- Statement of comprehensive income
- Operating revenue
- Operating expenses
 - Employee benefits
 - Other costs

Looking forward

- Financial challenges in 2014/15
- Future financial outlook

The Trust has turned around from a planned deficit of -£35m to an actual £15m surplus in three years

Plan vs Actual - 2011/12 - 2013/14



Headlines for the year

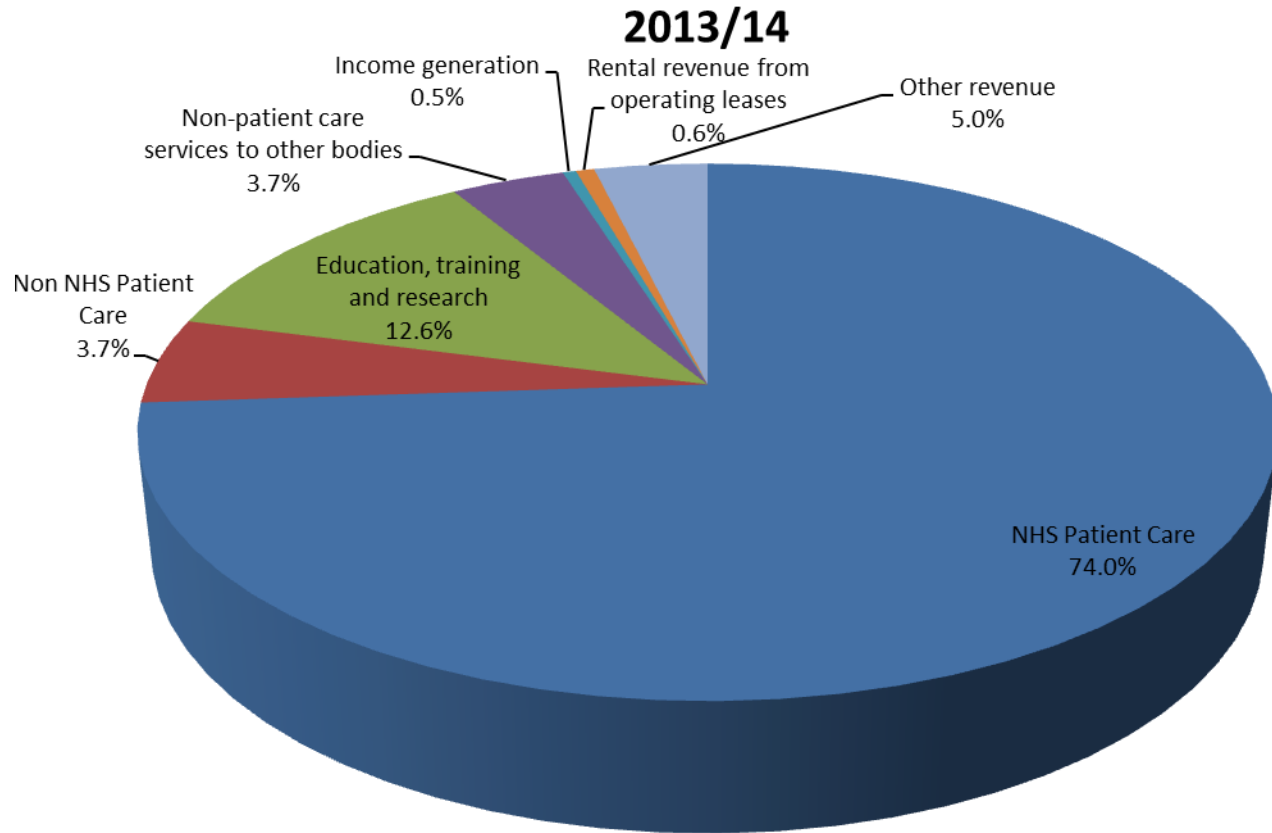
- Largest surplus in the NHS for the year of £15.1m (excluding impairments) for reinvestment in future service improvement
- Cash balance of £50.5m
- Capital expenditure of £30.2m
- Research and development spending (excluding staff) increased by £0.5m to £17.2m
- Savings programme delivered £45.8m of efficiencies
- Shadow Monitor Continuity of Service Risk Rating (CoSRR) of level 3

Statement of comprehensive income	2011/12 £m	2012/13 £m	2013/14 £m
Revenue from patient care activities	731.3	752.7	774.4
Other operating revenue	210.3	218.5	204.9
Total revenue	941.7	971.2	979.3
Employee benefits	(534.8)	(522.5)	(526.2)
Other costs*	(391.4)	(417.7)	(419.0)
Operating surplus	15.5	31.0	34.1
Net financing costs	(1.7)	(1.5)	(0.8)
Surplus for the financial year*	13.8	29.5	33.3
Public dividend capital payable	(22.2)	(21.1)	(18.8)
Adjustment for donated assets	0.0	0.6	0.6
Retained surplus/(deficit) for the year*	-8.4	9.0	15.1

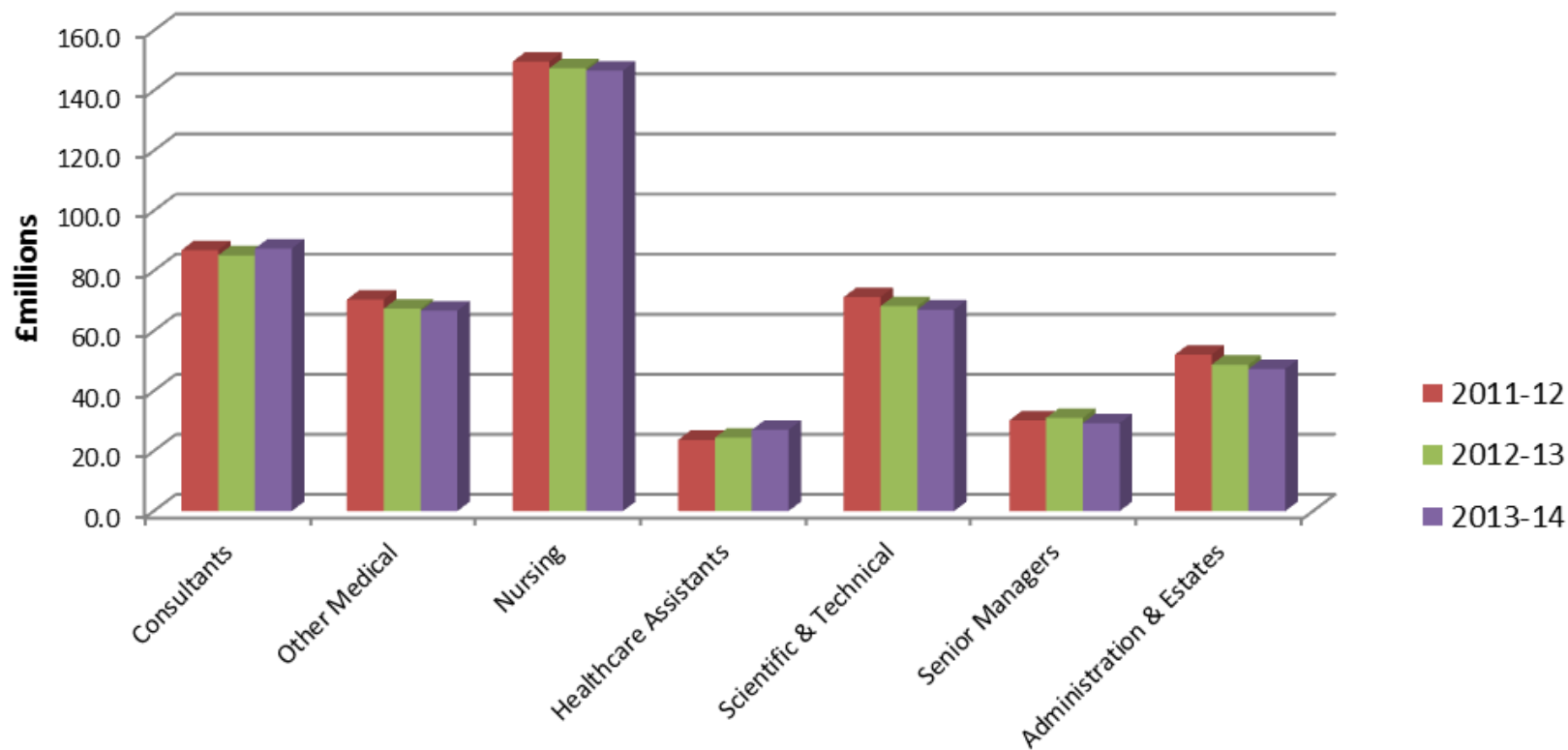
* Excluding impairments

Operating revenue	2011/12 £m	2012/13 £m	2013/14 £m
Revenue from patient care activities			
Strategic Health Authorities	5.2	5.7	-
Primary Care Trusts	688.3	700.2	-
Clinical Commissioning Groups	-	-	418.4
NHS England	-	-	299.9
Other NHS	3.3	9.3	5.5
Non-NHS	34.6	37.4	50.7
Other operating revenue			
Education, training and research	118.6	122.7	119.5
Non-patient care services to other bodies	34.4	33.1	37.5
Income generation	5.1	6.0	4.4
Rental revenue from operating leases	5.4	5.6	6.1
Other revenue	46.9	51.1	37.4
Total operating revenue	941.7	971.3	979.3

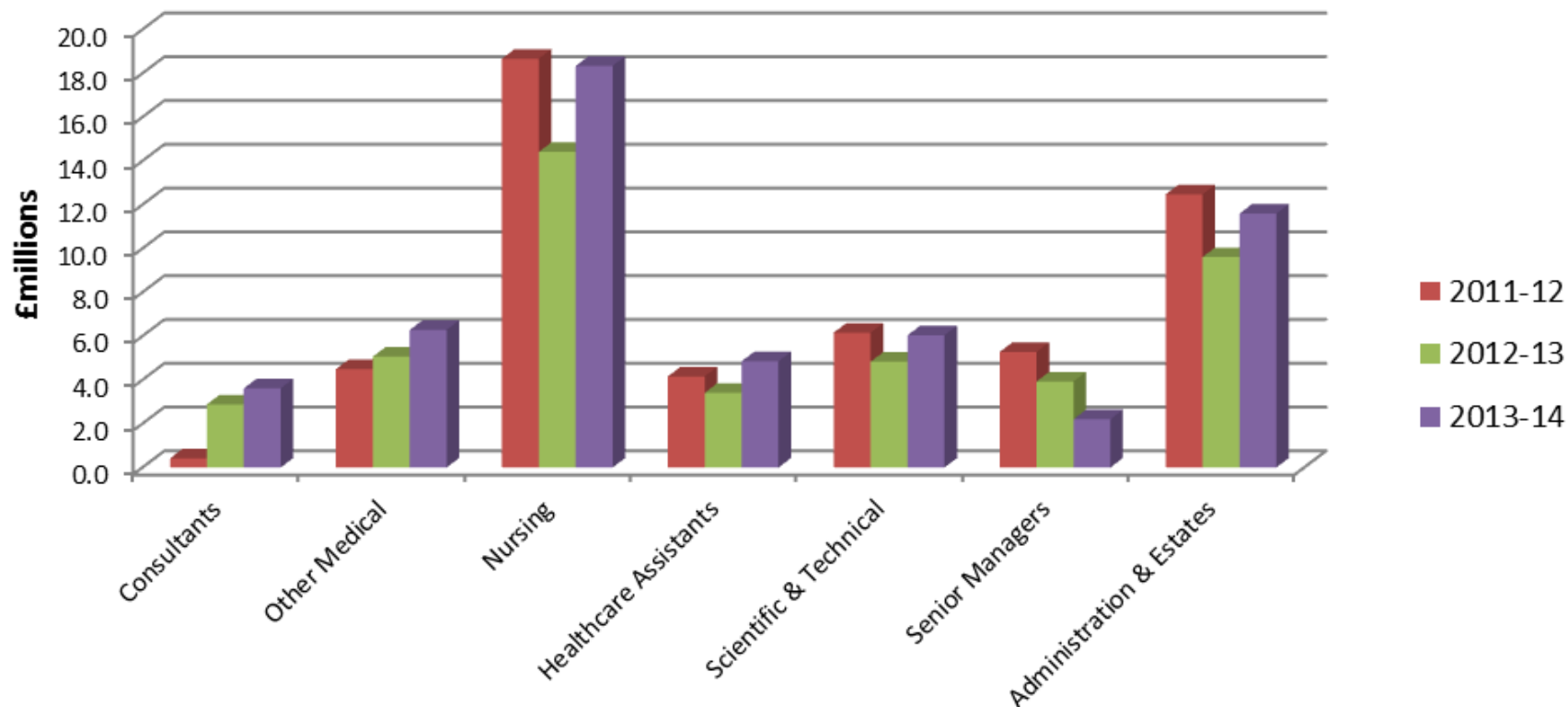
Operating Revenue – 2013/14



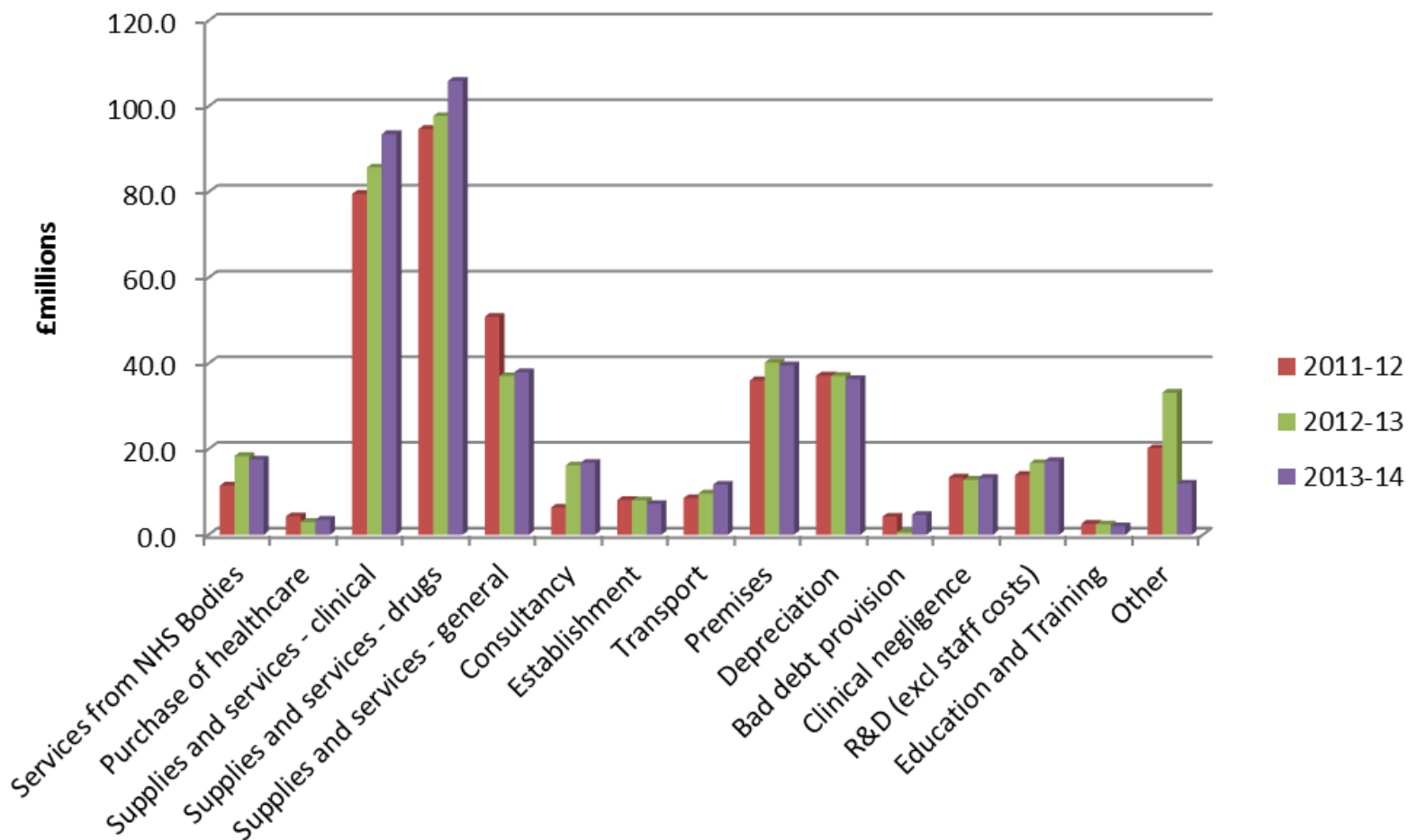
Operating Expenses - Substantive Staff



Operating Expenses - Bank/Agency



Operating Expenses - Non Pay



Looking forward: 2014/15

Financial plan 2014/15	2013/14 Actual £m	2014/15 Plan £m	Movement between years £m
Income	979.3	968.1	↓11.2
Expenditure	964.2	956.9	↓7.3
Surplus / (deficit)*	15.1	11.2	↓3.9
CIP	45.8	49.1	↑3.3
Capex	30.2	30.0	↓0.2
Cash	50.4	56.6	↑6.2

*Excluding technical adjustments

- Challenging financial position in 2014/15 and beyond, but a comprehensive financial recovery and improvement programme is now in place to ensure delivery
- QuEST programme for next 3 years based upon large-scale programmes to drive transformational change
- Alignment of financial, activity, capacity and workforce planning with Clinical Divisions actively planning and managing resources to deliver clear quality, performance and financial outcomes
- Solid platform from Building World Class Finance (BWCF) Programme allows the Trust to build capability within Clinical Divisions to manage resources to the highest level of efficiency and effectiveness
- The Trust is now a reference point for leading financial management practice within the NHS

Our clinical strategy

- Creating more local and integrated services to keep people healthier
- Concentrating specialist services to increase quality and safety
- Ensuring better organised care to improve experience and outcomes
- Delivering more personalised care

Our site strategy

Charing Cross Hospital

- A local hospital with innovative day-case diagnostic, therapies and surgery.

Hammersmith Hospital

- A world-leading specialist centre. The site includes Queen Charlotte's & Chelsea Hospital.

St Mary's Hospital

- The major acute centre for the region. Western Eye Hospital will relocate to this site.

All sites will have a range of outpatient clinics plus urgent care or emergency services.

Older person's rapid access clinic

Dr Sarah Brice

Consultant geriatrician, Specialty lead for elderly medicine

Penny Magud

Head of community independence services, London Borough of Hammersmith and Fulham

Virtual ward

- Patients cared for in their home
- Helps patients with complex problems
- When serious concerns – OPRAC or hospital admission



1 in 5

virtual ward patients have avoided an unnecessary hospital stay

Older person's rapid access clinic



- GP access
- Patients seen next day
- Same day tests and scans
- Avoid hospital stays
- Feedback to GPs

How we've improved cancer services

Dr Katie Urch FRCP PhD

Trust lead clinician for cancer, chief of service

Katy Saunders

Macmillan development manager, north west
London

Challenges

Poor experience

Waiting to be diagnosed



Poor GP information



Delay in treatment

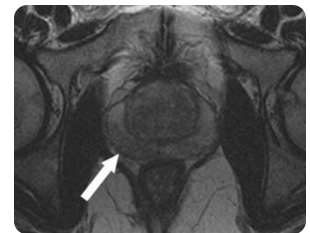


Changes: 'one stop'

Breast cancer clinic

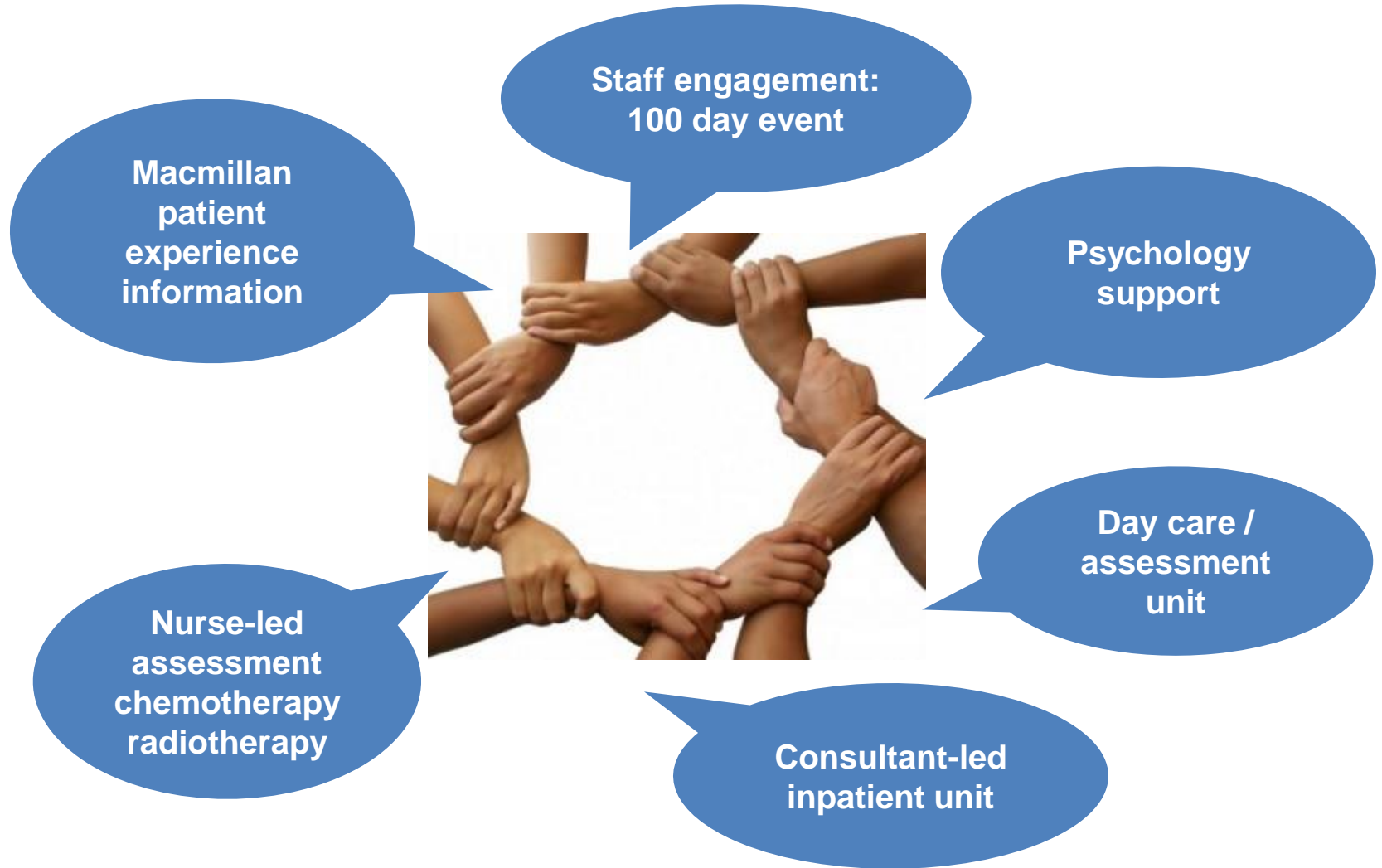


Prostate cancer clinic



97% satisfied or very satisfied

Changes: in hospital



Future partnerships

**WE ARE
MACMILLAN.
CANCER SUPPORT**



maggie's
People with cancer
need places like these



Help –
I'm lost

When is
my test?



More clinical
nurse specialists

Staff support:
Schwartz rounds

Evaluation

Question time

Chaired by:

Chief operating officer and deputy chief executive, Steve McManus

Panel:

Chairman, Sir Richard Sykes

Chief executive, Dr Tracey Batten

Medical director, Professor Chris Harrison

Director of nursing, Professor Janice Sigsworth

Chief financial officer, Bill Shields