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King's College Hospital **NHS**
NHS Foundation Trust

Bromley Health Scrutiny Sub-Committee Update

13 June 2017

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Overview of the year: Finance and Performance

A challenging and demanding year for the Trust but we are making progress

- We have delivered a £49m full year deficit in line with the forecast we set at mid-year. We are now mobilising to deliver a full year deficit for FY 17-18 of £39m
- Meeting emergency performance targets has been extremely challenging for the Trust. However detailed plans in place working with our system partners to address this.
- Encouraging signs of improvement in emergency performance have been seen moving through April and May
- RTT performance remains a challenging area for us, but progress being made on developing a recovery plan

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Overview of the year: Quality

The overall quality of the care we deliver remains very high, the Trust has continued to perform well against key outcomes and safety measures

- Mortality rates and relative risk of readmission across sites including PRUH continue to be low – we remain in the best performing quartile nationally.
- Good progress has been made in addressing findings and recommendations of the 2015 CQC inspection
- We launched our clinical transformation programme and this is now gathering pace
- The National Emergency Laparotomy audit team has identified the PRUH and KCH as two of the most improved hospitals for emergency laparotomy patient care.

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Overview of the year: Quality – Patient Experience

We maintain a good level of patient experience and have seen improvements, however more work to be done

CQC National Inpatient Survey results - overall we have maintained similar levels of patient satisfaction compared to the 2015 survey

- Some improvement seen in experience for patients in our EDs feeling they have enough privacy and receiving appropriate
- Fall in satisfaction seen with bed allocation waiting time as an unplanned admission. 62% of patients who responded to the survey had an unplanned admission.
- Patients treated at Orpington Hospital continue to report the best patient experience – rating overall care at 9/10

Friends and Family Test - a number of inpatient wards continue to provide patients with an outstanding experience

- Hyper Acute Stroke Unit and Medical 1 and 2 at the PRUH - 100% of patients would recommend the ward to their friends and family if they needed similar care and treatment.

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Overview of the year: Transformation

The King's Way was launched in June 2016 to support the Trust's continued commitment to improving patient care, by finding ways to increase the quality of its services and increase both efficiency and productivity.

The programme has already made significant impact in the following key areas:

Bariatrics – implemented a new pre-operative pathway that will improve access to treatment, and work has begun at the PRUH to expand services on this site

Hepato-biliary – a model of early discharge was implemented in December 2016, which has improved capacity to admit patients waiting for surgery – new elements of the project will launch throughout 2017

Elective Orthopaedics – teams are already increasing the number of operations. The clinical team have agreed a new model for the service for implementation in 2017/18

Radiology – priorities for improvement have been identified



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Overview of the year: Transformation

Theatres – improvements to productivity are underway with a focus on Day Surgery and Orthopaedics

Patient Flow – changes have been made at both Denmark Hill and the PRUH to increase morning discharges and support complex discharges

Outpatients – improvements in pathways, estate and patient experience began in 2017

Dental – productivity opportunities have been identified across acute and community services

Emergency Department - improvement in pathways have been delivered, supported by the flow programme

Medical Productivity – discussions have been held with teams about job plan changes. We are linking the programme to both Theatres and Outpatient transformation



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Outpatient transformation

Purpose: Reviewing the service across the Trust to improve patient experience, efficiency and productivity

Initial review identified what key groups desired from the service:

Patients – *more information on waiting times and better communication*

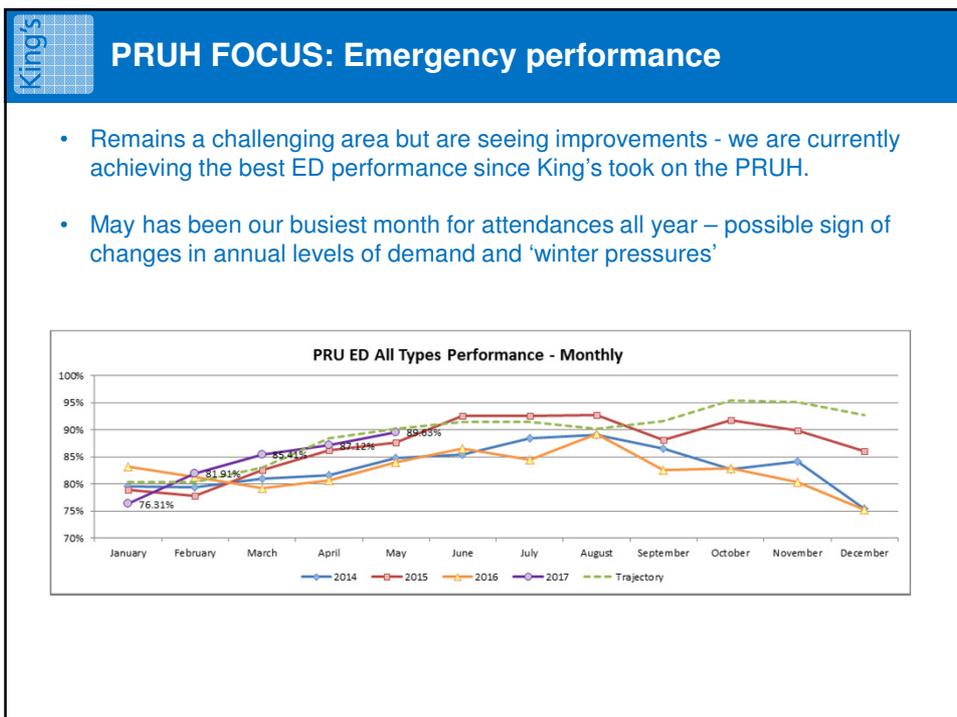
Staff – *more consistent processes across clinics*

GPs – *central booking and information point for appointments*



Vision for Outpatients – delivering an improved service for patients and staff

- Pathways will be supported –with standardised and centralised processes
- Pathways will be built around patients and clinicians so that they can focus on providing world-class care
- Improved use of space and the environment - well designed and fit for purpose facilities
- Digital transformation – explore how this can help to support clinicians in the diagnosis and treatment of patients, as well as create a more efficient and easier way to manage appointments.



Response to annual staff survey results – Trust wide

Detailed plans have been developed in response to the annual staff survey results

E.g. Modernising approach to appraisals

E.g. Focus on improving staff engagement and morale

Our Values
Understanding you • Confidence in our care • Working together • Always aiming higher
Making a difference in our communities

Six major areas of work have been identified

Strengthening relationships between staff and senior leadership

Improving support for managers

Value and recognition

Diversity and inclusion

Career and talent development

Health and wellbeing

Kings Progress since annual staff survey results – PRUH, Orpington, BB

Improvement in staff sickness rates

We have achieved our lowest staff sickness rate of the year across Bromley sites:

- **3.52% in May 2016**
- **2.94% in April 2017**

Positive progress on recruitment

New Consultant hires and offers made in:

- **ED**
- **Post-Acute**
- **Surgery – incl. breast surgery**
- **Anaesthetics**
- **Cardiology**

Kings Priorities for the coming year

- **Improving access:** Continued focus on improving our performance against key performance indicators – e.g. ED, RTT, Cancer
- **Finance:** Identifying significant savings to help the Trust with its financial recovery plan including reducing our reliance on expensive agency staff
- **Recruitment:** Recruiting permanent posts at the PRUH and Orpington – better for continuity of care, sustainable working and Trust finances
- **Quality and safety:** Extend further integrated care approaches across the Bromley health and care system - continuing to work in partnership with the CCG, GPs, community healthcare and social care to do this.
- **End of life care:** Improve care for those in the last year or two of life, ensuring they are in the best place and there is good communication with their families.

