Annual General Meeting 2012/13
Imperial College Healthcare NHS Trust

Wednesday 25 September 2013
Welcome

Chairman, Sir Richard Sykes
Programme of events

6.00pm  Welcome  
Chairman, Sir Richard Sykes

6.10pm  Annual review and looking to the future 
Chief Executive, Mark Davies

6.25pm  Financial summary: building world class finance 
Chief Financial Officer, Bill Shields

6.40pm  Patient experience: putting patients first 
Director of Nursing, Janice Sigsworth

6.55pm  Questions and answers 
Your chance to ask questions

7.30pm  Close
Opening remarks

Chairman, Sir Richard Sykes
Annual review and looking to the future

Chief Executive, Mark Davies
Introduction

• Coming through tough times
• The world in which we live
• Progress and achievements as an Academic Health Science Centre
• Looking to the future
Coming through tough times

Probing into 25 cancer deaths after blunders led to treatment delays

NHS trust reassures patients over blunder

Cancer patients ‘may have died after loss of records’
The world in which we live

- Public concern about quality and safety
- Financial pressures
- Pressure on services
- Big changes in NW London: *Shaping a healthier future*
- The most far-reaching organisational changes in history of NHS
# How we have done: from red to green

<table>
<thead>
<tr>
<th>Area</th>
<th>Early 2012</th>
<th>March 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A&amp;E 4-hour maximum waiting time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delayed Transfer of Care for acute patients</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elective/Planned: 18 weeks waiting times from referral to treatment</td>
<td>Reporting Break</td>
<td></td>
</tr>
<tr>
<td>Cancer waiting times: 8 national standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maternity: women seen by midwife on time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stroke: assessment, treatment and care</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infection Prevention and Control: MRSA/C. difficile thresholds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult inpatients having Venous Thromboembolism (VTE) risk assessment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
How we are managing the money

Financial performance

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Surplus</th>
<th>Deficit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>-10</td>
<td>0</td>
</tr>
<tr>
<td>2011/12</td>
<td>-5</td>
<td>0</td>
</tr>
<tr>
<td>2012/13</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>2013/14</td>
<td>10</td>
<td>0</td>
</tr>
</tbody>
</table>

Forecast

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Improving waiting times

Number of patients waiting over 52 weeks from referral to treatment

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Reducing hospital infections

MRSA Bloodstream Infection Bacteraemias

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Among the best patient outcomes in UK

Dr Foster HSMR
1 year HSMR

Lower is better

<table>
<thead>
<tr>
<th>Trust</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICHT</td>
<td>70</td>
</tr>
<tr>
<td>Royal Free</td>
<td>73</td>
</tr>
<tr>
<td>GSTFT</td>
<td>74</td>
</tr>
<tr>
<td>UCLH</td>
<td>76</td>
</tr>
<tr>
<td>King's</td>
<td>78</td>
</tr>
<tr>
<td>ChelWest</td>
<td>80</td>
</tr>
<tr>
<td>St George's</td>
<td>83</td>
</tr>
<tr>
<td>Barts Health</td>
<td>86</td>
</tr>
<tr>
<td>NWLHT</td>
<td>87</td>
</tr>
<tr>
<td>Ealing</td>
<td>95</td>
</tr>
<tr>
<td>Hillingdon</td>
<td>99</td>
</tr>
<tr>
<td>West Middlesex</td>
<td>103</td>
</tr>
</tbody>
</table>

Source: Dr Foster
Achievements as an AHSC

- **Education**
  - Lead provider in north west London for postgraduate training of doctors
  - Innovator in the use of simulated training

- **Research**
  - Partner with Imperial College
  - UK’s largest recipient of Department of Health research funds
  - 600+ active research projects
Looking to the future

- Foundation Trust status
- Innovation and leadership as an AHSC
The future: Foundation Trust status

- Through membership and council of governors will bring Trust closer to the people we serve
- Symbol of a well run, well led organisation
- Remain part of the NHS

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
The future: clinical strategy

- Exciting clinical strategy developed by Trust clinicians
- Operating from three main sites:
  - Hammersmith Hospital: Specialist
  - St. Mary’s Hospital: Major Acute
  - Charing Cross: Local and Elective
- All providing local services as well as their particular unique function
Innovation as an AHSC

Making the innovation of today the mainstream of tomorrow…
Summary

- Trust has come a long way
- Now stable but more to do…patient experience
- Key role as an Academic Health Science Centre
- The future… helping people keep healthy as well as treating them when they are sick
Financial Performance: building world class finance

Chief Financial Officer, Bill Shields
Agenda

Annual Accounts 2012/13
- Headlines for the year
- Looking back on 2012/13
- Statement of Comprehensive Income
- Operating Revenue
- Operating Expenses
  - Employee Benefits
  - Other Costs
- Capital Expenditure

Looking Forward
- Financial Plan for 2013/14
- Foundation Trust Timeline
Headlines for the year

- Surplus for the year of £9.0m (excluding impairments)
- Cash balance of £55.3m increased by £32.3m
- Paid off a Department of Health loan of £24m
- Capital expenditure of £25m
- Research and development spending (excluding staff) increased by £2.8m to £16.7m
- Savings programme delivered £54.1m of efficiencies (£62m FYE)
- Shadow Monitor Financial Risk Rating (FRR) of level 3
  - FRR of 5 is the highest rating and the lowest risk; 1 is the lowest rating and the highest risk. Foundation Trusts are expected to achieve at least a level 3
### Annual Accounts 2012/13

**Statement of Comprehensive Income**

<table>
<thead>
<tr>
<th></th>
<th>2011/12 £m</th>
<th>2012/13 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from Patient Care Activities</td>
<td>731.3</td>
<td>752.6</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>210.4</td>
<td>217.7</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>941.7</td>
<td>970.3</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>(534.7)</td>
<td>(522.5)</td>
</tr>
<tr>
<td>Other Costs*</td>
<td>(391.4)</td>
<td>(416.4)</td>
</tr>
<tr>
<td><strong>Operating Surplus</strong></td>
<td>15.5</td>
<td>31.6</td>
</tr>
<tr>
<td>Net financing costs</td>
<td>(1.7)</td>
<td>(1.5)</td>
</tr>
<tr>
<td><strong>Surplus for the financial year</strong>*</td>
<td>13.8</td>
<td>30.1</td>
</tr>
<tr>
<td>Public dividend capital payable</td>
<td>(22.2)</td>
<td>(21.0)</td>
</tr>
<tr>
<td><strong>Retained surplus/(deficit) for the year</strong>*</td>
<td>(8.4)</td>
<td>9.0</td>
</tr>
</tbody>
</table>

*Excludes an impairment for 2011/12 of £12.1m and 2012/13 of £17.5m which is a non-cash, non-operational charge relating to the downward valuation of the Trust’s building assets.*
## Annual Accounts 2012/13

<table>
<thead>
<tr>
<th>Operating Revenue</th>
<th>2011/12 £m</th>
<th>2012/13 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue from patient care activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Health Authorities</td>
<td>5.2</td>
<td>5.7</td>
</tr>
<tr>
<td>Primary Care Trusts</td>
<td>688.3</td>
<td>700.2</td>
</tr>
<tr>
<td>Other NHS</td>
<td>3.4</td>
<td>9.3</td>
</tr>
<tr>
<td>Non-NHS</td>
<td>34.6</td>
<td>37.4</td>
</tr>
<tr>
<td><strong>Other operating revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education, training and research</td>
<td>118.6</td>
<td>122.7</td>
</tr>
<tr>
<td>Non-patient care services to other bodies</td>
<td>34.4</td>
<td>33.1</td>
</tr>
<tr>
<td>Income generation</td>
<td>5.1</td>
<td>6.0</td>
</tr>
<tr>
<td>Rental revenue from operating leases</td>
<td>5.4</td>
<td>5.6</td>
</tr>
<tr>
<td>Other revenue</td>
<td>46.7</td>
<td>50.3</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td>941.7</td>
<td>970.3</td>
</tr>
</tbody>
</table>
Operating Revenue – 2012/13

NHS Patient Care: 73.7%

Education, training and research: 12.6%

Non NHS Patient Care: 3.9%

Other revenue: 5.2%

Rental revenue from operating leases: 0.6%

Income generation to other bodies: 3.4%

Non-patient care services to other bodies: 0.6%
Operating Expenses - Non Pay

- Services from NHS Bodies
- Purchase of healthcare
- Supplies and services - clinical
- Supplies and services - drugs
- General
- Consultancy
- Establishment
- Transport
- Premises
- Depreciation
- Bad debt provision
- Clinical negligence
- R&D (excl staff costs)
- Education and Training
- Other

£millions

- 2010-11
- 2011-12
- 2012-13

Building world class finance
Capital Spend 2012/13

- Energy Saving Schemes (Salix-funded)
- Aggregate - IT
- Aggregate - Estates
- Backlog Maintenance
- Medical Equipment
- Relocate Cardiology Labs
- Endoscopy Relocation
- St Mary’s Electrical Infrastructure
- Strategic RIS/PACS
- Paediatric Clin. Haem. Day Unit
- Clinical Chemistry Relocation
- Surgical Innovation Centre
- Lindo Wing Refurbishment

£m
## Looking forward: 2013/14

<table>
<thead>
<tr>
<th>Financial Plan 2013/14</th>
<th>2012/13 Plan £m</th>
<th>2013/14 Plan (agreed by TDA) £m</th>
<th>Movement in plan between years £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>950.1</td>
<td>941.3</td>
<td>↓8.8</td>
</tr>
<tr>
<td>Expenditure</td>
<td>949.6</td>
<td>926.8</td>
<td>↓22.8</td>
</tr>
<tr>
<td>Surplus / (Deficit)*</td>
<td>0.5</td>
<td>14.5</td>
<td>↑14.0</td>
</tr>
<tr>
<td>CIP</td>
<td>52.0</td>
<td>49.3</td>
<td>↓2.7</td>
</tr>
<tr>
<td>Capex</td>
<td>30.0</td>
<td>30.0</td>
<td>→0.0</td>
</tr>
<tr>
<td>Cash</td>
<td>24.4</td>
<td>60.3</td>
<td>↑35.9</td>
</tr>
</tbody>
</table>

*Excluding technical adjustments*
Foundation Trust application

• Approval given by NHS Trust Development Agency (TDA) to apply for Foundation Trust Status in February 2013

• Agreed Plan with TDA with objective of authorisation on 1 December 2014

• Progressing through the application process the Trust will need to demonstrate that it is:
  – Legally constituted
  – Financially viable
  – Well governed

• Trust is currently going through the TDA phase of the application

• The Monitor phase of the application is due to commence summer 2014
As part of the FT application process, the Trust is engaging with its partners and stakeholders, which will include:

- A period of 12 weeks of public consultation commencing in November, focusing on the Trust’s clinical strategy and key service developments
- Recruiting members of the public to become members of the new Foundation Trust
- Electing a representative Council of Governors to be a voice for the local communities the Trust serves
Conclusions and Future Work Programme

- Focus on delivery of existing CIP schemes in implementation and operational cost control to ensure delivery of 13/14 financial targets
- CIP programme for next 3 years based upon coherent 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
- Accelerate next stage developments of the BWCF Programme on leading edge practices on planning and Service Line Reporting
- The Trust is now a reference point for leading financial management practice within the NHS
Putting patients first

Director of Nursing, Janice Sigsworth

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
A promise to learn
- a commitment to act

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Listening to patients and families

- Health watch
- Qualitative real-time feedback
- National Surveys
- NHS Choices/ Care Connect
- Divisional patient panel groups
- Walkabouts
- Back to the Floor Friday
- Complaints/PALS
- Friends and Family Test
- PLACE

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
We have so far made great progress

- Over 3000 friends and family responses each month
- Increased how many patients can provide feedback
- Interview of over 60 women each month in maternity
- Over 6000 iTrack responses each month
- Launched a bespoke Macmillan values based survey

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Implementing the Francis Report and Keogh Review

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
National Surveys

There is an overall improvement in our national surveys

<table>
<thead>
<tr>
<th>National Survey</th>
<th>Trust Current Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Survey</td>
<td>• 2nd Acute Trust in North West London</td>
</tr>
<tr>
<td>Outpatient Survey</td>
<td>• 2nd Acute Trust in London</td>
</tr>
<tr>
<td>Maternity Survey</td>
<td>• 2nd Maternity service in London</td>
</tr>
<tr>
<td>Accident &amp; Emergency</td>
<td>• 4th equal A&amp;E service in London</td>
</tr>
<tr>
<td>Cancer Survey</td>
<td>• Amongst the lowest Trusts</td>
</tr>
</tbody>
</table>

- Improving the experience of our cancer patients is high priority
- We have some of the best survival rates in the country and want to equal this for patient experience
Cancer patient experience

“Improvements are very possible. Trusts across London, such as Imperial, are making enormous efforts to improve. They are working well with cancer patients and with Macmillan to address the problem. Improvements won’t happen overnight – they take time and rely on continued top-level commitment.”
Friends and Family Test (FFT)

Tell me about your experience.

We value your feedback. Complete a ‘friends and family test’ and help us do our job better. Ask a staff member for details.

The Friends and Family Test

We value your feedback, and want to make our services as good as possible for you. That’s why we’ll be asking you the following simple question:

“How likely are you to recommend our A&E department to friends and family if they needed similar care or treatment?”

This simple survey is quick and easy to complete – please ask a staff member if you need help finding an Itack survey device.

For more information on the Friends and Family Test, please visit www.nhs.uk/friendsandfamily

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Friends and Family Test (FFT)

Friends and Family Test Inpatients Score
North West London
July 2013

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Friends and Family Test (FFT)

Extremely Likely  Vs.  Extremely Unlikely

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
What patients say...

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
You said: “I want more information on the wards”
We did:
You said: “Improve food quality and choice”
We did:

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
You said: “Involve me in my care”
We did:
You said: “Create a comfy healing environment”
We did:

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
You said: “Treat me with care and compassion”

“We don’t see things as they are, we see things as we are”
Anaïs Nin

Seeing things from different perspectives helps to:
✓ reduce distressing emotions
✓ feel more confident
✓ enable us to be more understanding and empathic
✓ improve communication and relationships
We will be …

Kind and Caring

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
We are committed to …

*Respect* our patients and colleagues | *Encourage* innovation in all that we do | *Provide the highest quality* care | *Work together for the* achievement of outstanding results | *Take pride* in our success
We know ...
We shall keep listening and learning

We will work with external organisations as independent reviewers of our services
At Imperial College Healthcare...

patient experience is everyone’s responsibility

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
A final message...

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Questions & Answers

Respect our patients and colleagues | Encourage innovation in all that we do | Provide the highest quality care | Work together for the achievement of outstanding results | Take pride in our success
Closing remarks

Chairman, Sir Richard Sykes
Thank you for attending

For further information email: communications@imperial.nhs.uk