

# Review of 2013/14

**Joe Harrison**  
**Chief Executive**



# During the last year our hospital:

- Attended to 75,333 patients in the Emergency Department
- Saw 296,485 patients in outpatient appointments
- Cared for 58,757 inpatients
- Delivered 3,831 babies
- Carried out more than 202,673 scans
- Received more than 892,693 requests for tests

# During the last year our hospital:

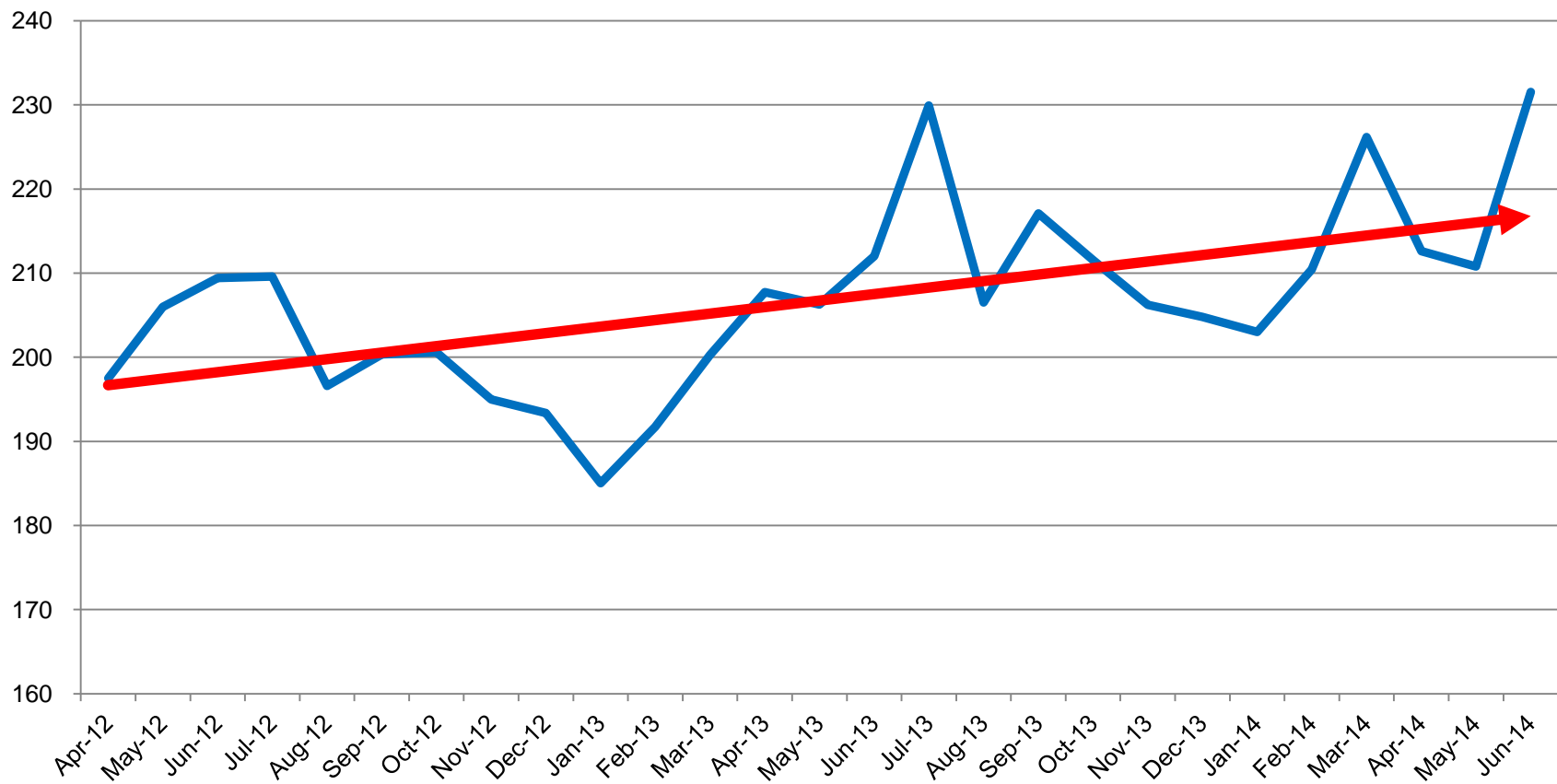
- Reaffirmed our commitment to improving patient safety and experience and clinical effectiveness
- Improved operational performance
- Continued our 'We Care' values and standards programme
- Met our financial plan

# Operational performance:

## Emergency Department

- The hospital had one of the most improved Emergency Department performances in the country, seeing 94.4% of patients within the four-hour access target (against a target of 95%)
- This compares to a performance of 91.4% the previous year and is despite a 4% increase in the number of patients attending the department

### Monthly A&E trends



# Operational performance:

## Waiting Times

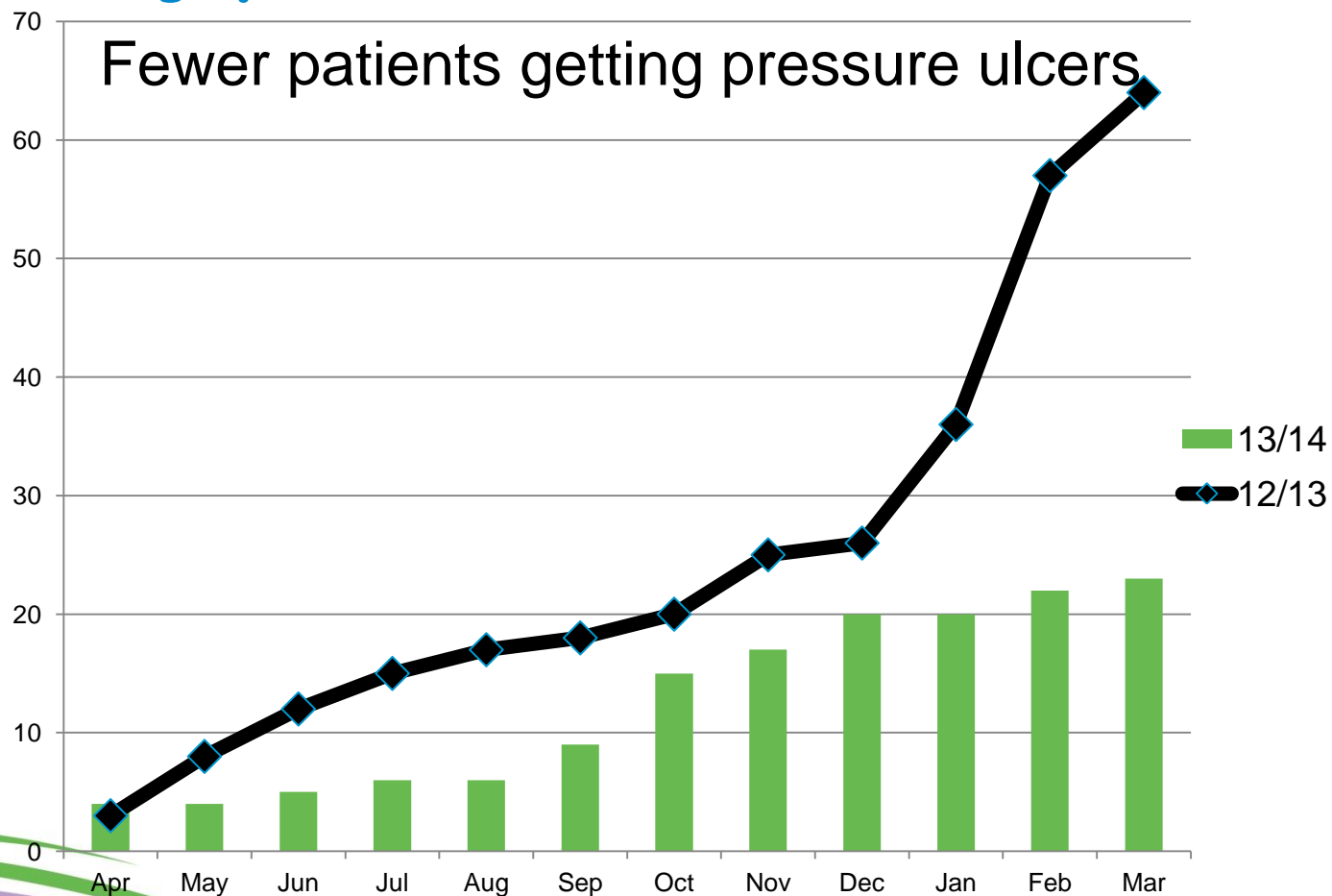
- The number of patients waiting more than 18 weeks for inpatient treatment fell from 315 to 216 and is now only 120
- 89.2% of patients referred by their GP for inpatient or day case care had their treatment within the 18 week target
- 97.6% of patients referred by their GP for outpatient care had their treatment within the 18 week target
- Majority of cancer access targets met

# Quality performance:

## Improving quality for patients

- Hospital Mortality Ratio improved from a peak of 107.6 to 88.1 at the end of the year
- Stroke access targets met and significant improvement from previous year
- Improving patient experience – Friends and Family Test

# Quality performance:





# Quality performance:

## Local Quality Priorities (Quality Accounts)

- We are continuing with our commitment to the elimination of grade 3 and 4 pressure ulcers and falls reduction and these remain an area of significant focus
- We achieved and exceeded the surgical checklist target in 2013/14
- We are continuing with our commitment to reducing falls in hospital by 5%

# Investing in quality:

- £1.5m in nursing staff – with continued investment this year
- Ambulatory Emergency Care Unit opened May 2013
- New emergency surgery pathway
- A&E expansion

# Thank you

- To our staff
- To our volunteers
- To all those who generously donate to our charity
- To our community

# Financial Review of 2013/14

**Jonathan Dunk**  
**Director of Finance**



# Financial Headlines

- Year of focus on investing in addressing quality and capacity.
- Final position of £17m deficit was as per the formal Trust plan agreed with Monitor (excepting national funding adjustments)
- Transformational savings delivered of £7.4m
- Deficits were common across other small-medium DGH organisations.
- Trust deficit not fully addressable within existing organisational boundaries

# Statement of Comprehensive Income

- Clinical Income, £10.6m increase on prior year.
- A further £5.8m of activity undertaken but not funded due to national contracting rules
- £4m of planned transformational income support received instead via Public Dividend Capital
- Expenditure increase driven by costs of delivering unplanned activity, quality & capacity investments and price inflation.

I&E Heading	2013/14 Actual £m
Income	173.1
Expenditure	(184.8)
<b>Operating Surplus</b>	<b>(11.7)</b>
Finance costs	(5.3)
<b>Retained Surplus / (Deficit)</b>	<b>(17.0)</b>

# Key Metrics

- Capital Expenditure completed in year of £8.7m:
  - Redeveloped Paediatric Facilities
  - Development of patient discharge unit
  - Purchase of digital imaging equipment
- Monitor Continuity of Services risk rating of 1 (recognising liquidity support requirement)
- The Trust received £13.7m of Public Dividend Capital funding during year.
- Year end cash balance of £0.5m (as per DH requirement)

# Charitable funds 2013/14

- £255,000 raised from individuals, companies, schools and events.
- Funded new items of equipment and ward enhancements.
- Launched new Leo appeal expected to raise £200,000 for enhancements to children's wards.

	2013/14 £k
Total income	255.0
Total Expenditure	(455.0)
<hr/> Net outgoing resources	<hr/> (200.0)
Fund balance Bfwd	638.0
<hr/> Fund balances Cfwd	<hr/> 438.0





# Financial Projections

- Continued investment in quality and moving to delivery of extended service access; £7.1m in 14/15 (e.g. additional emergency consultants)
- Monitor supported planned deficit of £24.9m in 14/15 with a significant capital spend of £14m
  - Improved A&E capacity
  - New Electronic Patient Record System
- Universal recognition that deficit will maintain until system review delivers outcome.
- In interim Trust delivering nationally required savings; £8.4m in 14/15

# Council of Governors and Membership

**Lesley Bell**  
**Public Governor**



## Our Governors

### 29 Governors comprising:

- 15 Public Governors – 8 Constituencies (3 vacancies)
- 7 Staff Governors
- 6 Appointed Governors – including:-
  - ▶ MK Clinical Commissioning Group
  - ▶ Healthwatch
  - ▶ Volunteer representation
  - ▶ MK Council
  - ▶ MK Youth Council
- Elections were held for both Public & Staff Governors in 2013/14

## Principle Responsibilities

Health & Social Care Act 2012 confirmed that Governors have a duty to:

- Hold Non-Execs to account for the performance of the Board
- Represent the interests of Members of the Trust as a whole and the public in general

## Additional Responsibilities

Approve by 50% majority:

- ‘Significant transactions’ inc. mergers, acquisitions, dissolution
- Increase in private patient income of 5% or above in any one financial year
- Any amendments to the Trust’s constitution

## Principle Activities April 2013 – March 2014

- The Council formally met 8 times, plus the AMM
- Two new NEDS were appointed
- Monitored progress on issues raised by the Care Quality Commission regarding dignity and nutrition
- Monitored Trust-wide governance issues

## Other Activities

- Represent the CoG on various Boards and Committees  
e.g.
  - ▶ Finance Committee
  - ▶ Quality Committee
  - ▶ Healthwatch Management Board
- Implementation of the 15 Steps programme
- Participate in PLACE inspections & Clinical Excellence Awards
- Health Review

## Membership Report

- Public membership reduced from 6,177 to 5,953 at the end of the year
- As Governors we represent the members and the public as a whole
- Please tell us how you would like us to contact you and what you would like us to do for you
- Most of all – Sign up and **COME AND JOIN US!**
- The hospital is here **FOR YOU**



## The Future

- The next few years will be an exciting challenge
- The hospital is moving forward
- Changes are inevitable – but they must be the right changes for Milton Keynes
- Come and join us in developing a hospital suitable to meet the health needs of the people of Milton Keynes of the Future

# Celebrating Our 30<sup>th</sup> Year – 2014/15 and Beyond

**Joe Harrison**  
**Chief Executive**

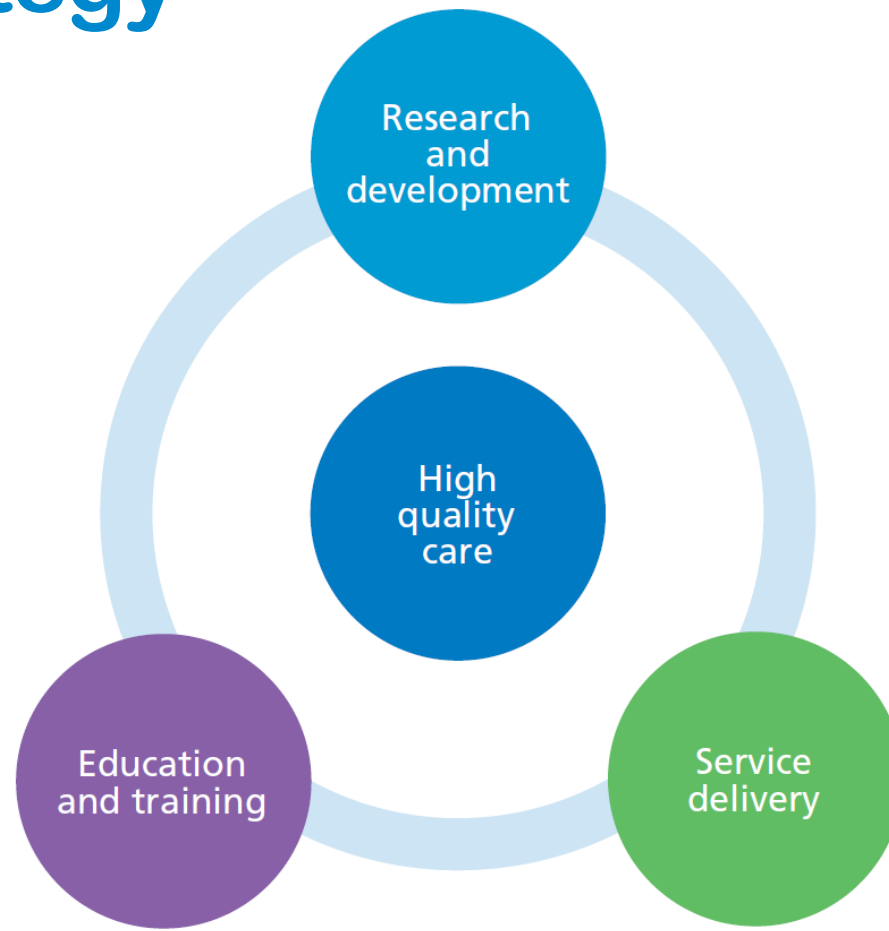
# Our mission

- A hospital committed to learning, to honesty, and to the best possible care and experience for every patient, every time
- A sustainable, high performing university foundation trust hospital, providing excellence in care quality, research, education and training

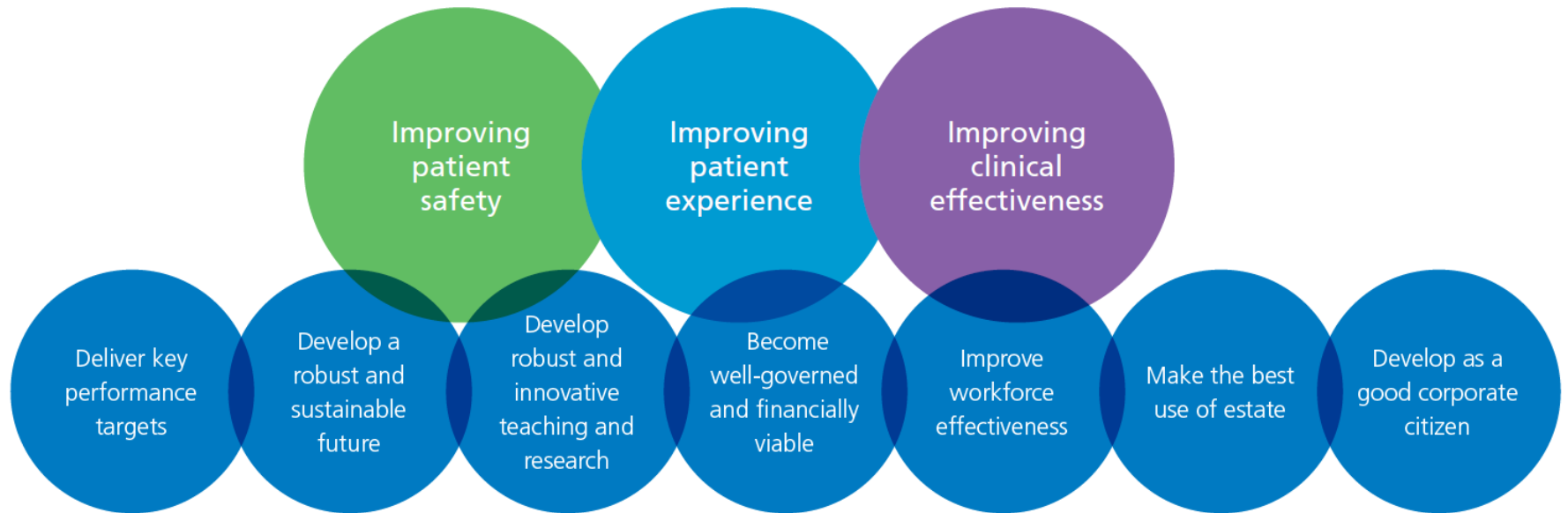
# Our values – the We Care programme



# Our strategy



# Our objectives



# Looking ahead

## An exciting journey

- Continued investment in A&E and developing services including the cancer centre and medical school
- Continued improvement in the quality of services provided to patients
- New models of care, meeting national best practice standards

# Looking ahead

## An exciting journey

- CQC inspection as part of our journey to excellence
- Engagement in the health review to ensure the hospital continues to grow and develop with the community it serves



# Celebrating Staff with 30 Years' Service

**Long Service Awards**

