



**Thank you for joining
Annual General Meeting 2022**

Welcome and introduction

Matthew Swindells

Chair

Agenda

Annual General Meeting Wednesday 20 July 2022

- 18.00** Welcome and introduction – Matthew Swindells, Chair
- 18.10** 2021/22 review and look ahead – Professor Tim Orchard, Chief executive
- 18.40** 2021/22 accounts and financial outlook – Jazz Thind, Chief financial officer
- 18.50** Questions and answers
- 19.25** Wrap up and thanks – Matthew Swindells, Chair
- 19.30** Close

**A few moments for reflection and
to pay our respects...**

2021/22 review and look ahead

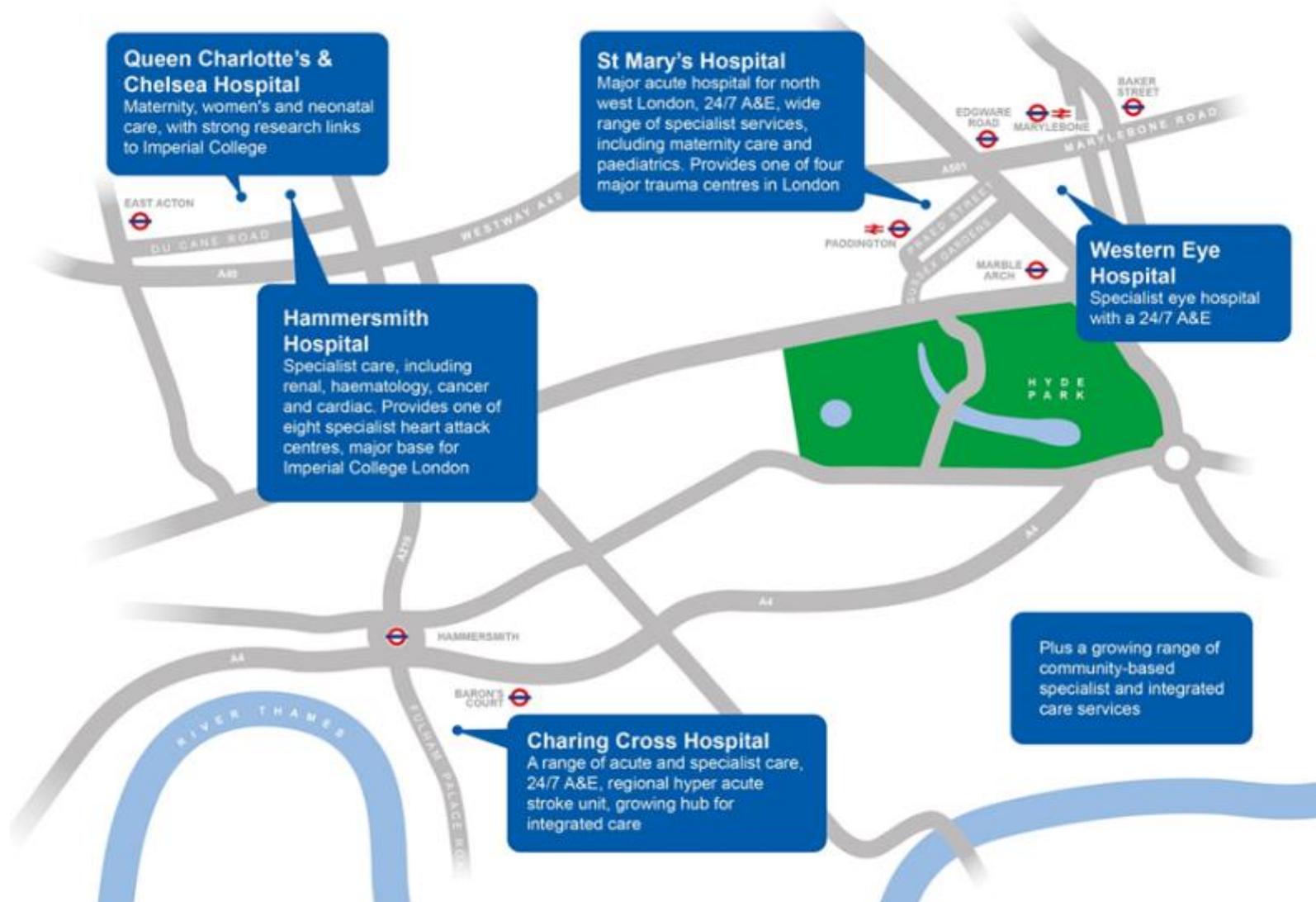
Professor Tim Orchard

Chief executive



Thank you

Our hospitals and services



Our Trust in numbers: 2021/22



1,324,000
Patient contacts

(including inpatients,
outpatients and day cases)



292,000
Emergency attendances

(including A&E and
ambulatory emergency
care)



33,000
Operations



£1.483bn
Turnover



14,535
Total number of staff



898
Active research
projects across 12
different disease areas

Our strategic goals: progress and challenges

Reviewing 2021/22 progress and challenges

Strategic goal 1:

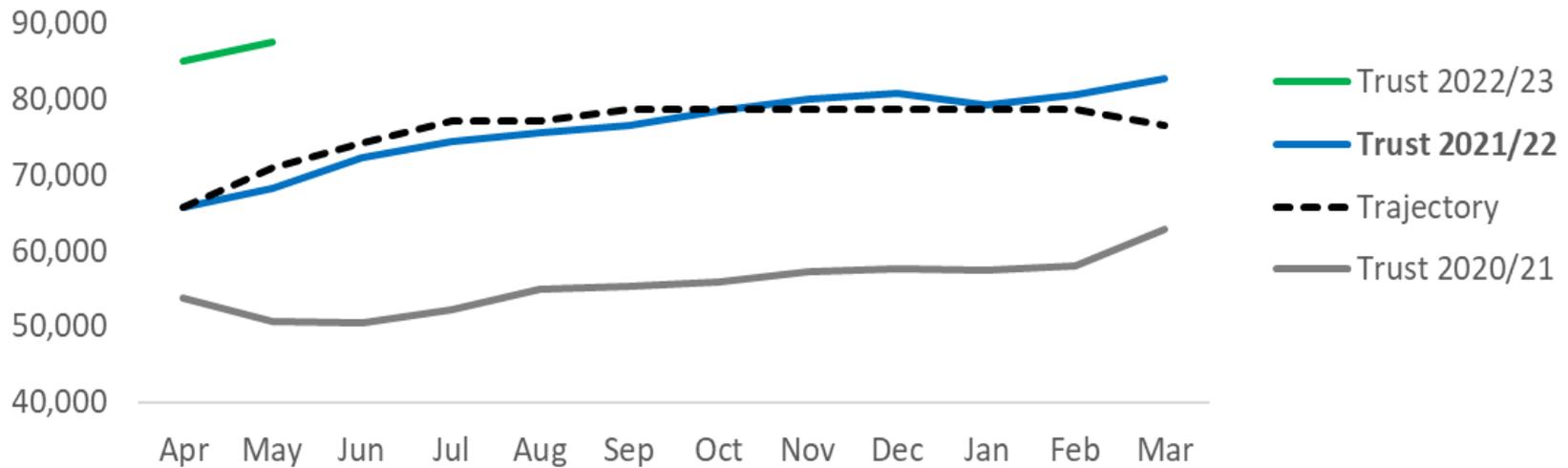
To help create a high quality integrated care system with the population of north west London

Headlines:

- Restoring elective care and reducing long waits
- Planned care improvements
- West London children's healthcare

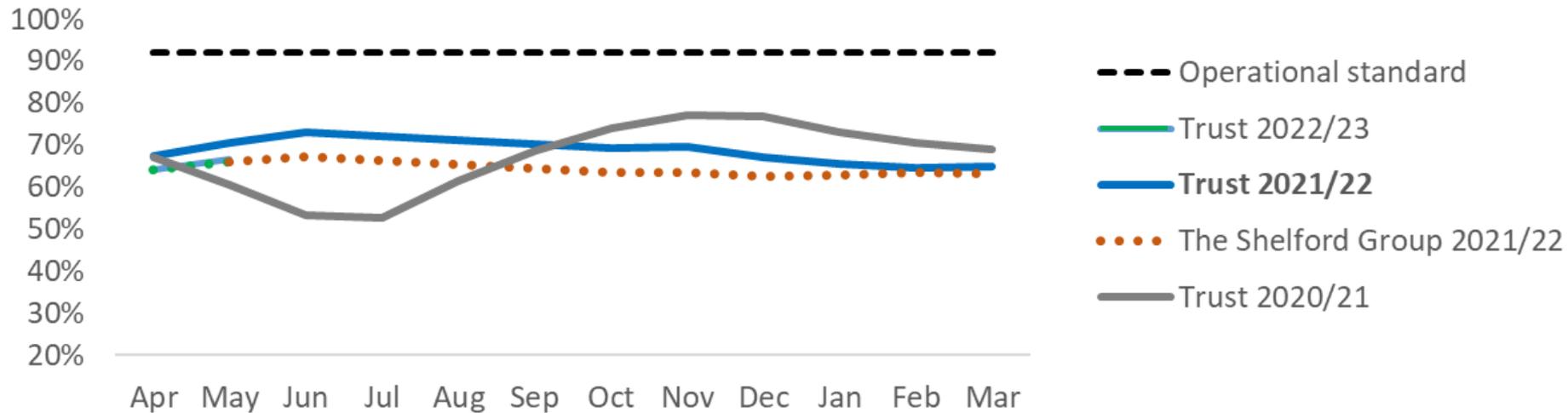
Operational performance 2021/22

Overall size of the elective waiting list



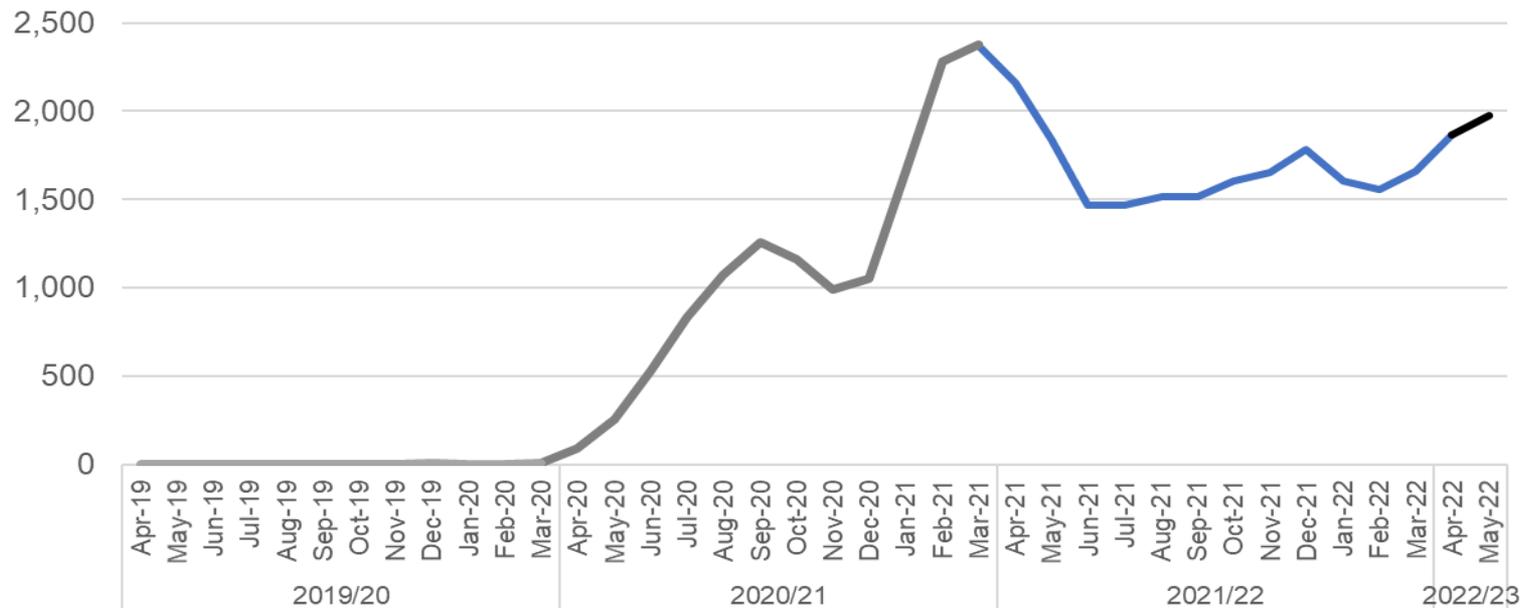
Operational performance 2021/22

18 week referral to treatment

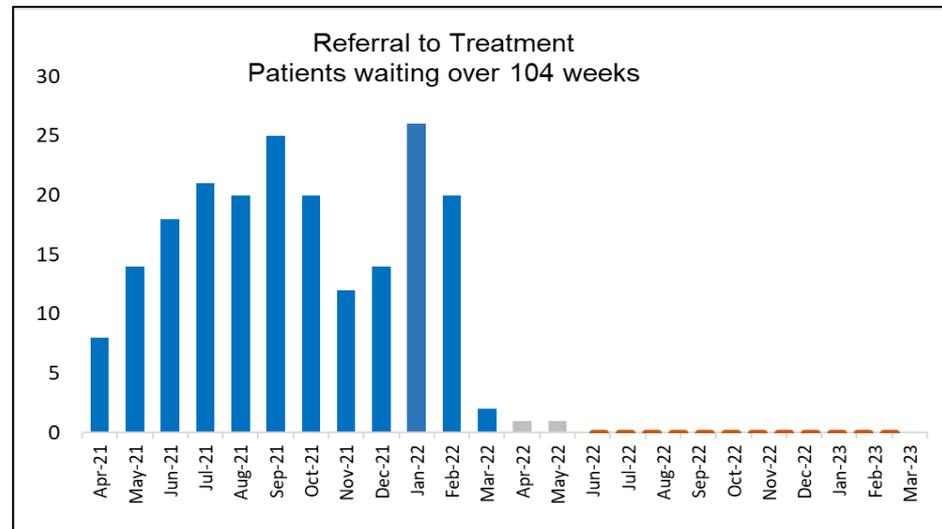
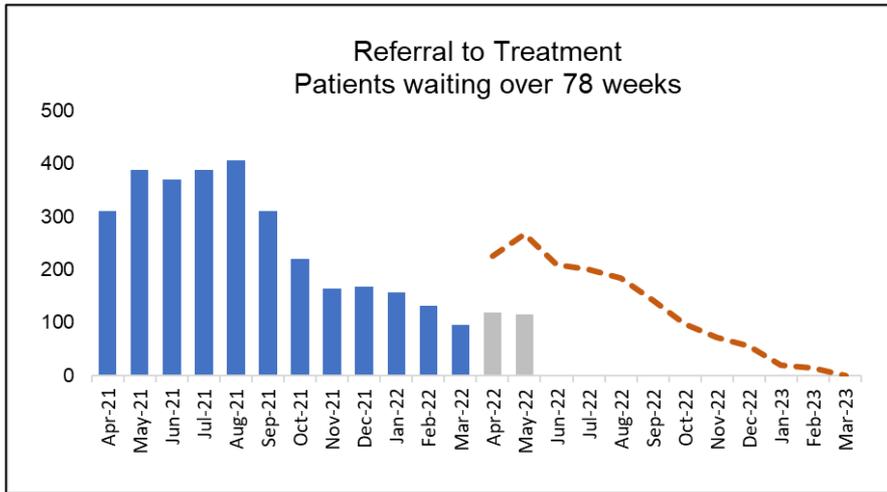


Operational performance 2021/22

Referral to treatment – patients waiting over 52 weeks

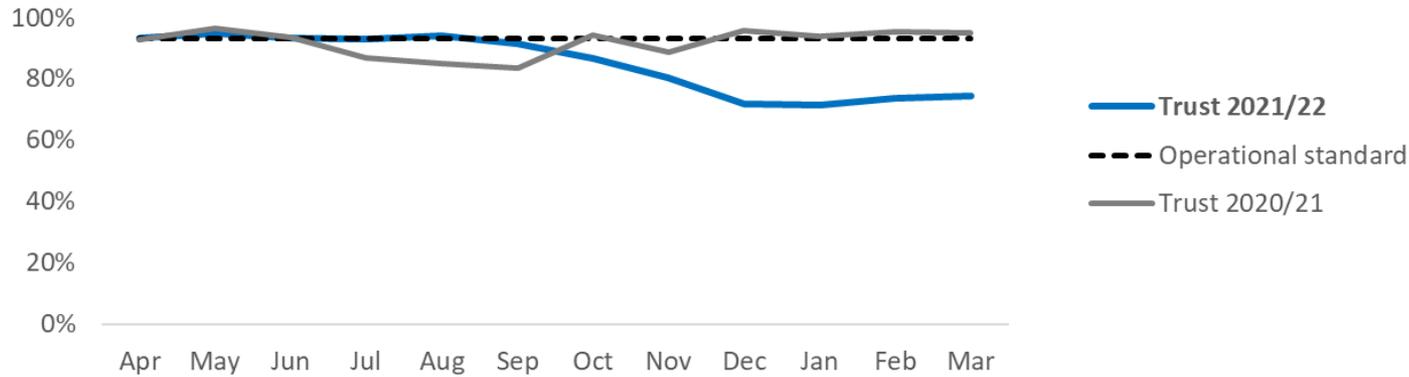


Operational performance 2021/22

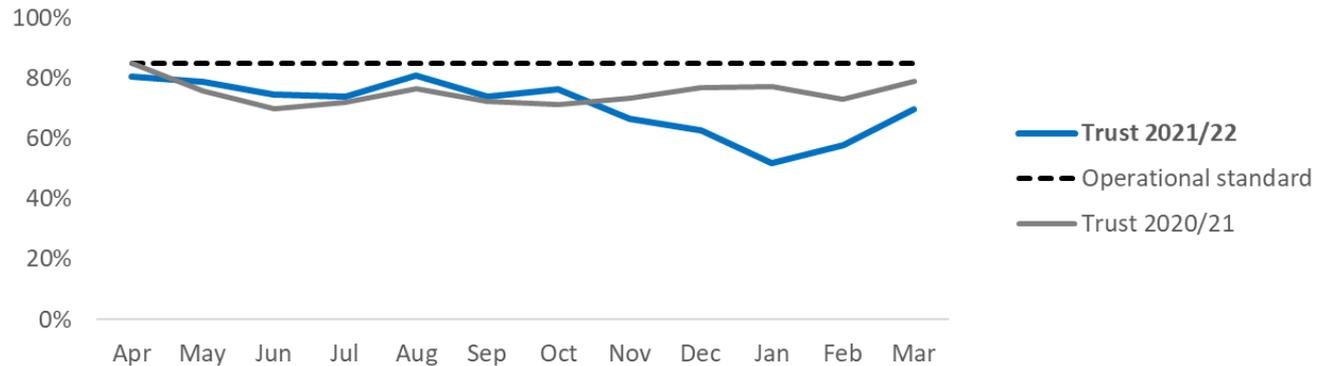


Operational performance 2021/22

Cancer: 2 week wait from urgent GP referral



Cancer: 62 day wait from urgent GP referral



Reviewing 2021/22 progress and challenges

Strategic goal 2:

To develop a sustainable portfolio of outstanding services

Headlines:

- Improving urgent and emergency care and wider operational flow
- Investing in staff health and wellbeing
- Equality, diversity and inclusion
- Green plan

Reviewing 2021/22 progress and challenges

Strategic goal 3:

To build learning, improvement and innovation into everything we do

Headlines:

- Research and innovation
- Tackling health inequalities
- Continuing to improve our understanding and treatment of Covid-19
- Patient and public involvement

Looking ahead to 2022/23 and beyond



The year ahead – key challenges

New or returning challenges

- Planned care backlog
- Morale, recruitment and retention
- NHS in the spotlight

Underlying challenges

- Growing and changing demand
- Financial and other sustainability
- Our poor estate



Our vision: Better health, for life

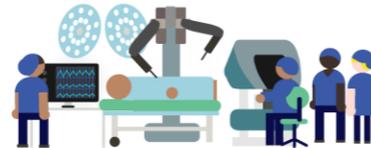
Our values:

Kind
 Expert
 Collaborative
 Aspirational

Our strategic goals



To help create a *high quality integrated care* system with the population of north west London



To develop a *sustainable portfolio of outstanding services*



To build *learning, improvement and innovation* into everything we do

Priorities for 2022/23

Core objectives

To reduce waits and delays for our patients

To build a stable, healthy and more inclusive workforce

To make progress on the redevelopment of all our sites

Focused improvements

Improved management of medicines – at least 90 per cent of patient medications administered using the positive patient identification process

Increased incident reporting rates – at least 20.2 incidents reported per 100 whole time equivalent staff at any given time

Increased core skills training – at least 90 per cent of staff fully up to date with statutory mandatory training at all times

Improved flow of care – every ward holding an effective, daily board round



Our priorities for how we work:

- Safety and quality
- Learning and innovation
- User-focus

- Reducing health inequalities
- Joining up care with other providers
- Financial and other sustainability

Redevelopment: progressing our plans



Collaborations and partnerships



**North West London
Integrated Care System**

**North West London
acute provider collaborative**

2021/22

Accounts and financial outlook

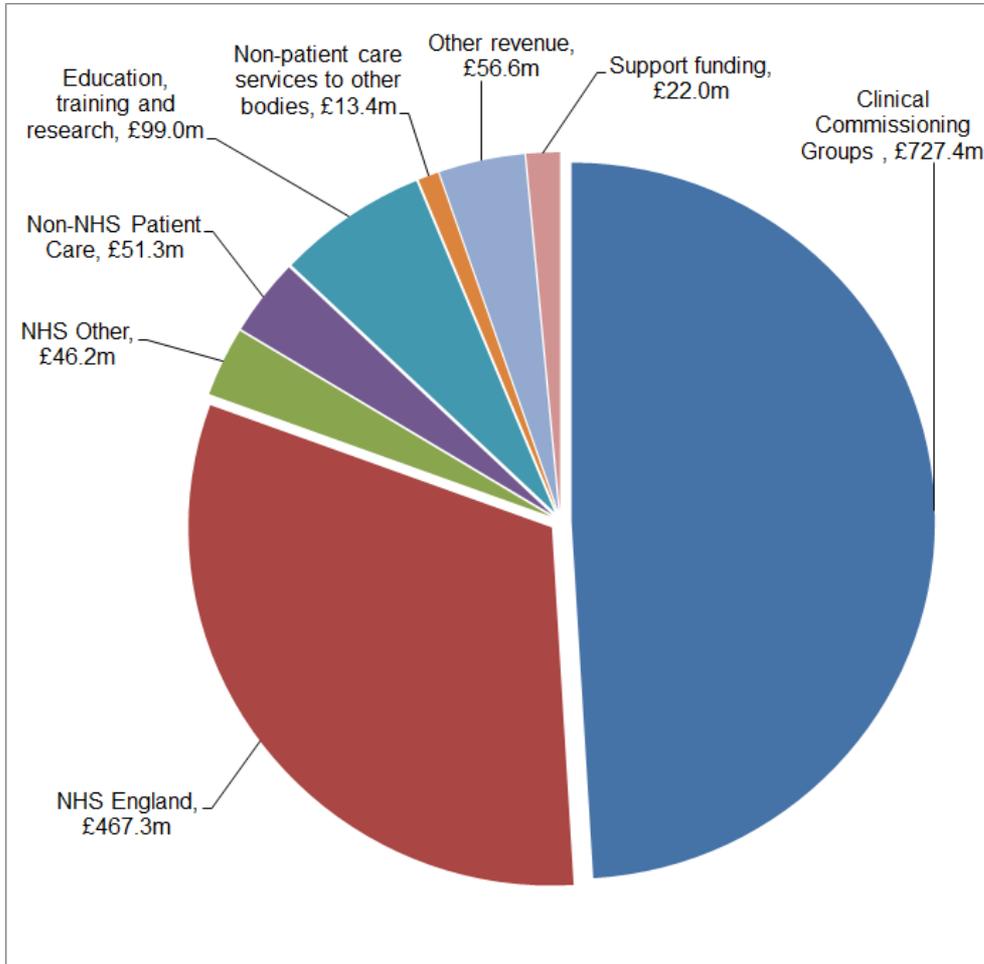
Jazz Thind

Chief financial officer

Financial performance 2021/22

1. The Trust achieved a **£83k surplus in 2021/22**. This was better than plan and represents a continuation of good financial performance.
2. The Trust **managed its cash in accordance with the External Financing Limit (EFL)** and ended the year with a cash balance of £149.1m.
3. The Capital Resource Limit (CRL) sets out for NHS trusts the amount of capital they can invest in a financial year. During 2021/22 the **Trust spent £94.9m on capital investments** which is significantly higher than previous years, **with £78.8m of this counting towards the CRL**.

Our funding sources



Clinical commissioning groups – non-specialist service

NHS England – specialist services e.g. cancer, trauma

Education training and research – to support research activities, learning and development of staff

Non-NHS patient care – services provided by Imperial Private Health and overseas visitor income

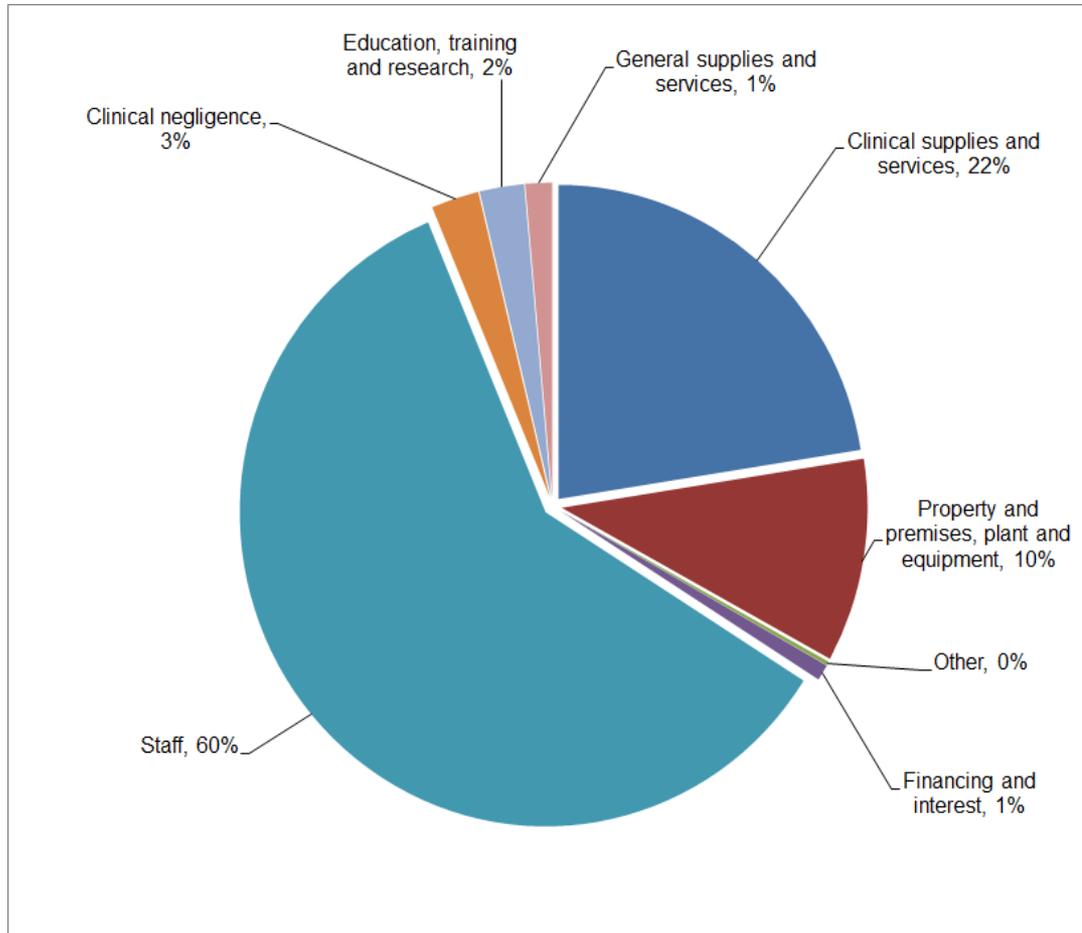
NHS other – North West London Pathology, NHSE Public Health, and sub contracts with other NHS trusts for services such as PET and CT scans

Support funding – top up funding to support continued Covid related costs

Non-patient care services to other bodies – various charges for corporate services, including rent

Other – various other income streams including charitable/grant funding for capital and revenue (£21m) and recovery of costs for staff working in other organisations (£10m)

Where we spend our money



Staff and clinical supplies and services – account for £1.2bn of total expenditure

Education training and research – including only costs not assigned to other categories, primarily staff costs

Property and premises, plant and equipment – relates to the running costs of the hospital estate and other infrastructure

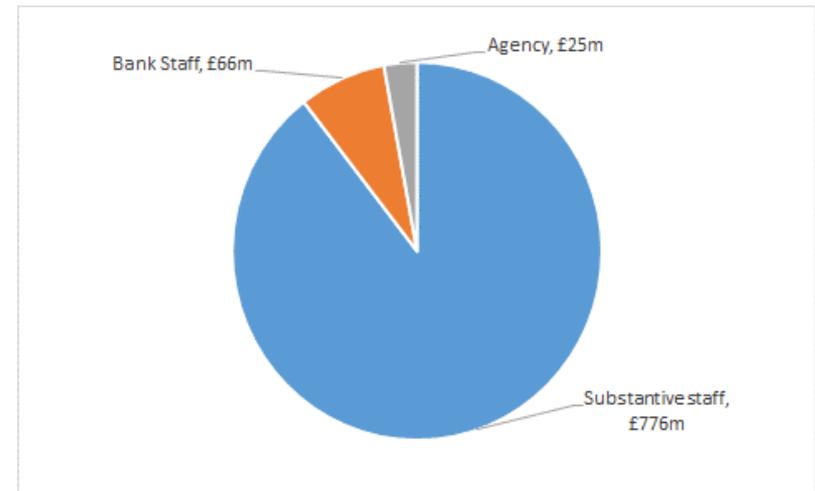
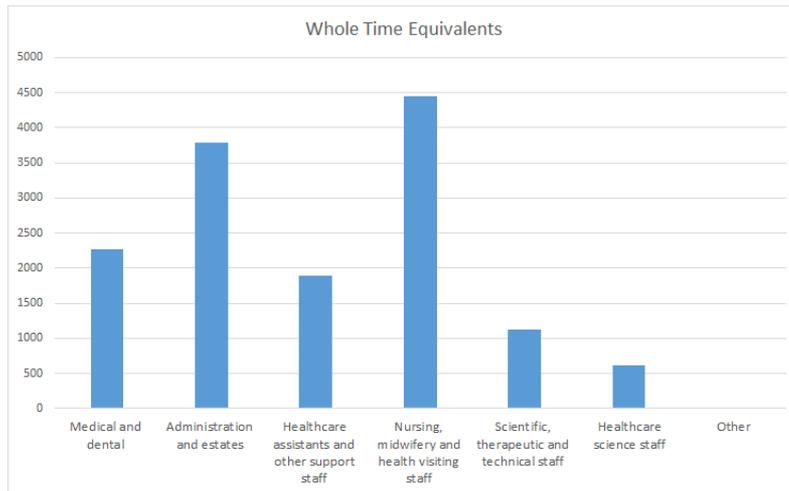
Clinical negligence – this is our contribution to the national scheme to cover compensations

Our staff

The Trust has 14,535 total staff.

73% of our staff are in clinical professions including medical, nursing, midwifery, scientific and allied health professionals.

90% of staff costs are for substantive staffing, with the remaining 10% for temporary staffing.



* The administration and estates category includes staff providing hotel services and other ancillary staff.

Capital investment summary

During 2021/22, the Trust made capital investments of £94.9m, with £16m of this funded through Imperial Health Charity or other grants or donations.

The most significant investments included:-

- £18.3m- for backlog maintenance and fire safety works
- £10.2m – to maintain and improve our IT infrastructure
- £14.9m – to replace key medical equipment

We spent £52.3m on a number of key projects including: replacement of a Linac machine and two CT scanners; major ward refurbishments; endoscopy ventilation; significant works on our decarbonisation programme to improve the energy efficiency of our estate.

Looking ahead

Integrated care system approach: For 2022/23, financial plans have again been agreed against a shared set of planning assumptions for all NHS organisations in our ICS, ensuring a fair and equitable approach to the finances, resilience for care delivery and a greater focus on tackling health inequalities.

2022/23 financial planning: we have agreed with ICS partners to deliver a breakeven plan. The funding regime for the financial year is similar to the second half of 2021/22 with adjustments for national guidance as appropriate.

All NHS providers have been given fixed activity trajectories and we are planning to meet these trajectories and to go beyond, enabling us to qualify for additional income from the Elective Recovery Fund.

Our plan includes the need to deliver a three per cent efficiency with any further, unfunded inflation likely to remain an unmitigated cost pressure.

Redevelopment: Redevelopment remains a key strategic priority, with £1m minimum funding awarded to the St Mary's project during 2022/23. We continue to focus on managing risks relating to our existing estate while recognising that redevelopment is the only way to mitigate for the longer term.

In summary: as with all other NHS organisations, we will continue to face the year-on-year challenges of ensuring high quality care and a healthy and motivated workforce while managing rising demand and acuity and the need to increase both productivity and efficiency.

Questions & answers

Closing remarks

Matthew Swindells

Chair



Thank you for joining Annual General Meeting 2022

Contact us at:

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