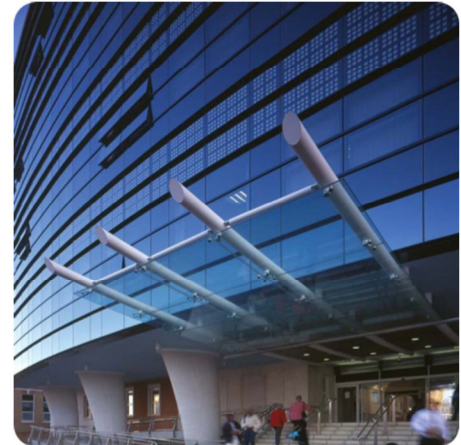


Bromley Health Overview & Scrutiny Committee

Update from
King's College Hospital
NHS Foundation Trust
Wednesday 17 October 2018

King's

 KING'S HEALTH PARTNERS

An Academic Health Sciences Centre for London

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Agenda

1. Princess Royal University Hospital & South Sites Leadership Update
The Trust's plans for succession management for the PRUH and South Sites
2. PRUH & Trust Performance Update
Performance update for the PRUH and the Trust
3. Frail & Elderly Patient Care Update
Update on frail and elderly care at the PRUH and South Sites
4. Inpatient Nutrition & Hydration at King's
Report on the inpatient nutrition and hydration

- The Trust has appointed a Director of Operations for the Princess Royal University Hospital & South Sites.
- Laura Badley will continue will remain in post to enable a handover period.
- As Interim Managing Director, Laura Badley has managed the PRUH through a particularly busy period of increased attendances and also led the PRUH's response in the M25 coach crash major incident
- The PRUH & South Site Leadership Team:
 - Director of Operations – (Appointed)
 - Medical Director – Dr Prakash Sinha
 - Director of Nursing – Debbie Hutchinson

3

Best Quality of Care

- | | |
|--|----------------------|
| • Emergency Performance (September 2018) | 87.99% (Target: 95%) |
| • Cancer | |
| 62-Days from GP Referral | 69.63% (Target: 85%) |
| 62-Days from Screening | 90.91% (Target: 90%) |
| • Diagnostics (August) | 9.65% (Target: 1%) |
| • Referral to Treatment ("RTT") (August) | 80.01% |
| Patients waiting over 52 weeks | 15 |

Workforce Update (August 2018)

- | | |
|----------------------|-----------------------|
| • Vacancy Rate Trust | 10.69% (2017: 13.42%) |
| PRUH & South Sites | 8.61% (2017: 17.79%) |
| Denmark Hill | 10.24% (2017: 12.16%) |

4

Best Quality of Care

- Emergency Performance (September 2018) 84.10% (Target: 95%)
- Cancer
 - 62-Days from GP Referral (August) 75.80% (Target: 85%)
 - 62-Days from Screening (August) 85.30% (Target: 90%)
- Diagnostics (August) 5.81% (Target: 1%)
- Referral to Treatment (“RTT”) (August) 80.53%
 - Patients waiting over 52 weeks 457

Financial Performance

- The Trust has agreed a control total of £146 million deficit with NHS Improvement
- At Month 5, the Trust is showing a £5.3 million variance against the 2018/2019 financial plan

5

The Trust has implemented the following changes re: elderly patient care:

- Extending specialist frailty input in PRUH ED to ensure that patients receive appropriate treatment and care; extension of ambulatory care service to seven days (08.00hrs to 21.00hrs); expansion of Planned Investigation Unit;
- With extension of ambulatory service, we will be able to increase the number of pathways for patients to provide multi-disciplinary assessment from doctors, nurses, therapists, pharmacists and appropriate professionals; focus on returning patients home as quickly as possible with the correct level of safe, high quality care;
- Cardiac Failure Pathway (PRUH) – Implementing an integrated community heart failure team with cardiology consultant and clinical nurse specialist, to case manage patients who require specialist input at home;
- Frailty services at the PRUH and Orpington Hospital will dovetail with Bromley’s system-wide approach to frailty care;
- The Elizabeth Ward (Orpington Hospital) is being utilised as a “step down” facility for the entire hospital. Patients medically fit for discharge are moved to the ward thereby freeing up beds across the site.

6

- 386,900 meals served every year (Based on 2 meals per day – Lunch and Dinner)
- Seven hot drinks per day; water jugs replenished twice a day.
- The menus offer hot and cold choices to meet individual nutritional needs based on British Dietetic Association standards and dietary information is clearly indicated.
- Menus are reviewed twice a year using feedback via patient surveys, nursing teams and dietetics from both the Trust and ISS Facilities Services. For example, more traditional meals have been introduced to the new menu including chicken and mushroom pie; cheese and onion quiche and beef stew.
- "Red Tray" System – To identify patients requiring support and encouragement; adheres to the Protected Meal Times policy.
- The Trust caters for specific requests including
 - More finger foods to frail patients to preserve their dignity and independence;
 - Vegetarian, gluten free, kosher and modified texture choices;
 - Menu sub-section offering chicken goujons, vegetable sausages and pork sausages. The range will continue to be developed in line with demand.
 - A light meal is also available if lunch or dinner is missed due to treatment.

7

- Quarterly Dignified Dining Group with responsibility:
 - To ensure the provision of nutrition and hydration to patients is consistently delivered in a safe and timely manner and in compliance with high quality standards;
 - To promote high quality standards in the provision of nutrition and hydration to staff, volunteers and visitors.
- Following the CQC National Inpatient survey, the Trust will implement a number of improvements that include:
 - Ensuring all patients cleanse their hands before and after eating;
 - The nurse in charge leading each food delivery service supported by ward manager and matron;
 - Development of a "Lunch Club" for relatives/friends to eat meals with patients;
 - Pilot of John's Campaign prior to roll-out across the Trust.

8