



Welcome to
**East Kent
Hospitals**

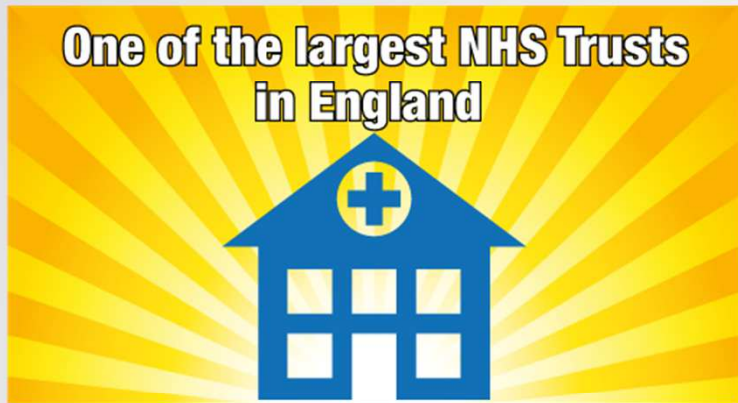
**Annual Members' Meeting
2016**



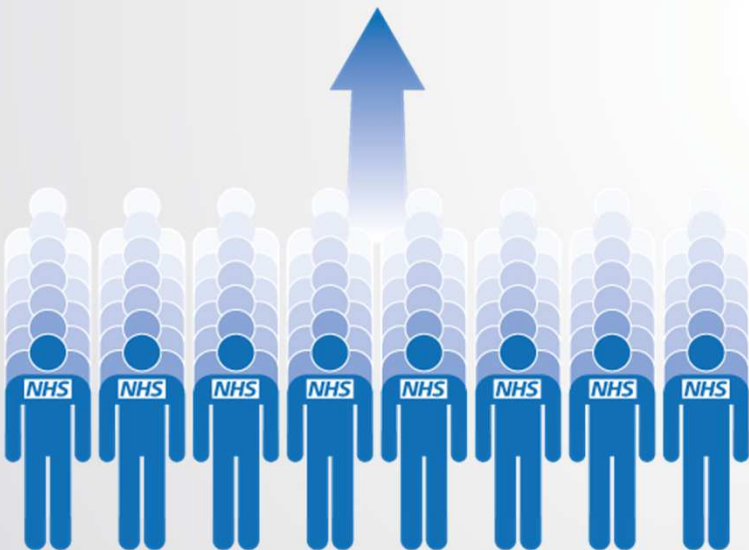
Welcome

Nikki Cole, Chair





East Kent Hospitals University **NHS**
NHS Foundation Trust



Employ nearly 8,000 staff

East Kent Hospitals University **NHS**

NHS Foundation Trust



Serves a local population of almost 670,000 people plus a wider population for some specialist services (i.e. renal and PPCI) of **over 1 million people**

SPEND **£568 million**
per year

Five hospital sites plus several community sites across east Kent.

Over 200,000 A&E attendances; 94,000 inpatients; 80,000 day cases and 727,000 outpatient attendances per year.



Thank you



Agenda

| | |
|--|---|
| Chair's welcome | Nikki Cole, Chair |
| A review of 2015/16 and a look into the future | Matthew Kershaw, Chief Executive |
| Financial performance overview | Nick Gerrard, Director of Finance & Performance Management |
| 'A great place to work' | |
| Report from the Council of Governors | Michèle Low, Lead Governor, and Matt Williams, Public Governor, Swale |
| Panel discussion | |





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Our improvement journey

Matthew Kershaw, Chief Executive



What we are aiming for



Examples of great healthcare from great people

- K&C chosen as robotic surgery training centre
- Top Trust in Kent for research studies
- CHKS 'Top 40' Hospitals Trust.



Our improvement journey



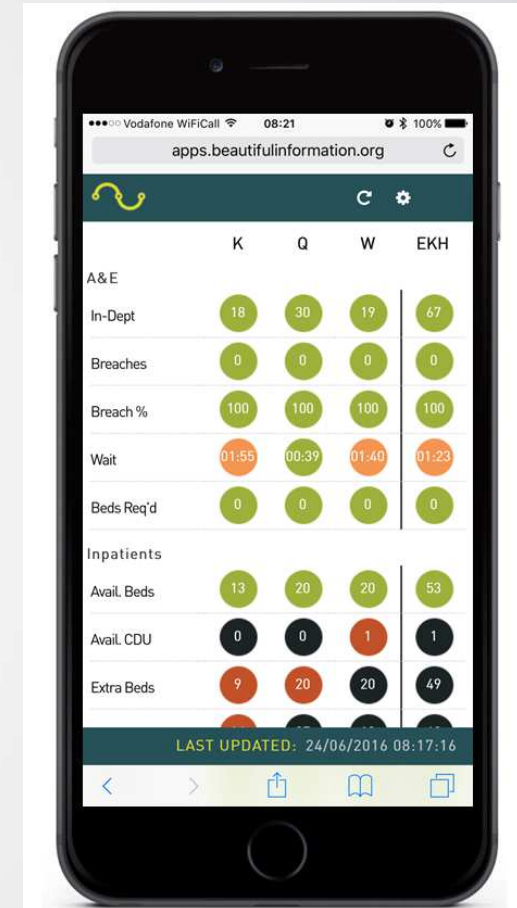
Our improvement journey: some milestones this year

- Highest staff satisfaction scores to date
- Upgrading facilities, eg, Ashford A&E, bereavement suites
- Environment, food and cleanliness significantly improved
- New models of care, eg, Margate Acute Medical Model
- One of the lowest C difficile infection rates in England in 2015/16.



How are we improving?

Using real time performance information to manage site safety and quality



| K&C Site Situation & Risk Assessment | | | | | | Date: | 03/08/2016 | Time: | 16:00 |
|---|------------|-------|-------------|-------|---------------|-------|------------|-------|-------|
| Site Status at 08:00 | ED Status: | GREEN | Bed Status: | GREEN | Staff Status: | GREEN | | | |
| Site Status at 13:00 | ED Status: | amber | Bed Status: | GREEN | Staff Status: | AMBER | | | |
| Site Status at 16:00 | ED Status: | GREEN | Bed Status: | GREEN | Staff Status: | GREEN | | | |
| QEQM Site Situation & Risk Assessment | | | | | | Date: | 03/08/2016 | Time: | 16:00 |
| Site Status at 08:00 | ED Status: | GREEN | Bed Status: | GREEN | Staff Status: | GREEN | | | |
| Site Status at 13:00 | ED Status: | GREEN | Bed Status: | GREEN | Staff Status: | AMBER | | | |
| Site Status at 16:00 | ED Status: | RED | Bed Status: | GREEN | Staff Status: | AMBER | | | |
| WHH Site Situation & Risk Assessment | | | | | | Date: | 03/08/2016 | Time: | 16:00 |
| Site Status at 08:00 | ED Status: | RED | Bed Status: | AMBER | Staff Status: | AMBER | | | |
| Site Status at 13:00 | ED Status: | AMBER | Bed Status: | AMBER | Staff Status: | AMBER | | | |
| Site Status at 16:00 | ED Status: | GREEN | Bed Status: | GREEN | Staff Status: | AMBER | | | |
| ED Risk – Volumes as per OCC dashboard, Waits as per OCC dashboard | | | | | | | | | |
| Ambulance Waits: Green: No ambulances awaiting handover and capacity to offload, Amber: Ambulances waiting 15 to 30; Red: Ambulances waiting > 30 minutes; Black: ambulances waiting > 60 minutes | | | | | | | | | |



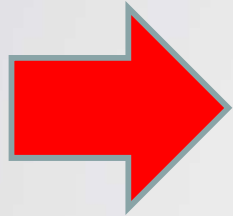
More highlights



- Improving provision
 - new Dover hospital opened June 2015
 - Estuary View outpatient service opened July 2015
- Additional CT scanner at William Harvey Hospital
- Free Wi-Fi for patients and visitors.



Our key challenges



Impacted by:

Geography

Multi-sites

Scale and
complexity of
Trust

1. **Emergency care**

- Patient flow and timeliness

2. **Staffing**

- ability to attract and retain specialist staff
- culture

3. **Clinical governance and safety culture**

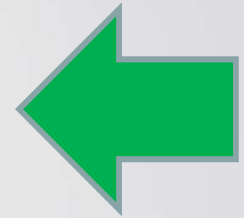
- deteriorating patients
- assessment for risk of VTE

4. **Planned care**

- impact of waits in cancer and referral to treatment times

5. **Finance**

- challenges of delivering savings and securing funding




Addressed
by:

Clinical
strategy

Improvement
journey



A better future

- 
- Kent and Medway **Sustainability and Transformation Plan**
 - Collaboration between NHS and social care organisations
 - Starting to think about plans for services to meet the needs of everyone in Kent and Medway



What does better healthcare look like?

Doing much more to help you stay well so you don't develop some of the illnesses we know can be caused by unhealthy lifestyles

Redirecting more of our resources into primary and community services so we can offer more care out of hospital

Organising acute hospital services in the most efficient and effective way



In summary

- **Good progress** on our improvement journey
- A **clear vision** – with challenges along the way
- A need to find **new ways** to provide great healthcare to meet changing needs.





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Financial Update

Nick Gerrard, Director of Finance &
Performance Management



Financial performance 2015/16

In 2015/16 the Trust's deficit increased from £7.4m to £35.3m

- Patient care income unchanged at £493m
- Other operating income £42m to £44m +£2m

Total costs £542m to £572m +£30m (5.6%)

- Staff costs £316m to £332m +£16m (5.1%)
- CNST premium £10m to £16m +£6m (60%)
- Drugs £53m to £55m +£2m (3.8%)
- Clinical supplies & services unchanged at £72m
- General supplies & services £18m to £18.5m +£0.5m (2.8%)
- Consultancy fees £1.3m to £2.8m +£1.5m (115%)
- Premises costs £17m to £19m +£2m (11.8%)
- Outsourcing (IS) £5m to £6.5m +£1.5m (30%)



Clinical Income 2015/16

| | |
|----------------------|---------|
| • Elective | £94m |
| • Non Elective | £135.6m |
| • Outpatient | £73.8m |
| • A&E | £22.1m |
| • Other | £164.1m |
| • Private patients | £3.3m |
| | |
| • Total | £493m |
| | |
| • CCGs & NHS England | £484m |
| • Private patients | £3.3m |
| • Other Trusts/RTA | £5.7m |



Capital

- CT scanner WHH £1.8m
- A&E WHH £1.0m
- Buckland Hospital £2.5m
- Patient environment improvement £1.1m
- Medical equipment £2.8m
- Telephony £0.6m
- IT £2.6m
- Donated equipment £0.3m

- Total £12.7m



Audit

- Unqualified Audit Opinion on the Accounts



Financial challenges

- Financial Recovery/STP
- Recruitment and retention
- Reducing agency spend
- Effective control
- Demonstrating efficiency
- Availability of capital
- Clinical strategy
- Activity and performance pressures
- Low Market Forces Factor

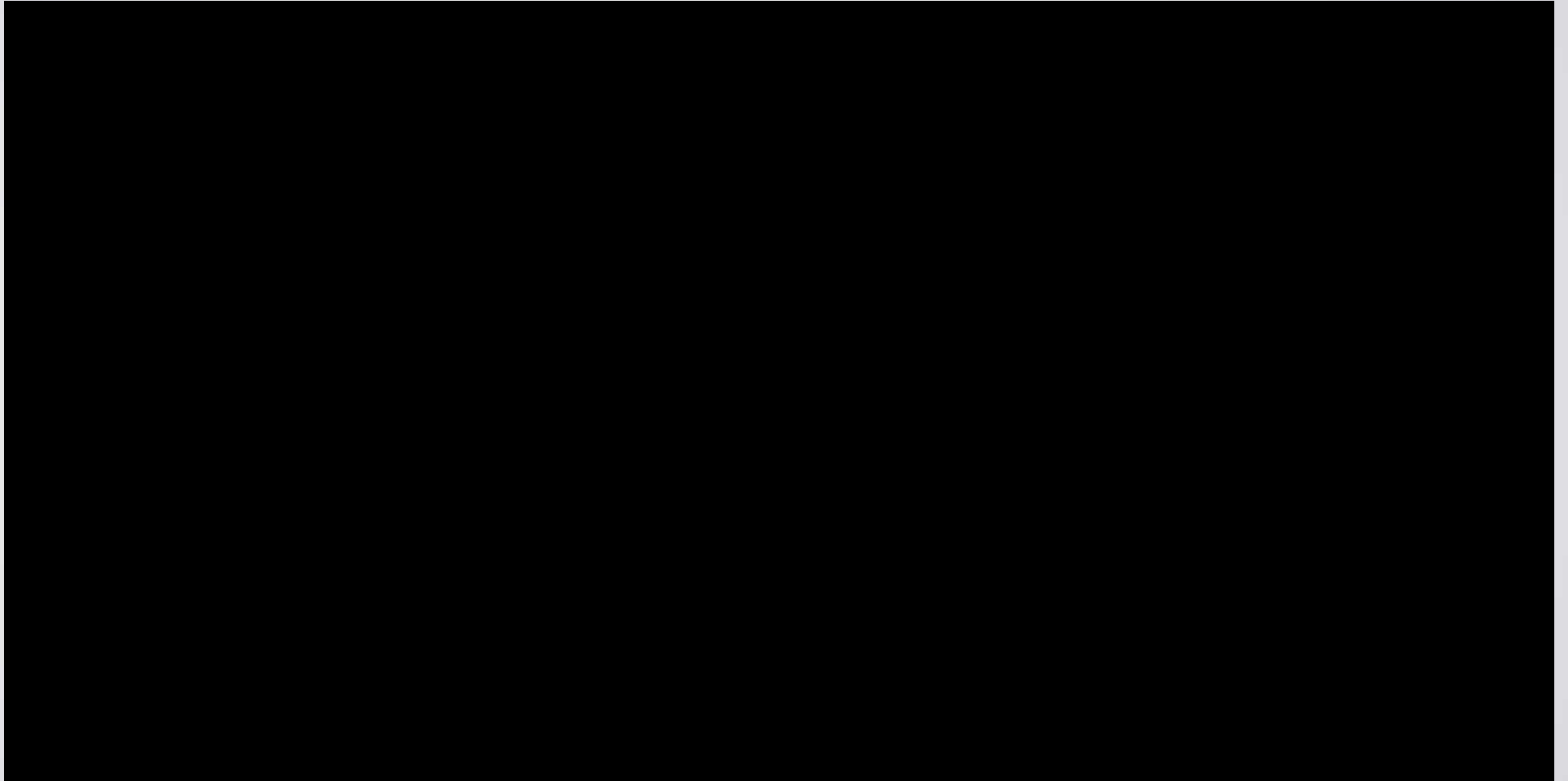




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Governor viewpoint

Michèle Low

Matt Williams



Governors' duties:

Hold the NEDs to account

Represent the interests of
members & the wider public



Governors decide:

Appoint the Chair & Non-Executive
Directors

Approve the Chief Executive's
appointment

Significant transactions

Non-NHS income business

... and we must be consulted....



Doing the Governors' business

New committees to improve governance and challenge the NEDs:

Quality **Finance & Performance**

Audit & Governance

Membership Engagement & Communications **Workforce**

Nominations & Remuneration



Future priorities

Increase engagement and communication with members and the public

Ensure our membership represents the communities we serve

Make it easier for you to contact us and tell us what you think

Ensure your views are considered in future plans





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Discussion

