

Chelsea and Westminster Hospital
NHS Foundation Trust

Annual Members' Meeting

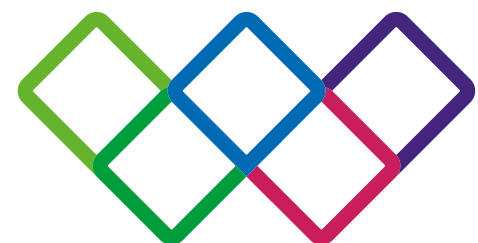
2017/18





Sir Thomas
Hughes-Hallett

Chairman



promised to care

Putting patients first

Responsive to, and supportive of,

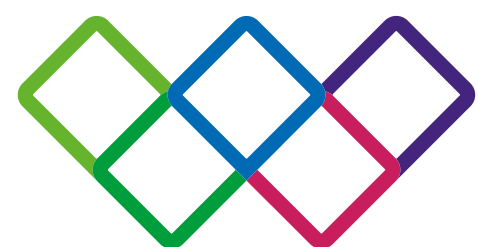


Chelsea and Westminster Hospital
NHS Foundation Trust



Lesley Watts

Chief Executive





Lesley Watts

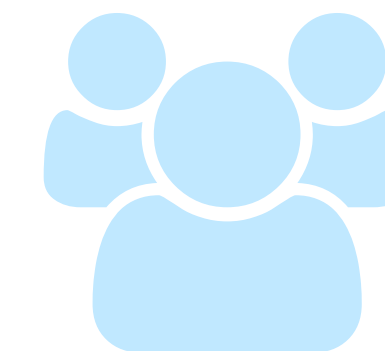


280,000
A&E attendances

>1m
catchment
area



6,500
staff and
volunteers



760,000
outpatient
attendances

Delivering
quality

3,500
clinical
staff



137,000
inpatient
admissions

18,868
members



11,600
babies
delivered

660
allied health
professionals



30
governors

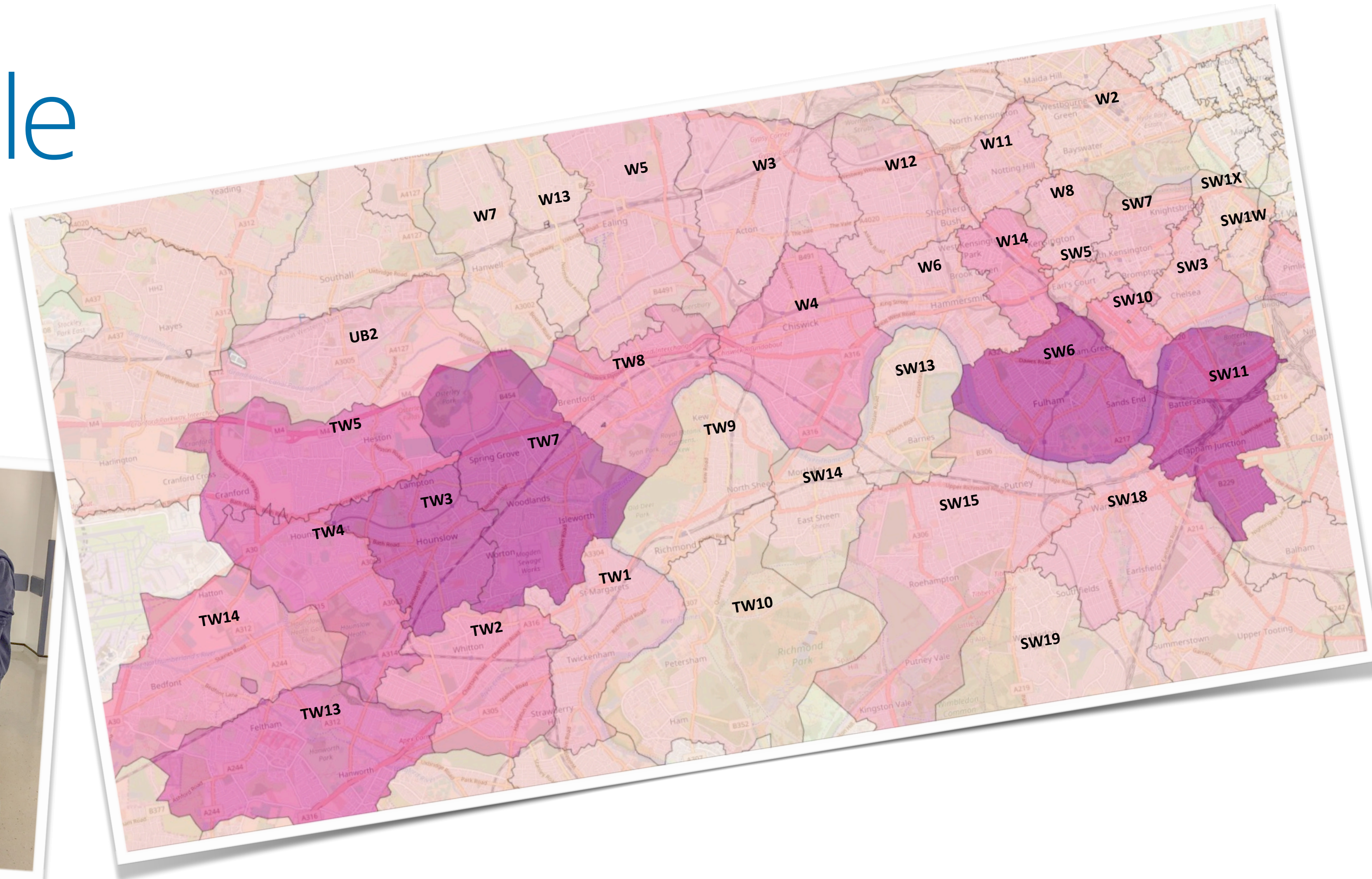


Chelsea and Westminster Hospital
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Lesley Watts

The people
we serve



Chelsea and Westminster Hospital
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Lesley Watts

What we have achieved:

Performance



Chelsea and Westminster Hospital
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What we have achieved:

Quality



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What we have achieved:

Finance



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What we have achieved:

Culture and values



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Reflections on our performance and reputation

Additional National Trainees appointed for 2018/19 reflecting our growing influence and reputation

Theresa May, Jeremy Hunt and NHSI note CWFT's **outstanding response** to major incidents

What We Found

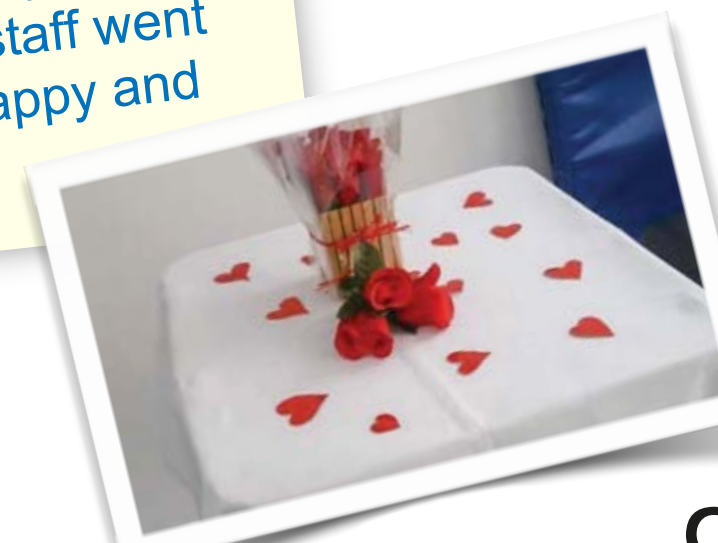


We rated well-led at the trust level as good. The trust had successfully merged the two former trusts and this merger had been undertaken sensitively to ensure cohesion acknowledging and adopting the best practice from both. At the same time the trust maintained financial surplus as well as achieving all major targets such as the national access standards for A&E 4 hour waits, most Referral to Treatment (RTT) and Cancer.

proud to care

Louis' Valentine story

Mum Helen had this message for us:
"Just to say a massive thank you from us. It's never fun having to stay in hospital when your little one is ill but the staff went out of their way to make Louis happy and that means the world to us."



“ 19 months on little Frank is looking forward to spending his second mother's day with his favourite human being on the planet, his mum.

Born 28 weeks and 5 days @ C&W he received the greatest level of care you could possibly imagine from everyone in the NICU unit, with special mention to the wonderful nurses.

Thank you. ”



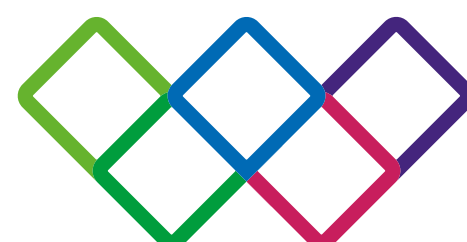
Geoff Segal
@GeoffSegal

Great work by operational, clinical and technology teams: the fundamental trifecta for digital transformation. One of the best I've seen 👍



Ross Lydall
@RossLydall

Very positive inspection report on @ChelwestFT from NHS watchdogs. Can't recall reading such a glowing report from @CareQualityComm

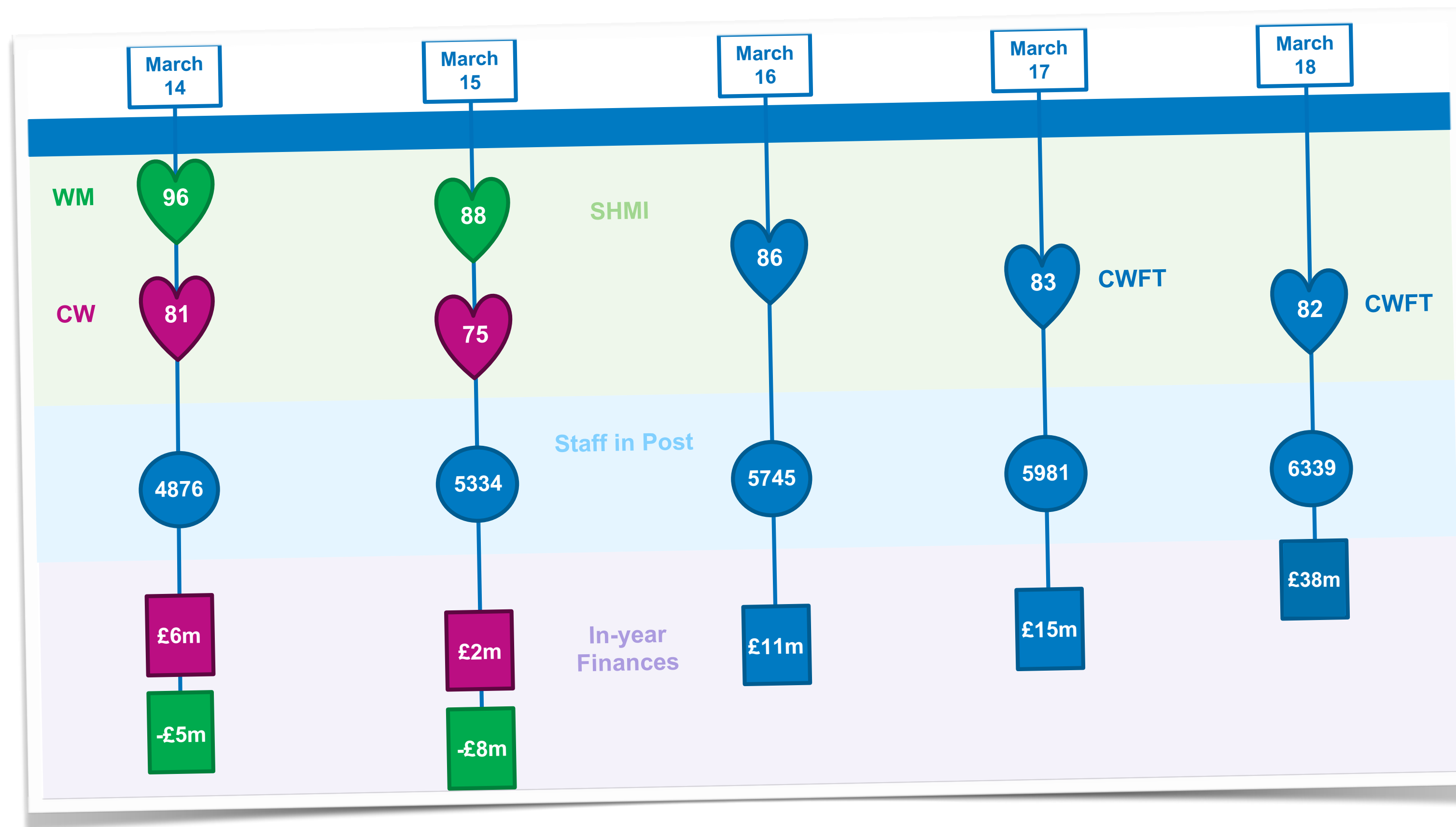


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Well-led organisation providing high quality care

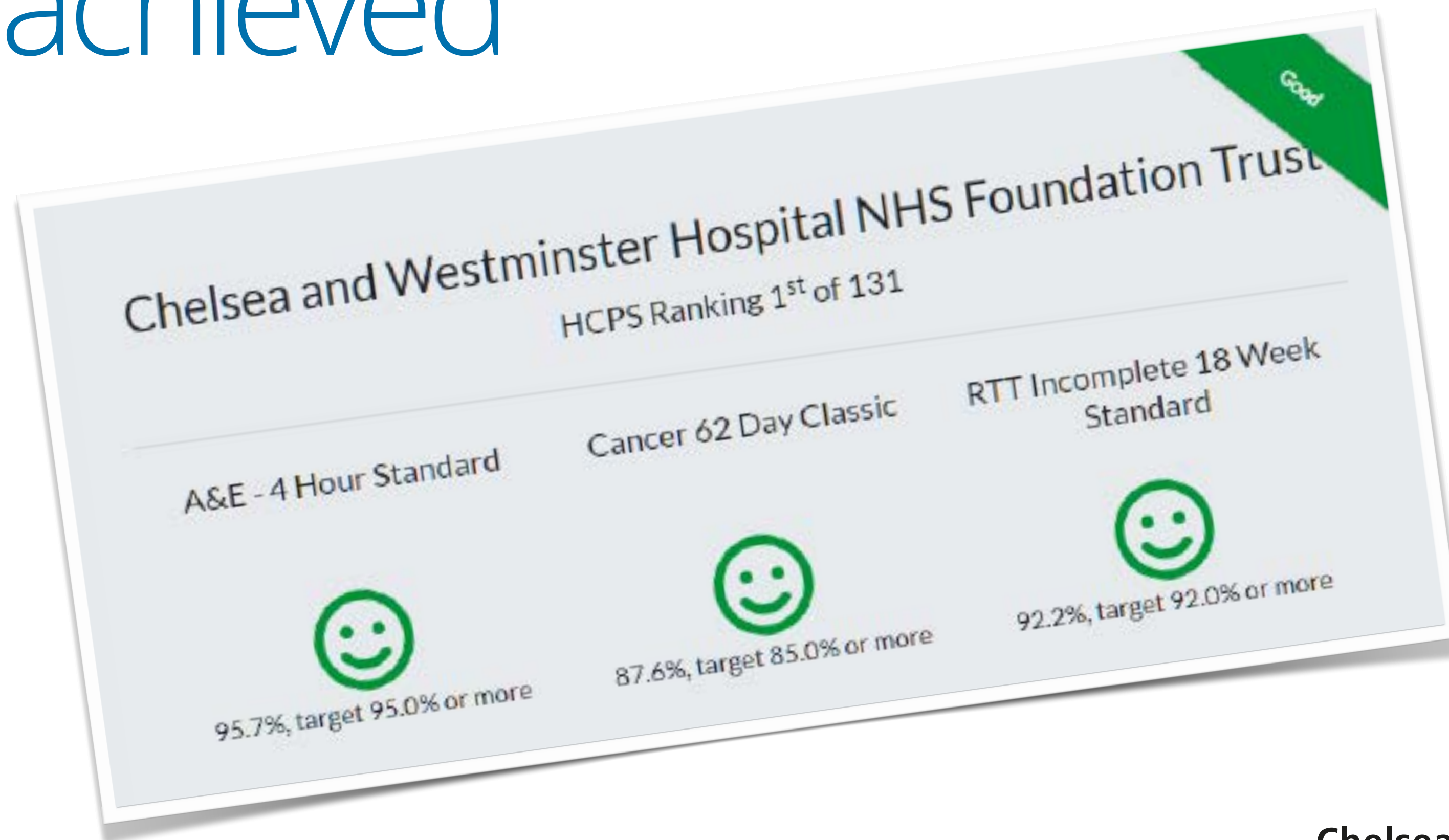


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Proud of our staff and what they have achieved



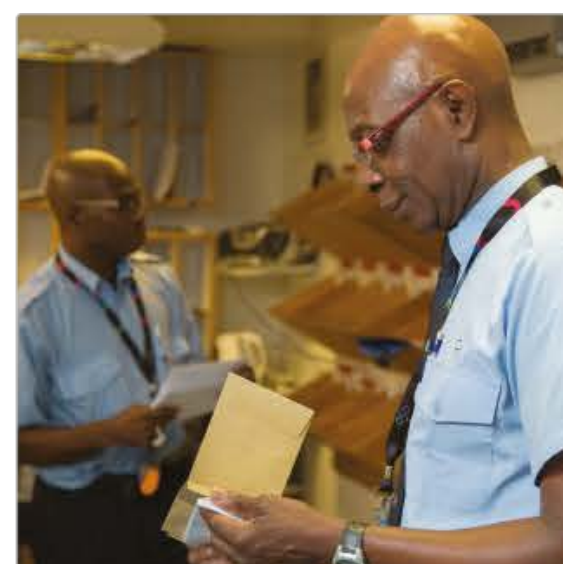
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#PROUDtoCare



Putting patients first
Responsive to, and supportive of, patients and staff
Open, welcoming and honest
Unfailingly kind, treating everyone with respect, compassion and dignity
Determined to develop our skills and continuously improve the quality of care





Sandra Easton

Chief Financial Officer





Sandra Easton

Financial performance

Chelsea and Westminster Hospital

NHS Foundation Trust

2017/18



Chelsea and Westminster Hospital
NHS Foundation Trust



Sandra Easton

What is an annual report?

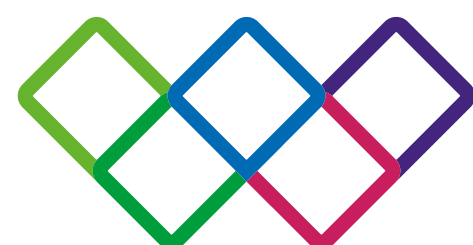




Sandra Easton

Statement of comprehensive income 2017/18

	2017/18 £000s	2016/17 £000s
Operating income from patient care activities	556,312	517,492
Other operating income	101,605	107,476
Total operating income from continuing operations	657,917	624,968
Operating expenses	-604,895	-595,361
Operating surplus/(deficit) from continuing operations	53,022	29,607
Net finance costs	-14,836	-13,840
Other gains/(losses)	13	-807
Share of profit of associates/joint arrangements	229	357
Gains/(losses) arising from transfers by absorption	-	-
Surplus for the year from continuing operations	38,428	15,317
Adjust for exceptional items		
Other comprehensive income		
Asset impairment/revaluation	12,833	5,608
Gains/(losses) of disposal of non-current assets	-	-807
2016/17 STF funding received in 2017/18	268	-
Donated asset adjustment	-293	312
Total	12,808	5,113
Surplus/(Deficit) adjusted for exceptional items	25,620	10,204

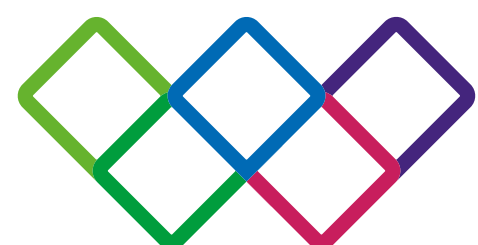
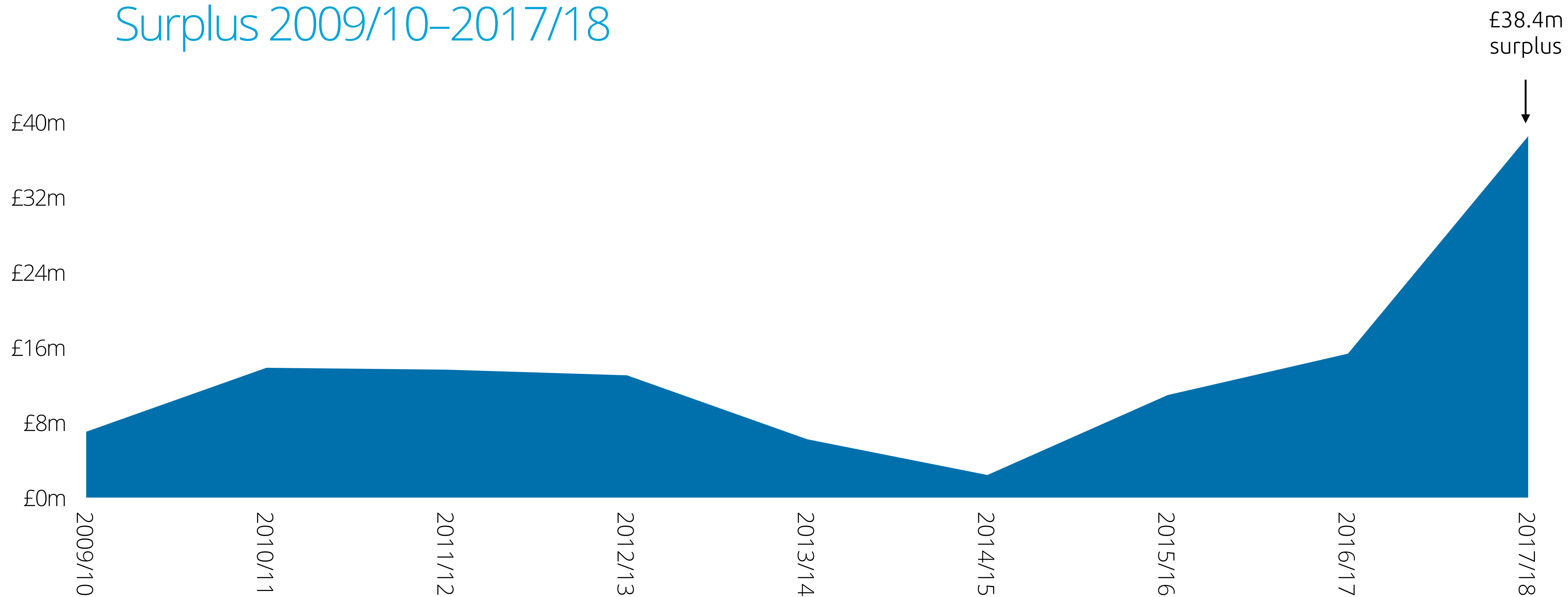


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Surplus 2009/10–2017/18

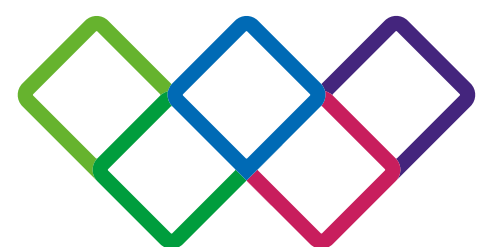
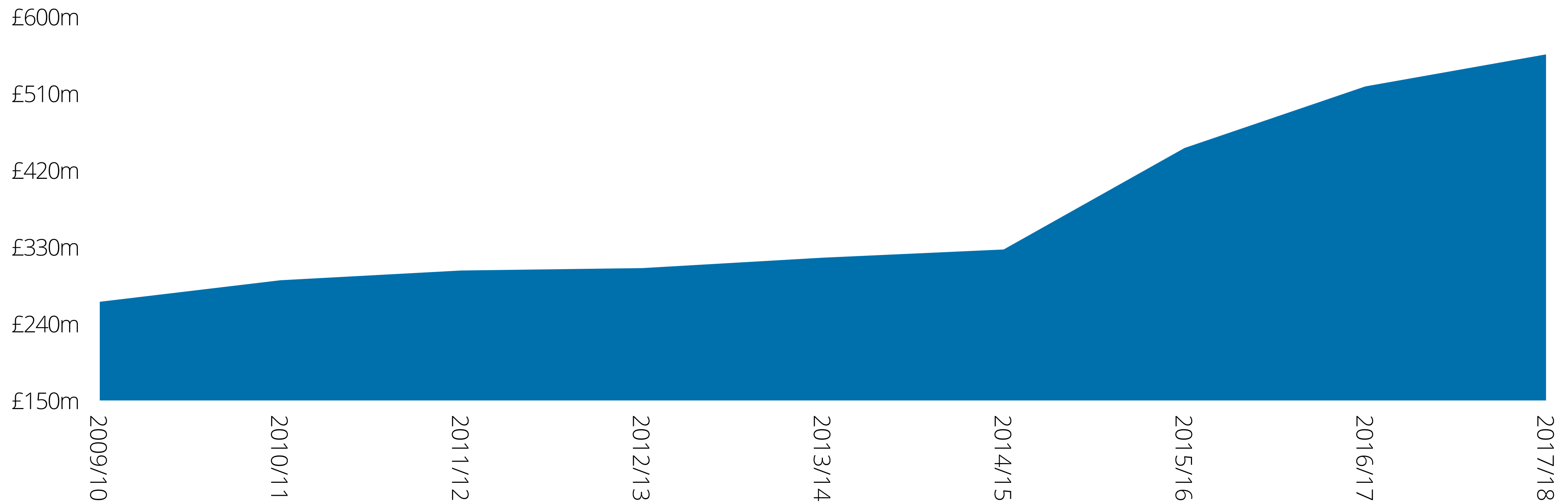


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Clinical income 2009/10–2017/18

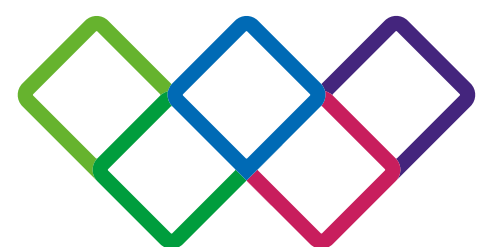
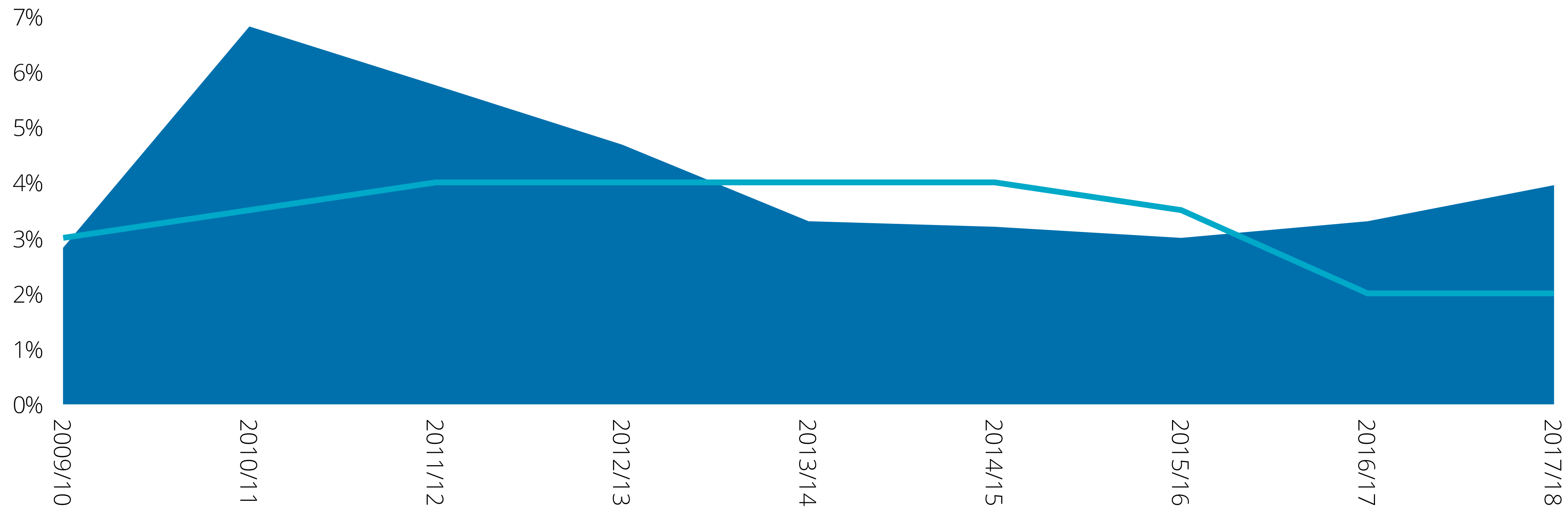


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Cost Improvement Programme (CIP) 2009/10–2017/18



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Capital programme

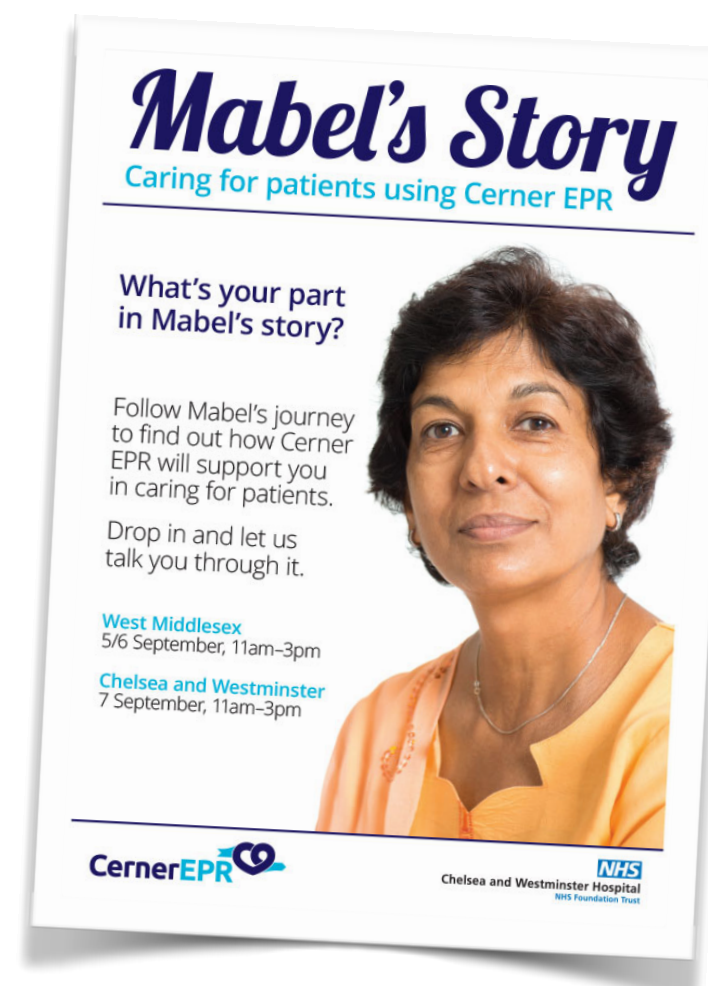
In 2017/18 we invested £37.9m in capital



Start of NICU/ICU project (£2.2m)



Medical equipment updates (£5.4m)



Electronic patient record (£16.5m)



Fire safety (£5.5m)



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Sandra Easton

Looking ahead

2017/18 plan is for a surplus of £22.7m

Use of resources rating of 1

CIP requirement £25.1m

Capital programme £51.9m



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Sandra Easton

Annual report questions

1. Which England squad visited the Trust in December 2017?



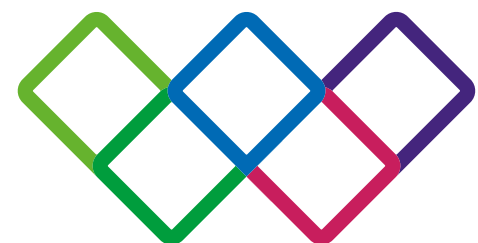


Sandra Easton

Annual report questions

1. Which England squad visited the Trust in December 2017?

England rugby 7s



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Annual report questions

2. How much did the Trust spend on drugs in 2017/18?
How much did the Trust spend on clinical negligence costs in 2017/18?



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NHS Foundation Trust



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Annual report questions

2. How much did the Trust spend on drugs in 2017/18?
How much did the Trust spend on clinical negligence costs in 2017/18?

- £86m (compared to £346m on staff)
- £16m on clinical negligence



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Annual report questions

3. What does 1,141.12 and 466.82 tonnes represent?



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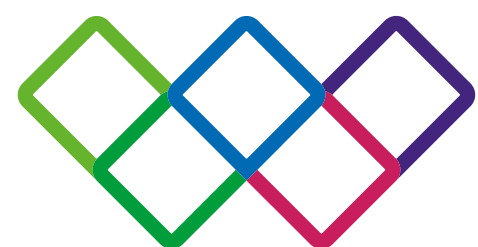


Sandra Easton

Annual report questions

3. What does 1,141.12 and 466.82 tonnes represent?

Clinical tonnes and landfill waste (down 10% on 2016/17)



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NHS Foundation Trust



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Annual report questions

4. On what did we achieve 94.4% in 2017/18?



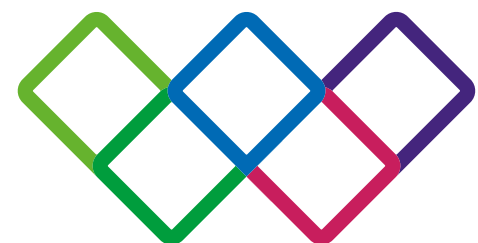


Sandra Easton

Annual report questions

4. On what did we achieve 94.4% in 2017/18?

Total time in A&E less than 4 hours compared to 95% target (92% in 2016/17)



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NHS Foundation Trust



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Annual report questions

5. What percentage of Freedom of Information (FOI) requests did we answer within 20 days?





Sandra Easton

Annual report questions

5. What percentage of Freedom of Information (FOI) requests did we answer within 20 days?

91.1% compared to a target of 90%

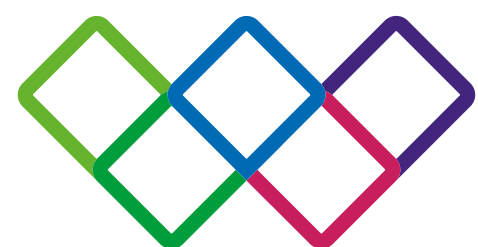


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NHS Foundation Trust



Deloitte LLP

Auditor





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 2018

Issued on 20 September for the meeting 27 September

Introduction

We have completed the external audit of the Trust for the year ended 31 March 2018. 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 2018. 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 2017. On 25 May 2018, we signed our audit opinion on the Trust's financial statements.

We have issued an unmodified audit opinion, with no reference to any matters in respect of the Trust's arrangements to secure economy, efficiency and effectiveness in the use of resources. The full opinion on the financial statements can be found in the Annual Report.

We have issued a modified quality report opinion as a result of our work undertaken on Referral to Treatment (RTT) incomplete pathways and A&E 4 hour wait indicators. This modified opinion can also be found in the Annual Report.

Responsibilities of the external auditor

1

Financial statement audit

Expressing 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 2018 financial statements, including the remuneration report.

2

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.

3

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.

4

Quality Report

Specified testing of the Quality Report, including testing two national indicators. Our report was modified in respect of the 18 week Referral to Treatment incomplete pathway and 4 hour A&E waiting times metrics. We noted recommendations in our private report to the Governors.

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	657.9	625.0	32.9	5%
Operating surplus / (deficit) for the year	53.0	29.6	23.4	79%
Surplus for the year	38.4	15.3	23.1	151%
Gross land and buildings value	378.5	353.0	25.5	7%
Net Assets	391.0	317.9	73.1	23%

Significant audit risks

The detail of our work and findings in respect of these risks is set out in our Audit Report on page 180 of the Annual Report.

NHS revenue and provisions

Property valuations

Capital additions

Management override of controls

Executive Summary - Quality Report

We qualified our conclusion on both 18 weeks referral to treatment (RTT) and the 4 hours A&E waits metrics.

Content and consistency review



We have completed our content and consistency review. From our work, nothing has come to our attention that causes us to believe that, for the year ended 31 March 2018 the Quality Report is not prepared in all material respects in line with the criteria set out in the ARM).

Overall conclusion	
Content	
Are the Quality Report contents in line with the requirements of the Annual Reporting Manual?	Yes
Consistency	
Are the contents of the Quality Report consistent with the other information sources we have reviewed (such as Internal Audit Reports and reports of regulators)?	Yes

Performance indicator testing



NHS Improvement requires Auditors to undertake detailed data testing on a sample basis of three mandated indicators. We perform 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 2018, the indicators in the Quality Report subject to limited assurance are reasonably stated in all material respects in accordance with the ARM and the six dimensions of data quality set out in the "Detailed Guidance for External Assurance on Quality Reports 2017/18".

	4 Hours A&E	18 Week RTT	Local Indicator - 62 Day Cancer
Recommendations identified?	✓	✓	-
Overall Conclusion	Modified Opinion	Modified Opinion	No opinion required

The six dimensions of data quality:

Accuracy

Is data recorded correctly and is it in line with the methodology.

Validity

Has the data been produced in compliance with relevant requirements.

Reliability

Has data been collected using a stable process in a consistent manner over a period of time.

Timeliness

Is data captured as close to the associated event as possible and available for use within a reasonable time period.

Relevance

Does all data used generate the indicator meet eligibility requirements as defined by guidance.

Completeness

Is all relevant information, as specific in the methodology, included in the calculation.



Council of Governors report 2017/18

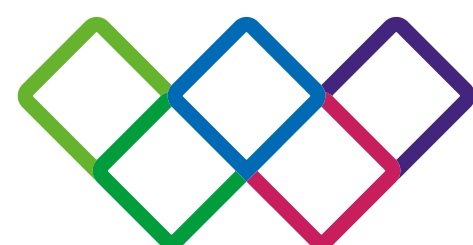
Simon Dyer
Lead Governor





Simon Dyer

What does the Council of Governors do?



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NHS Foundation Trust



Simon Dyer

Areas where governors
made an impact last year





Simon Dyer

Results of the elections held in November 2017 and January 2018



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Simon Dyer

Patient governor

- **Christopher Digby-Bell** (elected)





Simon Dyer

Public governors

- City of Westminster:
Martin Lewis (elected)
- London Borough of Richmond upon Thames:
Fiona O'Farrell (elected unopposed)
Johanna Mayerhofer (elected unopposed)
- Royal Borough of Kensington and Chelsea:
Richard Ballerand (elected)



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NHS Foundation Trust



Simon Dyer

Staff governors

- Contracted class:
Jodiene Grinham (elected)
- Medical and dental class:
Prof Mark Nelson (elected)





Simon Dyer

Forthcoming elections October 2018





Simon Dyer

Non-executive director appointments





Simon Dyer

Trust membership

Total membership as at the end of
March 2018 was 18,868



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Simon Dyer

Membership and engagement strategy



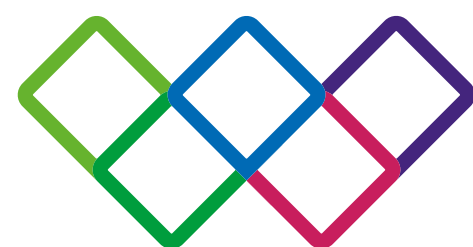


Simon Dyer

Why become a member?



Election timetable





Simon Dyer

Get in touch

Vida Djelic (Board Governance Manager)

- 020 3315 6716
- vida.djelic@chelwest.nhs.uk

Priscilla Gyewu (Membership Officer)

- 020 3315 6725
- priscilla.gyewu@chelwest.nhs.uk

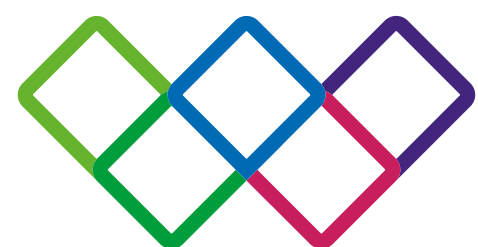


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Clinical presentations

Role of volunteers in end-of-life care
Winter planning





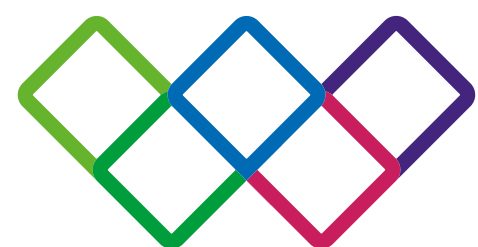
Role of volunteers in end-of-life care

Rachael Allsop

Head of Volunteering Services

Dr Louise Robinson

Consultant in Palliative Care



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Rachael Allsop and Dr Louise Robinson

The person in the patient

Antonia's story



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NHS Foundation Trust



Rachael Allsop and Dr Louise Robinson

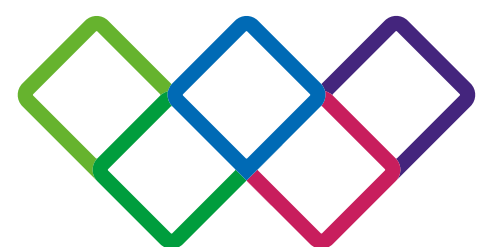
Antonia

58-year-old lady

- Cancer of unknown primary with pancreatic and bone metastases

Reason for referral to Specialist Palliative Care

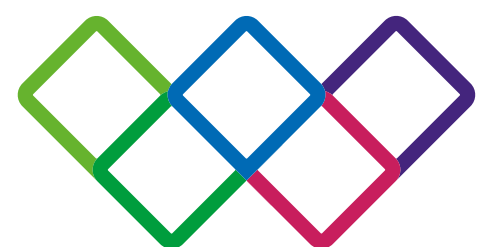
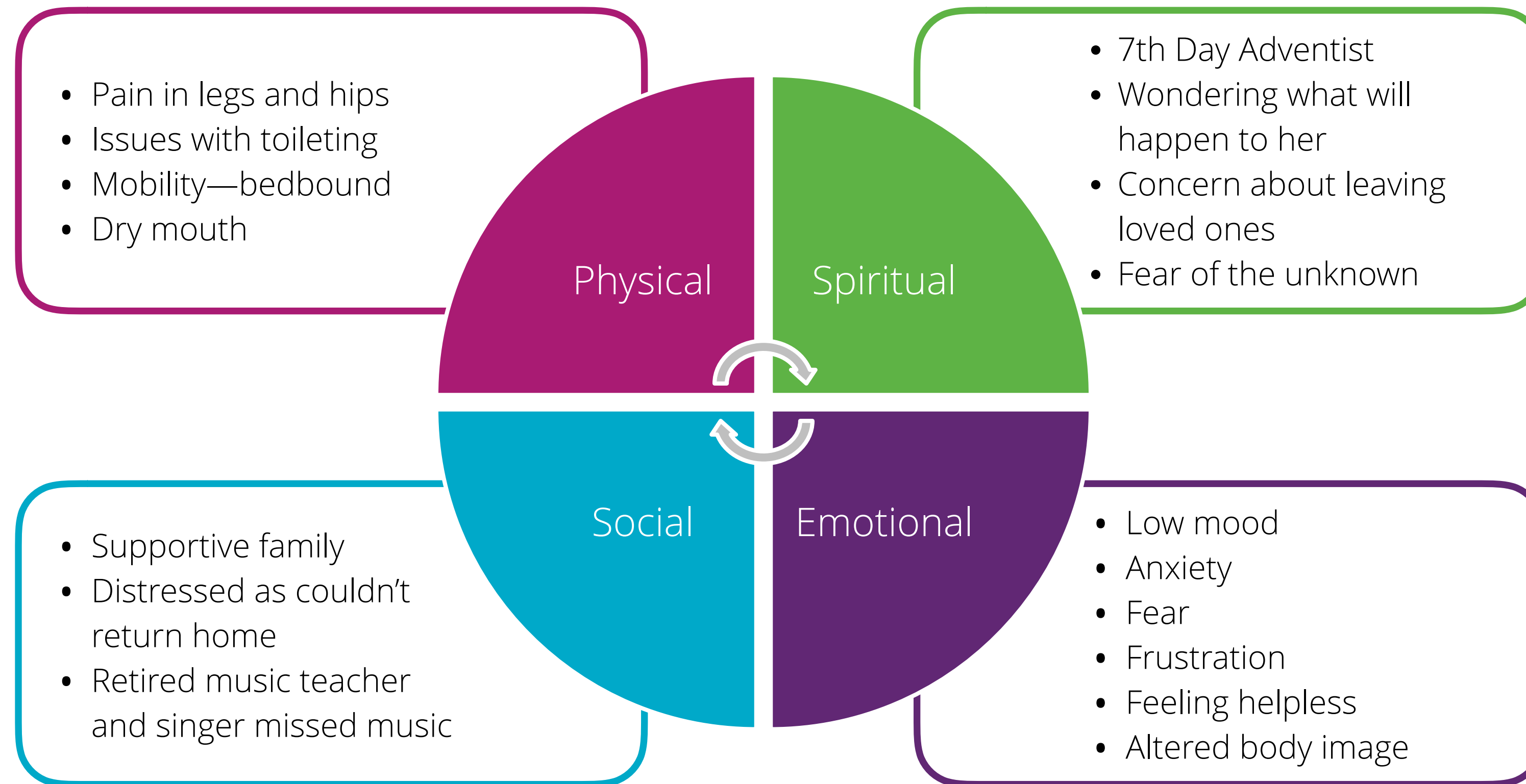
- Pain control



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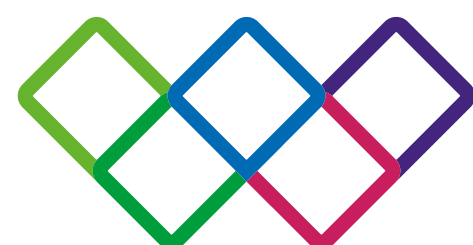
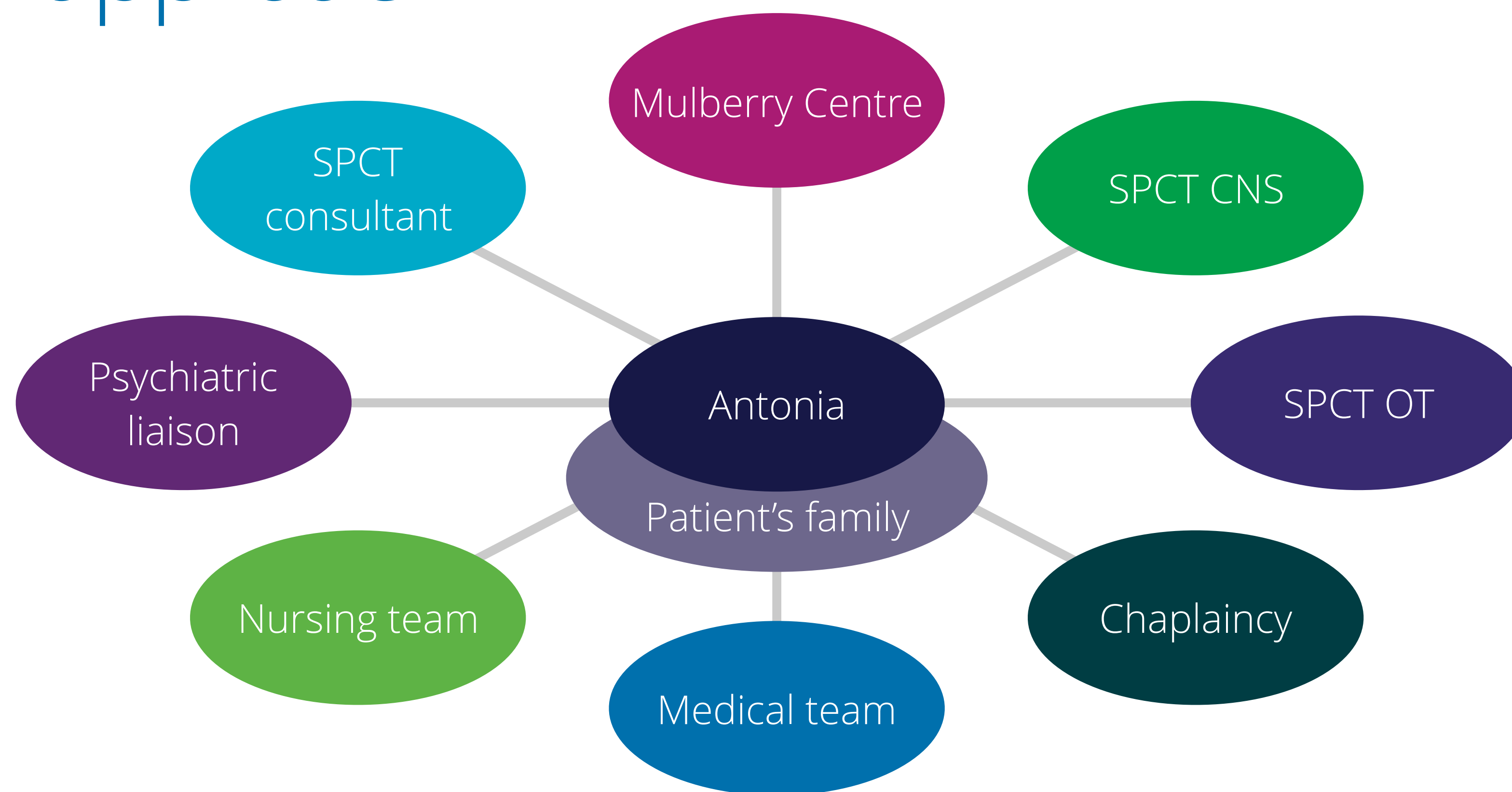
Assessment





Rachael Allsop and Dr Louise Robinson

MDT approach



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Rachael Allsop and Dr Louise Robinson

Antonia



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Rachael Allsop and Dr Louise Robinson

Antonia



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Rachael Allsop and Dr Louise Robinson





Rachael Allsop and Dr Louise Robinson

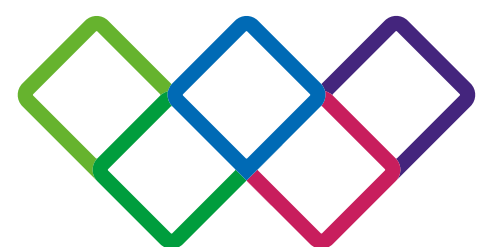
“You matter because **you** are **you**,
and **you matter** to the end of your life.

“We will do all **we** can not only to help **you**
die peacefully, but also to live until **you** die.”

—Dame Cicely Saunders, 1918–2005

Nurse, physician and writer

Founder of hospice movement



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Rachael Allsop and Dr Louise Robinson



Chelsea and Westminster Hospital
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Rachael Allsop and Dr Louise Robinson

End-of-life volunteer opportunities

Supporting administration

Befriending



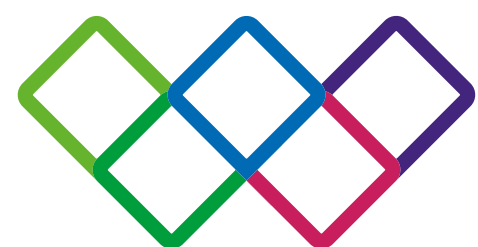
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Winter planning

Dr David Shackleton

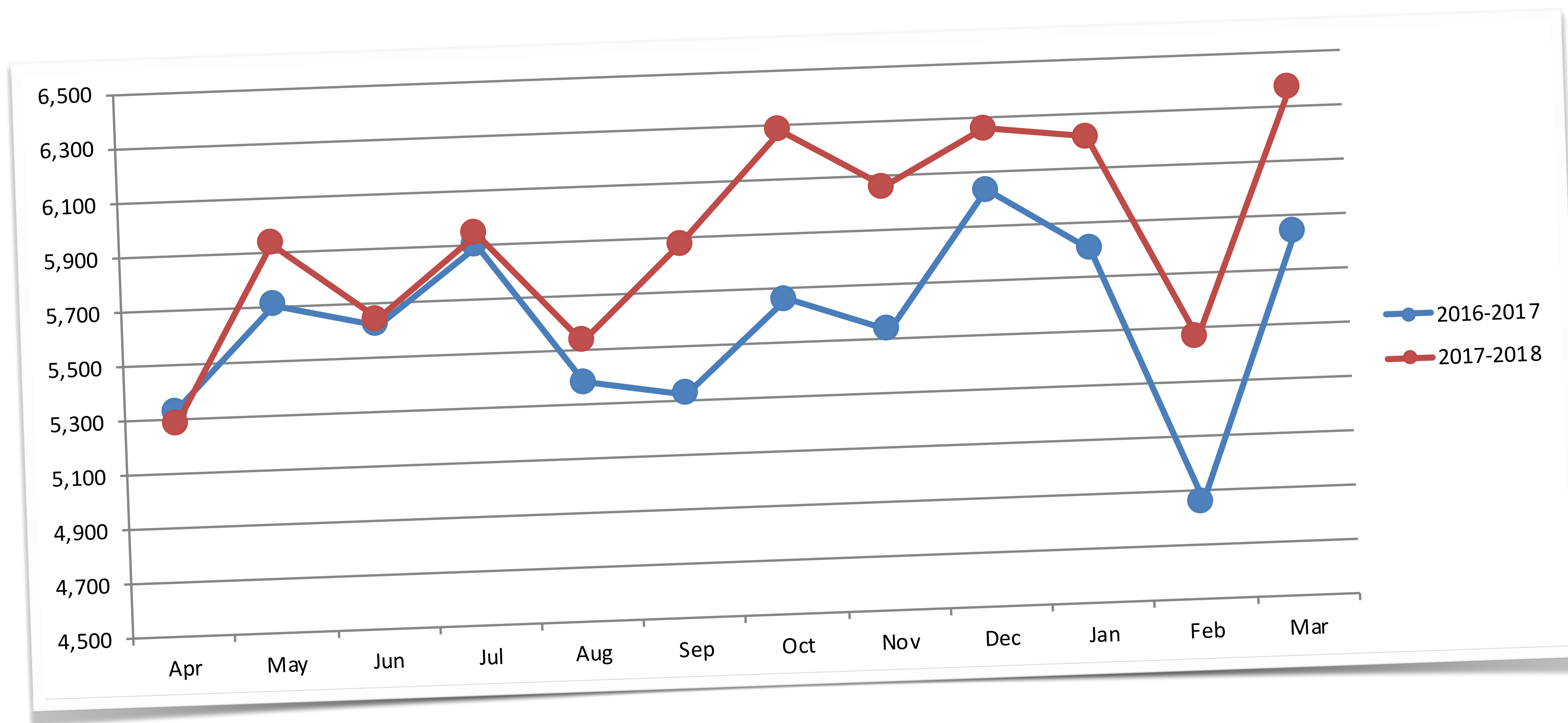
Consultant in Emergency Medicine





Dr David Shackleton

Attendances have increased by 8% in one year



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Dr David Shackleton

What have we achieved
under this pressure?



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Dr David Shackleton

What are we doing to
prepare for this winter?



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Your questions

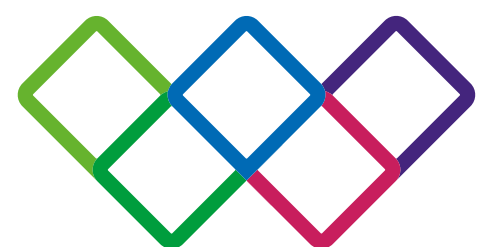
Sir Thomas Hughes-Hallett

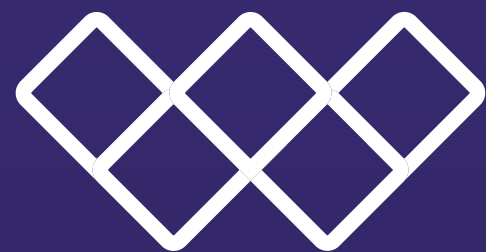




Closing remarks

Sir Thomas Hughes-Hallett





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Annual Members' Meeting

2017/18

