
First year as a new Trust: challenges and priorities

Harrow HOSC
26th October 2015

London Northwest Healthcare

An integrated organisation delivering acute and community care for the boroughs of Brent, Harrow and Ealing; and specialist and tertiary services for London and nationally

The Trust in numbers...

- Serves a local population of over 850,000
- 8,500 staff
- 1,240 inpatient beds
- Annual spend of £737m and income of £681m
- Each day:
 - 780 A&E and urgent care centre attendances
 - 150 ambulances
 - 2,000 outpatient appointments
 - 430 admissions

Recent accolades

- Medicine management programme received 2015 HSJ Award
- Wolfson Unit for Endoscopy designated as the UK's only World Centre of Excellence

Highlights and achievements

- Successfully merged on 1 October 14
- Major service changes delivered safely
 - New A&E at NPH
 - CMH A&E and EH maternity closures
- Additional bed capacity approved – fast-track construction nearing completion
- Emergency pathways streamlined and ambulatory care expanded
- Early implementation of seven-day working
- First steps towards creating an elective surgery centre of excellence – orthopaedics as pioneering service
- 2015 junior doctors' survey 2015 one of the best in London

Ongoing challenges

- Putting in place leadership
- Uncertainty affecting recruitment and the operating plan
 - SaHF programme unable to agree future of EH and CMH
 - Aggressive decommissioning decisions by CCGs
- Performance against national standards for A&E at NPH, referral-to-treatment times and cancer waits
- Winter pressures
- Financial deficit - merger costs, structural deficit, safer staffing,* lost income
- Feedback from staff and patients

Organisational vision and objectives

We want to be an organisation of choice for staff and patients, providing excellent clinical care and a good patient experience

- Improve our focus on safety and quality
- Improve patient experience, satisfaction and engagement
- Track and manage performance to identify and resolve issues early
- Develop and retain our workforce and empower staff to improve services
- Ensure financial sustainability – doing the right thing first time
- Plan for our future – engage widely in setting our strategic direction

LNWHT has an unique opportunity to use its scale to achieve substantial performance, turnaround and transformation agendas

Specific priority actions

- ✓ New executive team in place by end of 2015
- ✓ Restructured board assurance arrangements to improve board-to-ward visibility and responsiveness
- ✓ Getting the cross-organisational divisional leadership and clinical leadership teams to work effectively
- ✓ Focus on performance and holding to account
- ❖ Policy harmonisation

Preparing for CQC inspection

- ❖ Action plans for all areas requiring improvement
- ❖ Recognising pockets of excellence

Responding to financial and workforce challenges

Finance

- ✓ Financial recovery programme
- ✓ Staffing and patient dependency reviews
- ✓ Becoming an “agency free” organisation
- ✓ Ambitious transformation programme

Workforce

- ❖ Improve recruitment and retention
- ❖ Middle and senior managers’ and clinical leaders’ development
- ❖ Explore new ways of working with community partners
- ❖ Review of culture and values

Emerging clinical strategy

- ❖ Clinical services seamlessly integrated with healthcare and non-healthcare services to reduce hospital admissions, increase access from home / in the community and support refocus on prevention
- ❖ Northwick Park as the centre of excellence and hub for the emergency pathway, including maternity services, with supporting 24/7 specialist services and critical care
- ❖ Ealing Hospital as the centre of excellence for elderly care and rehabilitation, and a local hospital for the people of Ealing
- ❖ Central Middlesex Hospital as the centre of excellence for elective surgery, host for regional rehabilitation services and national genomic testing facility
- ❖ A centre of excellence for local cancer services in northwest London
- ❖ An international centre of excellence for care, research and specialist training in the treatment of colorectal disease
- ❖ A major provider of healthcare education and training

Realising our ambition

- ❖ Enhance relationships with commissioners and other providers
- ❖ Improve our relationships with our local communities
- ❖ Live within our means – deliver financial balance
- ❖ Support of our partners is essential to achieve a sustainable solution for the Central Middlesex Hospital and Ealing Hospital sites

Recognition that this is not a quick fix
but requires understanding that ...

***“Change does not roll in on the wheels of inevitability,
but comes through continuous struggle”*** *Martin Luther King Jr*