



**Barts Health**

NHS Trust





# Turnaround at Barts Health

To sustain or improve the quality of patient care, increase the speed of delivery, whilst improving efficiencies and reducing costs so that we are able to live within our annual budgets and meet our operating commitments.

## **Our mission and values**

To be clear - we are not altering our mission. This is to change lives in east London through delivering excellent healthcare, reducing health inequalities and improving health in our local populations. To be just as clear - we will stay true to the values that the board and the organisation have committed to.





# What is Turnaround

It is a whole organisation effort to accelerate the development and delivery of safe cost improvements, never losing focus on quality.

To turnaround and improve our standards of care and patient experience.

To improve our monthly run rate rapidly from a loss to a surplus; meeting our cost improvement and income requirements; safeguarding patient services; avoiding financial failure; and delivering our mission.

It is about doing the right things more quickly and more robustly.

Executed well, turnaround will create a stronger, more effective, disciplined organisation, embedding robust planning and delivery, change management, and proper holding to account.





# Principles

1. Patient safety is paramount. CIPs will be quality impact assessed;
2. We will be open and transparent about plans, assumptions and results;
3. We must have robust governance and programme management - to see things through quickly and on time;
4. We need to continue our work on services and site strategies to provide strategic context for decision-makers;
5. We will prioritise turnaround at the expense of less urgent objectives.
6. It is a whole organisation effort - all areas must deliver their fair share;
7. Communicating and engaging stakeholders internally and externally;
8. Delivering on quality and national performance standards;
9. Supporting people through this challenge, delivering **with** them, not **to** them, **without** them or **for** them;
10. Make every day count.



# Our financial task at Turnaround launch

We needed to achieve £78m savings by the end of 31 March 2014 (compared with £49m delivered in 2012/13) primarily based on:

- National tariff efficiency requirement of 4%, £50m
- Non-recurrent merger support reduction £23m
- Education funding reduction £5m

**At Turnaround launch:** CIPs to the value of £50m validated in our tracker: £8m delivered, £42m to be delivered in turnaround

We needed to deliver the balance through:

- Identifying schemes to deliver the CIP £28m shortfall
- Delivering the identified schemes already in the CIP tracker
- Resolving budget overspends
- Delivery of planned elective activity
- Avoiding contractual fines and securing Commissioning for Quality and Innovation (CQUIN) funding





# Where we are now financially

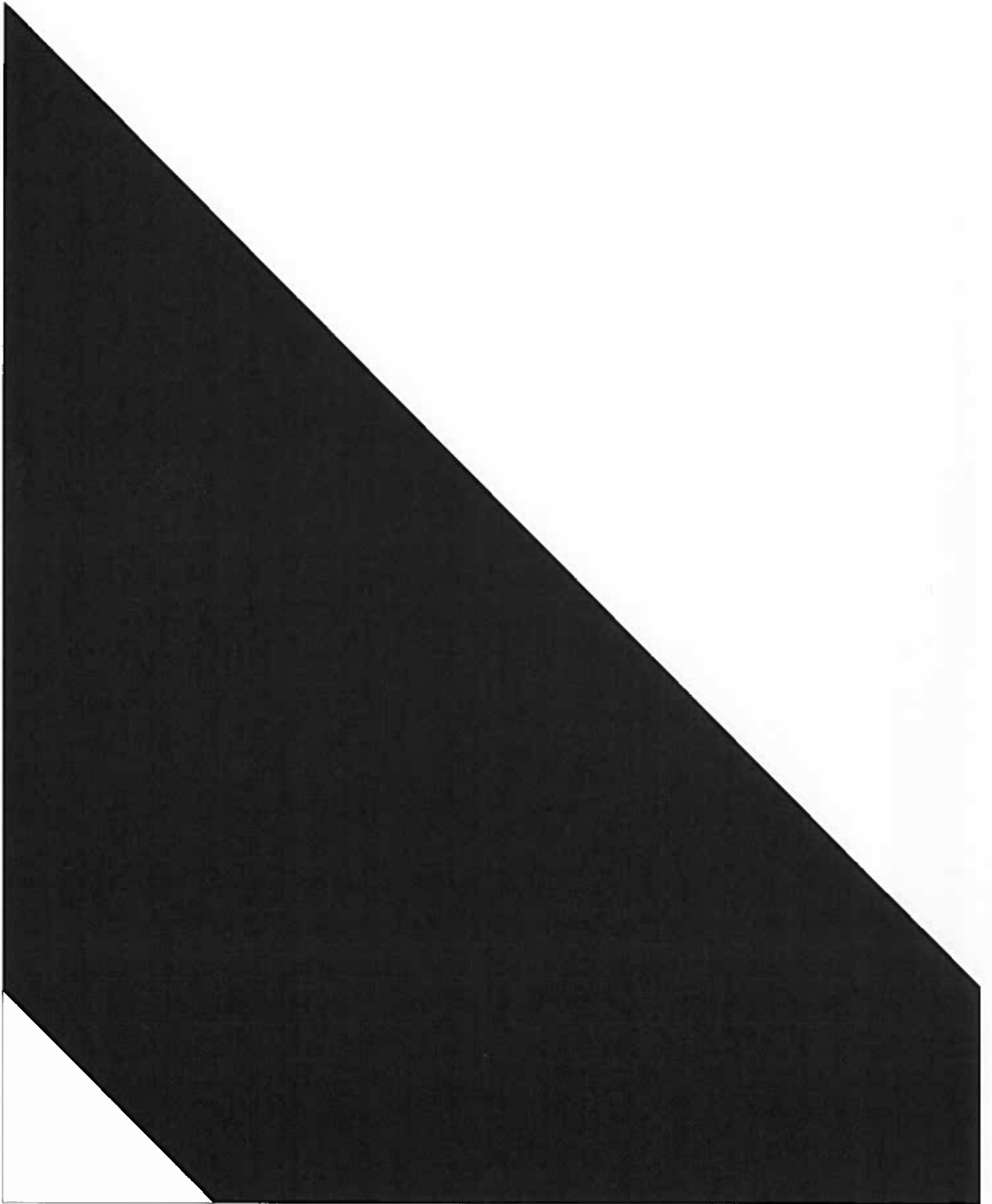
- July position: £0.5m in month surplus (compared to £8m deficit in June) but £24m year to date deficit
- Coding timeliness is important. 54% of discharges were coded on time in February, in June we achieved the standard of 99% by deadline.
- PFI Deed of Amendment recently signed and consequent savings circa £3m this year with a further £1m saving in April 2014.
- Cost Improvement Plans (CIPs) to the value of £55.7m have been validated:
  - £10.1m has been delivered in April - July
  - Balance to be delivered as planned by March 2014
  - All schemes go through a rigorous approval process with final validation from the chief nurse and medical director



# Other areas of improvement

- Care Campaign launched (see later slides)
- Appointment of Turnaround Director and external advisers to provide expertise
- 21 workstreams with clear sponsors, leads and financial support, six enabling workstreams
- Spend to Save initiative
- Reviewing opportunities to reshape or reduce the workforce. Approx. 1,600 vacancies across Barts Health, which is about 11% of our total workforce, and a substantial temporary workforce
- Significant improvement to HR processes, for instance, time to recruit has reduced from 17 weeks to just nine; launch of E-forms
- Substantial investment planned in ICT infrastructure including a pilot called Health Information Exchange to allow Barts Health to view and access information between GP and hospital electronic records with a view to improving patient experience
- Continue to work on a clinically led and patient-centred long term strategy for our hospital sites and our services
- Strengthened engagement throughout organisation via clinical leaders







# CQC and Chief Hospital Inspector

- Two reports received on Whipps Cross and one on Newham during August
- Unacceptable results in some services at WX have resulted in three warning notices being issued:
  - Infection control and cleanliness in the maternity unit
  - Safety, availability and suitability of equipment in the maternity unit
  - Staff appraisals and supervision in the elderly care service
- Action plans have been submitted to the CQC.
- Improvements have been made since inspections in May and June including, opening new maternity services and our Trust-wide programmes; Great Expectations in maternity, our Care Campaign and our Excellence in Older People's Care programmes are delivering
- November, Chief Hospital Inspector, and will revisit within six months.
- Warning notices will be followed up by the Chief Hospital Inspector
- Our Turnaround programme is not just financial, we also need to focus on our standards of care and this is being addressed through our care campaign #becausewecare





# #becausewecare

- It is a call to action for all staff to commit to improving compassionate care and improving patient experience.
- Three key priorities:
  - The environment and cleanliness
  - Welcoming and listening to patient and staff feedback
  - Ensuring everyone matters – through team meetings, appraisals and supervision
- Teams to agree actions, monitor progress and provide evidence.
- Collaborative working with other teams e.g. facilities
- Observational visits are being undertaken to speak to staff and review folders.
- **Friends and Family Test (FFT)**
  - An important indicator of how we are performing in each area as direct feedback from patients.
  - Q1 we achieved 7.8% against a target of 15%. Achieving in Q2 will provide £250k of income





## Next steps

- Committed to providing open and honest communication with our partners
- Regular monthly briefings from Chief Executive to include information on the latest news and issues at Barts Health, as well as the latest on our turnaround programme.
- Continue to work on a clinically led and patient-centred long term strategy for our hospital sites and our services in partnership with local stakeholders (more information shortly)
- Strengthened engagement throughout Barts Health and externally

