

Lesley Watts

A year in our life—June 2018  
Improving care



Chelsea and Westminster Hospital  
NHS Foundation Trust

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A year in our life—July 2018  
A month of celebration



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A year in our life—August 2018  
Supporting volunteers  
and a special thank you



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A year in our life—September 2018  
Flu jabs and 30 years  
of Kobler Clinic



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A year in our life—October 2018  
NICU reunion and our  
birth centre turns 10



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A year in our life—November 2018  
Ribbon cut for ECU and a  
special guest volunteer



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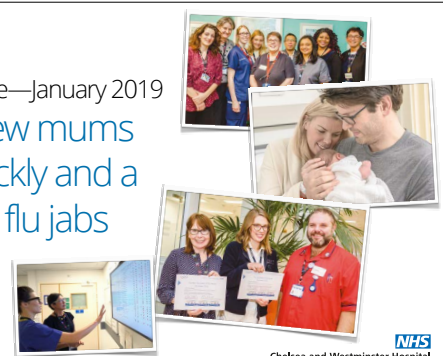
A year in our life—December 2018  
World AIDS Day and  
Christmas celebrations



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A year in our life—January 2019  
Getting new mums  
home quickly and a  
record for flu jabs



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A year in our life—February 2019  
Raising awareness of  
safety and quality



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A year in our life—March 2019  
Promoting patient care  
and relaunching maternity  
services online



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What's happened since?



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Our award-winning  
services



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Breaking news

We have been shortlisted for  
the HSJ acute or specialist  
trust of the year award

**HSJ** AWARDS  
2019



Chelsea and Westminster Hospital  
NHS Foundation Trust

**proud  
to care**



chelseawestminsterhospital



@chelseawest



chelseawest

#PROUDtoCare



Sandra Easton  
Chief Financial Officer



Chelsea and Westminster Hospital  
NHS Foundation Trust

Sandra Easton

Financial performance  
and annual report

Chelsea and Westminster Hospital  
NHS Foundation Trust

2018/19



Chelsea and Westminster Hospital  
NHS Foundation Trust

## What is an annual report?

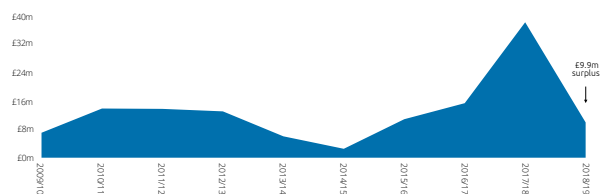


## Statement of comprehensive income 2018/19

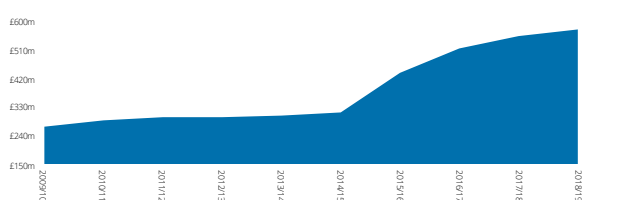
	2018/19	2017/18
Operating income from patient care activities	577,332	556,312
Other operating income	136,602	101,605
<b>Total operating income from continuing operations</b>	<b>713,934</b>	<b>657,917</b>
Operating expenses	-688,859	-604,895
<b>Operating surplus/(deficit) from continuing operations</b>	<b>25,075</b>	<b>53,022</b>
Net finance costs	-15,853	-14,586
Other gains/(losses)	13	13
Share of profit of associates/joint arrangements	404	229
<b>Surplus for the year from continuing operations</b>	<b>9,859</b>	<b>38,428</b>
Adjust for exceptional items		
<b>Other comprehensive income</b>		
Add back all I&E impairments/(reversals)	36,252	-12,833
2016/17 STP funding received in 2017/18	-	268
Remove capital donations	-5,647	-293
<b>Total</b>	<b>30,605</b>	<b>-12,808</b>
<b>Surplus/(Deficit) adjusted for exceptional items</b>	<b>40,464</b>	<b>25,620</b>

## Exceptional items in 2018/19

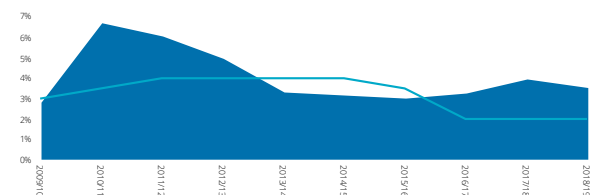
## Surplus 2009/10–2018/19



## Clinical income 2009/10–2018/19



## Cost Improvement Programme (CIP) 2009/10–2018/19



## Capital programme

In 2018/19 we invested £50.8m in capital



Critical care project (£6.9m)



Medical equipment updates (£5.6m)



Electronic patient record (£10.8m)



Maternity modular building (£10.8m)

## Looking ahead

2019/20 plan is for a surplus of £17.8m

Use of resources rating of 1

CIP requirement £25.1m

Capital programme £37m



## Annual report quiz

1. How much did the Trust receive in Provider Sustainability Fund (PSF) in 2018/19?

d) £41.5m



## Annual report quiz

2. Was private patient income in 2018/19 higher or lower than the PSF funding received?

Lower (£18.4m)



## Annual report quiz

3. How much cost improvement programme (CIP) did we deliver in 2018/19?

£25.2m (£0.1m above budget)



## Annual report quiz

4. Did the Trust spend more on depreciation/amortisation than it delivered in its CIP programme?

£17.9m (lower)



## Annual report quiz

5. Did the Trust spend more on the apprenticeship levy than it did on depreciation?

£1.4m (lower)



## Annual report quiz

6. Is the value of the stock/inventories the Trust holds greater than the apprenticeship levy?

£6.7m (higher)



## Annual report quiz

7. Is the Trust's drugs bill higher or lower than the stock/inventories held by the Trust?

£83.7m (higher)



## Annual report quiz

8. Is the value of the Trust's Property, plant and equipment (PPE) higher or lower than it spent on drugs?

£416.5m (higher)



## Annual report quiz

9. Is the Trust's clinical income higher or lower than the Trusts PPE value?

£577m (higher)



Chelsea and Westminster Hospital NHS Foundation Trust  
External audit report to the Governing Body on the audit of the Trust's financial statements and Quality Report for the year ended 31 March 2019  
Issued on 27 August for the meeting 5 September 2019

Deloitte Confidential: Public Sector

## Introduction

We have completed the external audit of the Trust for the year ended 31 March 2019. This report includes information on our approach and opinion.

This presentation summarises the findings of our external audit of the Trust's financial statements for the year ended 31 March 2019. We also performed testing on the Trust's Quality Report. Our findings from that work are set out in a separate report to you.

We provided detailed reports, on both our audit of the Trust's financial statements and our work on the Trust's Quality Report, to the Trust's Audit Committee and Board in May 2019. On 27 May 2019, we signed our audit opinion on the Trust's financial statements.

We have issued a modified quality report opinion as a result of our work undertaken on the A&E 4 hour wait indicator. This modified opinion can also be found in the Annual Report.

### Responsibilities of the external auditor

- Financial statement audit**  
Forming an opinion on the Trust's accounts and whether they give a "true and fair" view. We issued an unmodified ("clean") opinion for the year ended 31 March 2019 financial statements, including the remuneration report.
- Use of resources**  
Reporting by exception if we are not satisfied the Trust has made proper arrangements for security, economy, efficiency and effectiveness in the use of resources. We did not report any exceptions.
- Annual Governance Statement**  
Reporting by exception if the Annual Governance Statement is incomplete or inconsistent with our understanding. We did not identify any issues requiring comment in our audit opinion.
- Quality Report**  
Specified testing of the Quality Report, including testing two national indicators. Our report was modified in respect of the 4 hour A&E waiting times metric. We noted recommendations in our private report to the Governors.

Deloitte Confidential: Public Sector

## Executive Summary - Financial Statement Audit

We issued an unmodified ("clean") opinion on the financial statements

	Current year (£m)	Prior year (£m)	Increase/ (decrease) (£m)	% Increase/ (decrease)
Revenue	713.9	657.9	56.00	9%
Operating surplus / (deficit) for the year	25.1	53.0	-27.90	-53%
Surplus for the year	9.9	38.4	-28.50	-79%
Gross land and buildings value	373.4	378.5	-5.10	-1%
Net Assets	435.1	391.0	44.10	11%

### Significant audit risks

The detail of our work and findings in respect of these risks is set out in our Audit Report on page 179 of the Annual Report.

NHS revenue and provisions

Property valuations

Management override of controls

Deloitte Confidential: Public Sector

## Executive Summary (continued)

We qualified our conclusion on the 4 hours A&E wait metric.

### Content and consistency review

Review content	Document review	Interviews	Form an opinion	Overall conclusion
We have completed our content and consistency review. Nothing has come to our attention that causes us to believe that, for the year ended 31 March 2019 the Quality Report is not prepared in all material respects in line with the criteria set out in the A&E.				Yes

### Performance indicator testing

Interviews	Identify potential risks	Detailed data testing	Identify improvement areas	Overall conclusion
NHS Improvement requires auditors to undertake detailed data testing on a sample basis of three mandated indicators. We performed our testing against the six dimensions of data quality that NHS Improvement specifies in its guidance. From our work, we are unable to conclude whether for the year ended 31 March 2019, the indicators in the Quality Report subject to limited assurance are reasonably stated in all material respects in accordance with the A&E and the six dimensions of data quality set out in the "Detailed Guidance for External Assurance on Quality Reports 2018/19".				Yes

Deloitte Confidential: Government and Public Services



## Council of Governors report 2017/18

Simon Dyer  
Lead Governor



## What does the Council of Governors do?



Holding non-executive directors to  
account for performance of the Board

How is it done?



Areas where governors  
made an impact last year



Elections held in 2018/19



### Patient governors

- **Juliet Bauer** (re-elected)
- **Tom Church** (re-elected)
- **Simon Dyer** (re-elected)
- **Anna Hodson-Pressinger** (re-elected)
- **Kush Kanodia** (re-elected)
- **Minna Korjonen** (elected)
- **David Phillips** (re-elected)



### Public governors

- London Borough of Ealing:  
**Nigel Davies** (re-elected)
- London Borough of Hammersmith and Fulham:  
**Angela Henderson** (re-elected)
- London Borough of Hounslow:  
**Nowell Anderson** (elected)  
**Laura Wareing** (re-elected)
- London Borough of Wandsworth:  
**Elaine Hutton** (re-elected)



### Staff governors

- Management class:  
**Jennifer Parr** (elected)
- Nursing and midwifery class:  
**Jacqui Scott** (elected)



Forthcoming elections  
November 2019



Non-executive director  
appointments

- Appointments of non-executive directors:  
**Amal Dalvi**  
**Ajay Mehta**
- Reappointment of chairman:  
**Sir Thomas Hughes-Hallett**



## Foundation Trust membership

Total membership as at the end of March 2019 was 18,655



## Membership, engagement and communications strategy 2019–21



## Why become a member?



## Election timetable



## Update on Council of Governors standing orders



## Get in touch

**Emily Clayton** (Deputy Company Secretary)

• 020 3315 6716 or [emily.clayton@chelwest.nhs.uk](mailto:emily.clayton@chelwest.nhs.uk)

**Vida Djelic** (Board Governance Manager)

• 020 3315 6716 or [vida.djelic@chelwest.nhs.uk](mailto:vida.djelic@chelwest.nhs.uk)

**Priscilla Gyewu** (Membership Officer)

• 020 3315 6725 or [priscilla.gyewu@chelwest.nhs.uk](mailto:priscilla.gyewu@chelwest.nhs.uk)



## Presentations

Project SEARCH  
Videos



## Project SEARCH

**Kathryn Mangold**  
Lead Nurse for Learning Disability and Transition





## What is Project SEARCH?



## Benefits of Project SEARCH to interns, their families, the Trust and society



## Our first group of interns



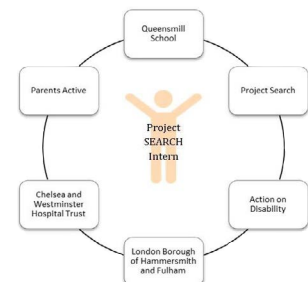
## Why *our* Project SEARCH?



## What are the eligibility criteria?



## Our model



## Two of our interns working in their roles



## Current roles available to interns

- Catering Stores
- Clerical
- Domestic/ward host
- Finance
- Laundry
- Maintenance and grounds
- Pharmacy at CWH site
- Post room
- Hospital restaurant
- Costa Coffee shop
- Retail in WHSmith and M&S
- Medical records
- Waste management



 Kathryn Mangold

HSJ award  
July 2019



  
Chelsea and Westminster Hospital  
NHS Foundation Trust

 Kathryn Mangold

"A variety of staff have had to learn how to work with others in a different way which is very positive, and we can pass that learning to our patients."

—Vanessa Sloane, Director of Nursing



  
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 Kathryn Mangold

"It has not only helped the interns adapt and prepare for adulthood, but has also helped us to raise the profile of young people living with learning disabilities and autism."



  
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 Kathryn Mangold

"Working with the Project SEARCH team has been fantastic."



  
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 Kathryn Mangold

"The health records team have learned a lot from this experience working with the interns and feel proud to have been part of this."



  
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 Kathryn Mangold

"All staff have benefited and feel very upbeat."



  
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 Kathryn Mangold

"I, personally, have learned more and will continue to love them because it has increased my sense of humour."



  
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NHS Foundation Trust

 Kathryn Mangold

"I am well pleased with his performance and therefore would recommend him for future employment."



  
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 Kathryn Mangold

"Project SEARCH has personally taught me that people with disability can fit into wider society if they are well taken care of and given the required training."



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 Kathryn Mangold

"They have given my son an opportunity I never thought possible."



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 Kathryn Mangold



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 Kathryn Mangold

Graduation  
certificate for  
Trust mentors



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 Kathryn Mangold



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 Videos

Introduction by  
**Pippa Nightingale MBE**  
Chief Nursing Officer



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 Videos

Proud to care  
Our Trust in 5 minutes



 Chelsea and Westminster Hospital  
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Our Trust in 5 minutes  
**Proud to care**



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Videos

## Case studies

Four small changes with big impacts  
on our journey to 'outstanding'



**NHS**  
Chelsea and Westminster Hospital  
NHS Foundation Trust

## Case study Reducing costs through standardisation



**NHS**  
Chelsea and Westminster Hospital  
NHS Foundation Trust



**NHS**  
Chelsea and Westminster Hospital  
NHS Foundation Trust

## Case study Improving recruitment and retention



**NHS**  
Chelsea and Westminster Hospital  
NHS Foundation Trust



**NHS**  
Chelsea and Westminster Hospital  
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## Case study Reducing repetitive tasks with bots



**NHS**  
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**NHS**  
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## Case study Improving mouth care



**NHS**  
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## Your questions

Sir Thomas Hughes-Hallett



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## Closing remarks

Sir Thomas Hughes-Hallett



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Annual Members' Meeting

# 2018/19

