

Trust updates

ONEL JHOSC April 2023

Barts Health

Barts Health update



Planned care recovery

- Our longest waiters of 2+ years are now almost cleared. A small number of cases remain due to complexity or patient choice to delay treatment.
- We have made strong progress on 78-week waiters; this was almost 4,500 in August '21 and would have reduced to under 200 at the end of March, however recovery has been impacted by the ongoing industrial action which has added a further 76 cases. Any long waiters who were cancelled are being re-booked by our hospital teams.

Urgent and Emergency Care

Performance against the 4 hours standard has been particularly challenged over winter, but has recovered to the 70% mark having dipped to low 60s during the most challenging period at the end of last year. We are currently 9 of 16 London Trusts on 4 hour performance.

Group Operational Plan 2023/2024

We have submitted our plans to NHS England to deliver national targets against planned care recovery and UEC. This includes increasing elective activity to 109% of 2019/20 levels, as well reducing hospital occupancy to 92% and achieving 76% against the 4 hour ED standard.

Strike action

- In anticipation of the junior doctors strike in mid-March, we cancelled routine outpatient appointments and some other elective activity to ensure that our consultants could provide medical cover and keep our emergency departments safe.
- Operational planning is currently underway ahead of the 4-day industrial action taking place in April, and lessons learnt from the previous strike will be applied
- Communication materials for patients and our local community and faith groups have been prepared to ensure that they are aware of the impact to services

Barts Health update



Barts900: to mark the 900th anniversary of St Bartholomew's hospital this year, we celebrated with a staff party on Friday 25 March, a reception in the House of Commons, and major media features throughout the week. Highlights included:

- BBC Breakfast broadcasting live from the hospital featuring interviews with staff and patients.
- Our chief surgeon Steve Edmondson interviewed on ITV's Good Morning Britain alongside Glenn Hoddle, the former footballer whose life was saved at Barts five years ago.
- Plus stories in the Sunday Times and Times and London World.
- This includes a major fundraising campaigns to invest in a Clinical Research Facility at the Royal London and Breast Cancer Centre and St Bartholomew's, both of which will provide significant benefits to NEL patients

Staff survey

- Our 2022 staff survey results contained some welcome developments. Colleagues reported a significant drop in physical violence, particularly at The Royal London and Newham, which suggests our violence reduction campaign is having an impact on patients and the public. Staff also say they are more valued and their voices are heard.
- Benchmarking against 124 other NHS acute trusts shows we tracked the national average on the key indicators, although our response rate was lower (37% compared to 44%).

BHRUT

Reducing our waiting lists

- We've had considerable success cutting our waiting lists and we have an ambitious plan to eliminate waits of more than a year by Christmas
- Our Elective Surgical Hub at King George Hospital (KGH) is one of eight in England, and the only one in London, to [receive accreditation](#)
- Sir David Sloman, Chief Operating Officer at NHS England, visited the hub and unveiled the [country's first robotic colonoscopy machine](#)
- We're pressing ahead with the next steps for a [new Community Diagnostics Centre](#) at Barking Community Hospital – it will provide a range of tests and scans, such as CT, and MRI

Urgent and emergency care (UEC)

- The number of patients leaving wards before noon each day is increasing (there was a 35% increase in January compared to the same time last year); and our drive to actively move patients out of A&E and onto wards has seen a rise of more than 20 per cent in the number being transferred
- This ongoing work is beginning to deliver results. Type 1 performance at Queen's (treating those patients with life threatening injuries or illness) was up 10% in January, compared with the year before
- Mental health patients continue to wait for long periods of time - in January, we had 335 patients whose average length of stay was 20 hours. 38 of them waited more than 36 hours to leave our Trust and move to a service better able to care for their needs. It was highlighted as a "significant issue of concern" by Care Quality Commission (CQC) inspectors
- Following their inspections in November, the CQC organised a quality summit to identify how all healthcare providers in north east London could work together to improve the provision of urgent and emergency care at our two hospitals

Senior leadership

- Louise Dark has joined us as Managing Director at King George Hospital

NHS ANNUAL STAFF SURVEY



2,980 completed the survey - 39% response rate

Encouraging improvements were seen in supporting work-life balance; staff involvement; providing clear objectives; and staff being able to make improvements – helped by initiatives such as cost-of-living and our shadow executive

Staff morale has gone down; more colleagues are thinking about leaving our Trust; and there was a reduction in the number of staff who would be happy with our standard of care if a friend or relative needed treatment

Improving staff experience: areas of focus

Reward and recognition: our staff do not feel they are recognised for good work

Support health and wellbeing: 38.2% staff feel burnt out; only 52.5% feel the Trust takes positive action on health and wellbeing (71.4% at the best organisations)

Career development: Improvement in development and appraisal scores, however 48.2% staff feel not given opportunities to develop their career

Morale and engagement: 36.7% say they often think about leaving (31.9% nationally and 23.2% at the best organisations)

How we will achieve this

- A new staff experience steering group, including clinical colleagues, shadow exec representative, staff network leads and trade union members to oversee actions, with all staff having the opportunity to engage with and inform our improvements
- A new 'peer to peer' recognition scheme launches shortly – certificates can be used for appraisals, revalidation and CVs
- Redesign of our corporate welcome
- Identify staff needs at different stages of their career within the Trust, and develop plans to support them – underpinned by, and aligned to, the NHS People Promise

FINANCE UPDATE



2022/23:

Income £800m; forecast £15m deficit

Focus: Getting better value from non-pay spend; reducing expensive agency staff spend by building a sustainable workforce; matching 2019/20 planned care activity, which we've achieved

In 12 months, reduced spend on high-cost temporary staff from £100m to £84m (£52m bank; £32m agency)

We've done well in reducing expensive medical temporary staff spend, however nursing is challenging

2023/24:

Planning for £19m deficit (subject to regional and national challenge)

Our cost reduction plan focuses on three key things: establishing and maintaining the right size of the organisation; making pay rates more equitable and affordable; and getting even better value for money from our suppliers

We hope to be in a position soon where nine out of every ten colleagues will be employed directly by the Trust, with bank shifts meeting seasonal demand

We want to stop paying for high-cost agency nurses from May, to help address the inequalities this causes

KPIs

based on NHS England guidance for 23/24



NHSE national KPIs	Data	Actions
<p>Urgent and emergency care 76% for 4hr performance March 24 Reduction in general & acute bed occupancy to 92% or below</p>	<ul style="list-style-type: none"> Type 1 performance: 32.30% (increase from 29.44% in Dec'22) All types performance – 58.2% G&A occupancy rate – 92% at King George and 96% at Queens. Trust occupancy rate is 94% (as of 23/03/2023) 	<ul style="list-style-type: none"> UEC improvement plan Operation Snowball Focus on pre-midday discharges – 35% increase in January compared to same time last year System approach to reduce attendances of patients better treated elsewhere and long waits in ED, and consider resources needed in community, primary and mental health care to reduce length of stay
<p>Elective care Over 65 weeks by end Mar 24 System-specific activity target</p>	<ul style="list-style-type: none"> 6 patients have waited for more than 78 weeks 176 patients have waited over 65 weeks (as of 28/03/2023) 	<ul style="list-style-type: none"> On track to reduce 65 week waiters to zero by end Mar 24 Plan to clear patients waiting for 52 weeks by Christmas, ahead of the NHS England Mar'25 target Focus on increasing elective activity to 109% of 2019/20 levels
<p>Cancer Meet 75% faster diagnosis standard by Mar'24</p>	<ul style="list-style-type: none"> Unvalidated position for January is 49% 	<ul style="list-style-type: none"> Met from October 2021 to September 2022, however not from October 2022 Due to diagnosing and reporting capacity across all tumour groups (except breast and brain) Additional clinic capacity for breast, dermatology and gynaecology; daily monitoring of lung CT capacity; review of clinical engagement for our challenged tumour groups; regular assurance meetings with health partners across NEL
<p>Diagnostics 95% patients have a diagnostic test within 6 weeks by Mar'25</p>	<ul style="list-style-type: none"> Number of patients waiting over 6 weeks for a diagnostic examination is 711 	<ul style="list-style-type: none"> Issues with reporting capacity and staffing in some areas Significant investment in equipment; Community Diagnostic Centre at Barking Community Hospital Waiting list management training
<p>Maternity Reduce stillbirth, neonatal/maternal death, serious intrapartum brain injury</p>	<ul style="list-style-type: none"> Data is from March 2022 to February 2023: Maternal deaths – 1 Stillbirths – 35 Early neonatal deaths – 8 Late neonatal deaths – 3 	<ul style="list-style-type: none"> Joining the maternal medicine network Fetal surveillance Monitoring improvement work Implementation of the saving babies lives care bundle
<p>Workforce Improve retention and staff attendance through a systematic focus on all elements of the NHS People Promise</p>	<ul style="list-style-type: none"> The Trust vacancy rate for medics and nurses is 14.16% Our retention rates for medics and nurses is 15.12% We have projected a net growth of c400FTE for the next financial year 2023-24 across all staff groups and clinical groups 	<ul style="list-style-type: none"> The People Promise will underpin and strengthen our plans to improve staff experience in response to staff survey Recruitment and retention plans for each clinical group Senior intern team Ongoing recruitment of permanent staff Restructure of leadership to ensure fit for purpose

NELFT March 2023



Mental Health Capacity and Winter Pressures

NELFT and ELFT have Mental Health (MH) support in London Ambulance Service (LAS) cars to enable diversions direct to the crisis hub or signposting as needed. They are supporting approximately 10 patients per day to receive mental health care closer to home.

We continue to work with Queens and King Georges hospitals to improve our joint working, e.g. weekend MH staff at front door, reviewing capacity of our Psychiatric Liaison Teams, and have completed an audit on long MH waits in the emergency department.

Colleagues in Whipps Cross Hospital have shared that they are beginning to see a significant reduction in waiting times for MH patients in our emergency departments in February 2023. The average length of stay reduced by approximately 6 hours from January and the number of hours patients waited in A&E for onward care also showed reduction.

Barking & Dagenham

A cardiac service redesign workshop was held with patients, carers, staff and clinicians from across the sectors to inform the redesign and transformation programme.

In Children's services, B&D NELFT have been selected to be the host organisation for a new pilot working with a London acute hospital to deliver focused outreach support for Children with Excess Weight.

Havering

On 31 March 2023, the COVID-19 Vaccination Centre at the Liberty Shopping Centre in Romford will close. The centre opened on 1 March 2021 at the height of the Vaccination Programme, and has since provided over 308,000 vaccinations have become more routine, with boosters being provided to people most at risk in a similar way to flu jabs, there is less need for large, mass vaccination sites.

Work has begun in Havering to develop a healthy weight strategy with local stakeholders. A series of workshops took place in January/February 2023 to refine the local vision and set priority actions to address the causes of obesity.

Redbridge

The Admiral Nursing Model (Dementia) has been reviewed and we have relaunched the service at the beginning of February with a new admiral nurse in post. Working with the NEL ICB to obtain money from the Ageing Well fund to recruit a second Admiral Nurse to strengthen the Dementia Care offer to residents.

Redbridge Mental Health are working with NHS Cancer alliance to launch a project to increase the uptake on breast screening in women with serious mental illness.



Staff survey highlights

2022 NHS Staff Survey Results Summary

53% of our staff completed the survey

68% of our staff would recommend working for us



KPIs - CYP Access - IAPT

Organisation	Trajectory	Reporting Period													Trend
		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	
CYP - Total number of individual children and young people aged 0-18 receiving ONE or more contacts in the reporting period															
Barking and Dagenham	3185	2381	2432	2501	3132	3227	3375	3240	3245	3174	3056	2939	2815	2769	
Havering	3354	2780	2739	2805	2995	3053	3059	3039	3050	3032	3046	2976	2963	3016	
Redbridge	2523	2099	2076	2110	2411	2434	2394	2346	2344	2383	2397	2369	2361	2371	
Waltham Forest	3174	2539	2545	2655	3118	3115	3207	3145	3138	3200	3236	3325	3299	3341	
NHS North East London CCG	25392	19092	19202	19570	22005	22160	22400	21920	21830	21725	21815	21820	21705	21905	
IAPT- Access count (Monthly)															
Barking and Dagenham	442.8	357	369	429	296	413	432	361	384	326	394	431	311	381	
Havering	515.1	496	436	482	382	508	463	474	489	453	448	507	302	613	
Redbridge	542.4	307	347	474	376	458	417	455	420	400	353	486	341	645	
Waltham Forest	645.3	569	605	631	531	487	474	461	492	555	494	476	349	597	
NHS North East London CCG	4273.5	3920	4135	4570	3835	4375	4040	4145	4135	4095	4175	4735	3305	5015	
IAPT- Recovery															
Barking and Dagenham	50.00%	50.29%	49.65%	56.85%	48.72%	50.26%	54.26%	51.81%	54.87%	55.88%	52.80%	55.96%	50.36%	54.82%	
Havering	50.00%	50.44%	56.28%	50.00%	51.11%	51.05%	55.69%	52.54%	51.04%	52.31%	50.00%	50.86%	51.91%	52.40%	
Redbridge	50.00%	51.32%	47.95%	55.71%	54.64%	52.88%	47.80%	52.89%	50.21%	51.71%	51.02%	50.79%	51.09%	46.58%	
Waltham Forest	50.00%	58.31%	54.69%	59.78%	56.29%	54.58%	52.16%	50.00%	52.12%	57.24%	52.65%	53.75%	51.84%	51.66%	
NHS North East London CCG	50.00%	53.51%	53.24%	54.23%	53.01%	51.28%	52.27%	51.90%	52.01%	52.31%	50.99%	52.26%	52.17%	52.44%	
IAPT- The proportion of people that waited over 90 days from their first treatment to their second treatment appointment															
Barking and Dagenham	10.00%	34.01%	42.63%	34.91%	40.09%	42.36%	47.37%	30.88%	48.57%	46.78%	55.34%	52.77%	49.75%	38.89%	
Havering	10.00%	46.85%	50.59%	55.46%	52.11%	45.47%	48.73%	46.52%	38.32%	36.92%	30.46%	29.61%	32.61%	25.84%	
Redbridge	10.00%	33.88%	20.99%	11.51%	7.43%	8.18%	18.79%	21.99%	14.77%	17.60%	17.37%	14.29%	15.94%	25.75%	
Waltham Forest	10.00%	8.17%	11.03%	9.50%	14.59%	18.68%	13.62%	24.14%	25.09%	23.93%	26.20%	23.39%	17.82%	22.81%	
NHS North East London CCG	10.00%	21.27%	24.10%	22.62%	19.73%	22.59%	23.67%	20.00%	18.22%	20.05%	21.70%	18.41%	16.91%	19.36%	



KPIs - Perinatal - Dementia Diagnosis – SMI – EIP – OAP - ED

Organisation	Trajectory	Reporting Period													Trend
		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	
Perinatal access (proportion of births)															
Barking and Dagenham	3973	3.95%	4.46%	4.78%	4.83%	5.16%	5.61%	5.69%	6.01%	6.40%	6.39%	6.59%	6.49%	6.25%	
Havering	3423	6.69%	7.22%	7.83%	8.18%	8.65%	9.26%	9.35%	9.31%	10.00%	9.73%	9.73%	9.82%	9.68%	
Redbridge	4782	3.45%	3.87%	4.31%	4.58%	4.87%	5.08%	5.25%	5.33%	5.69%	5.65%	5.63%	5.75%	5.71%	
Waltham Forest	4700	5.15%	5.77%	6.28%	6.57%	6.66%	6.96%	6.93%	7.26%	7.90%	8.51%	8.53%	8.77%	8.82%	
NHS North East London CCG	31998	6.02%	6.19%	6.28%	6.39%	6.52%	6.63%	6.78%	6.95%	7.06%	7.23%	7.30%	7.34%	7.39%	
Dementia diagnosis rate															
Barking and Dagenham	66.67%	62.54%	62.49%	62.57%	58.44%	57.59%	58.74%	58.29%	58.71%	59.32%	58.26%	58.04%	58.59%	57.46%	
Havering	66.67%	50.34%	50.11%	50.09%	53.14%	52.73%	52.73%	52.74%	52.28%	52.64%	52.29%	52.24%	52.11%	52.60%	
Redbridge	66.67%	63.38%	63.21%	63.70%	63.68%	63.42%	63.53%	63.52%	61.79%	61.77%	61.14%	61.59%	60.72%	60.55%	
Waltham Forest	66.67%	65.22%	64.76%	64.53%	65.26%	64.80%	62.90%	62.48%	62.66%	62.34%	61.82%	64.54%	64.32%	63.83%	
NHS North East London CCG	66.67%	60.49%	60.27%	60.58%	60.27%	60.14%	59.98%	60.36%	59.99%	60.17%	59.59%	60.06%	59.50%	59.07%	
SMI Physical Health Checks :All six physical health checks undertaken (%) Quarterly Data only															
Barking and Dagenham	60.00%			37.29%			37.23%			37.23%			45.64%		
Havering	60.00%			37.86%			36.66%			36.66%			43.05%		
Redbridge	60.00%			37.97%			38.99%			38.99%			53.00%		
Waltham Forest	60.00%			42.50%			41.01%			41.01%			45.35%		
NHS North East London CCG	60.00%			45.42%			44.52%			44.52%			51.99%		
Early Intervention in Psychosis (EIP)-Waiting Times															
NHS North East London CCG	60.00%	63.89%	66.67%	72.22%	75.76%	78.13%	68.97%	70.97%	67.65%	72.22%	76.47%	78.13%	74.19%	70.00%	
Inappropriate Out of area placements															
NHS North East London CCG	0	45	85	50	50	65	85	145	215	65	70	85	75		
CYP Eating disorder - Routine cases - 4 week wait - Quarterly Data only															
NHS North East London CCG	95.00%			82.62%			86.02%			86.02%			90.44%		
CYP Eating disorder - Urgent cases - 1 week wait - Quarterly Data only															
NHS North East London CCG	95.00%			90.14%			91.38%			91.38%			97.67%		

Perinatal



As at month 11, the Trust is reporting;

- An income and expenditure adverse position of £0.1m reflecting;
 - A continuation of expenditure pressures on the Acute care Pathway, particularly across Home Treatment Teams
 - High Acuity of Mental Health Patients with the use of Agency to manage this clinical risk and waiting lists.
 - High levels of agency usage which appears to be slightly above last year's which when taken together with the increase in the annual leave accrual of £7.0m is giving rise to a £11.7m overspend against pay profiled budgets. Analysis shows that a significant proportion of this relates to medical locum cost across the whole Trust being used to cover substantive vacancies and some new service developments being commissioned.
 - The impact of the April 2022 pay award, including arrears, and the application of the funding to the budgets. This equates to c£15.6m for the full year
 - Vacancy management and further agency controls to mitigate higher use of agency in other areas which are starting to show signs of reducing the agency run rate.
 - Non recurrent schemes to offset efficiency plans c£4.6m including the use of slippage from new developments

Board Assurance Framework

BOARD ASSURANCE FRAMEWORK DASHBOARD

#	Risk title	Primary risk type (Responsible committee)	Risk tolerance (Target score)	Residual (current) score	Change in score since last review	Next forecast score movement
1	Quality of services	Quality (Quality & Safety)	Outside tolerance (5)	4 x 5 = 20	↔ (20)	↓ May 23
2	Influenza, COVID-19, and public health incidents/outbreaks	Quality (Quality & Safety)	Outside tolerance (6)	5 x 3 = 15	↔ (15)	↓ May 23
3	Financial objectives	Financial (Finance & Investment)	Within tolerance (5)	21 x 5 = 105	↓ (10)	↑ May 23
4	Workforce	People (People & Culture)	Outside tolerance (12)	4 x 4 = 16	↔ (16)	↓ May 23
5	Culture	People (People & Culture)	Within tolerance (12)	2 x 4 = 8	↔ (8)	↔ No change forecast in next 2yrs
6	Systems & partnerships	Reputational (Audit & Risk)	Within tolerance (10)	3 x 3 = 9	↔ (12)	↓ May 24
7	Digital Strategy delivery	Financial (Finance & Investment)	Outside tolerance (9)	3 x 4 = 12	↔ (12)	↓ Jan 24
8	St George's development	Financial (Finance & Investment)	Outside tolerance (12)	4 x 4 = 16	↔ (16)	↓ Sep 23
9	Financial objectives – capital	Financial (Finance & Investment)	Within tolerance (8)	2 x 4 = 8	↔ (8)	↑ May 23

Appetite tolerance key:	Current risk score key:
Current score is outside tolerance	High (15-25)
Current score is inside tolerance	Significant (8-12)
	Moderate (5-6)
	Low (1-4)

