

# MKUH Annual Meeting 2018



# Welcome and Opening Address

**Simon Lloyd**

*Chairman*

Milton Keynes University Hospital  
NHS Foundation Trust



# Review of 2017/18

**Professor Joe Harrison**

*Chief Executive Officer*

Milton Keynes University Hospital  
NHS Foundation Trust



# Our Objectives - the framework for everything we do



# Serving the people of Milton Keynes In 2017/18:



**550**  
beds



**353,662**

outpatient attendances

▼ down 1.2%



**3,763**

babies  
delivered

▼ down 1.2%



**4,727** members  
of staff at MKUH



**24,444**

elective admissions

▼ down 4.1%



**78%**

front-line staff  
vaccinated  
against flu



**87,740**

emergency department  
attendances ▲ up 1.1%



**2,592**

participants  
recruited for  
clinical studies



**275**  
volunteers



**34,184**

emergency admissions

▲ up 5.9%



**94%**

Friends and  
Family Test

(FFT) average  
recommended rate



**91%**

ED four hour  
performance



**89**

research  
studies

# Serving the people of Milton Keynes In 2017/18:

- 91% of patients were seen within the 4 hour A&E target - MKUH was among the top performing hospitals.
  - Achieved all cancer targets for seeing patients within two weeks of referral, providing first treatment with 62 days and second or subsequent treatment within 31 days.
  - 90.7% of referral to treatment (RTT) pathways within 18 weeks for incomplete pathways.
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# News and developments in 2017/18



# Care quality improvements

## Dementia Café

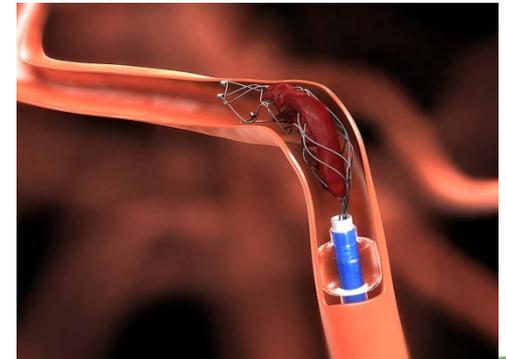
- In 2017, we launched our Dementia Café, providing a relaxed and friendly atmosphere for patients with dementia and their families.
- The monthly café gives patients the opportunity to dress in their day clothes, have tea and homemade cakes served on fine bone china away from the ward.



# Care quality improvements

## Stroke

- In October 2017 we launched a 'hyperacute' stroke service, delivering clot busting drugs to patients.
- We have treated more than 30 patients in our first year.
- Our stroke quality rating is now a solid 'B' – and many fewer patients are having to attend multiple hospitals.
- We are also well placed to provide ground breaking 'clot retrieval' in partnership with Oxford.



# Care quality improvements

## Hug in a Bag

- Hug in a Bag aims to support women who have attended our A&E presenting with a risk of miscarriage.
- Staff nurse Christina Riley won a prestigious Nursing Times Award 2017 for this initiative.



## Care quality improvements

### Night Charter

- A team of matrons, working alongside senior sisters and charge nurses launched a night charter called 'We Care, You Sleep' to reduce noise at night.
- The idea came as a result of patient feedback.

**We CARE** *You Sleep*



## Winter pressures in 2017/18

- The Trust faced a significant rise in demand for emergency and inpatient services during winter.
  - A number of new initiatives and ways of working were introduced to manage this, including working more closely with local health and social care partners.
  - Staff continued to provide an exceptional level of service for patients, even during periods of heavy snow.
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## Opening of the new main entrance

- We opened our new main entrance in May 2017, providing a welcoming, light and modern entrance to the hospital.
- The new facility is located directly opposite the main multi-storey car park and is linked to the outpatients building via a link corridor.



# Academic Centre opening

- The Academic Centre was opened in February 2018 by HRH The Duke of Kent.
- This is an outstanding teaching facility allowing us to attract, train and retain the best clinical talent.
- Facilities include a simulation suite, an operating theatre and classrooms to stream live operations
- A number of cohorts of students are currently benefiting from the Academic Centre, with many more planned.



## We now promote a smoke-free site

- In October, we became an entirely smoke-free site which includes all forms of tobacco smoking as well as e-cigarettes and vaping.
- Smoking is not permitted anywhere on the hospital site, including all car parks.



## A&E and Children's A&E

- The entrance to the main A&E department has moved to the location of the former main entrance to the hospital.
  - The additional space has allowed us to introduce a new 'streaming' service, working closely with the Urgent Care Centre.
  - As a result, patients are seen and treated more effectively.
  - The former entrance and reception/ waiting room has been converted into a children's A&E, giving children and families a separate space to wait.
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# Launch of eCARE

- Our new electronic patient record system eCARE launched in May 2018.
- eCARE gives our staff improved access to up-to-date information so that they can deliver safer, more efficient and more timely care.
- The system collates patient details in one easy-to-access place that is secure and confidential, avoiding the need to have to repeat information.



## Research and development

- We recruited 2,592 participants for 89 studies – the second best for small acute trusts in the country.
  - The Trust received over £700,000 to deliver National Institute of Health Research (NIHR) portfolio research.
  - The Trust is fast becoming an organisation recognised by industry, forging relationships with commercial partners wanting to perform quality research.
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# Event in the Tent



- For the second successive year, we hosted our large-scale staff engagement event ‘Event in the Tent’ .
- The event is designed as a way of providing a platform to allow staff from all areas to attend dynamic sessions including great speakers from health, care and beyond, with a focussed day on health and wellbeing.
- More than 1,300 staff from across the hospital attended and the feedback has been excellent.



# Listening to our staff

Question	MKUH in 2014	MKUH in 2015	MKUH in 2016	MKUH in 2017	Average (median) for Acute Trusts for 2017
Care of patients/service users is my organisation's top priority	80%	78%	77%	76%	76%
My organisation acts on concerns raised by patients/service users	79%	75%	71%	75%	73%
I would recommend my organisation as a place to work	58%	61%	60%	61%	61%
If a friend or a relative needed treatment, I would be happy with the standard of care provided by this organisation	61%	64%	65%	66%	71%
Staff recommendation of the Trust as a place to work or receive treatment	3.72	3.76	3.74	3.74	3.76

# Recognising staff achievements

- Our annual staff awards event has become a highlight in the staff calendar and in October 2017, we hosted our biggest event yet.
  - Following a record breaking 463 nominations, more than 200 staff and their guests were invited to attend the awards ceremony at the Doubletree Hotel, Stadium:MK.
  - The awards are a fantastic way to showcase and celebrate staff achievements, as well as to share best practice and learning across all teams.
  - 2018 has been another record breaking year for nominations, demonstrating the value of the awards on staff morale.
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# Financial Review of 2017-18

**Mike Keech**

*Director of Finance*

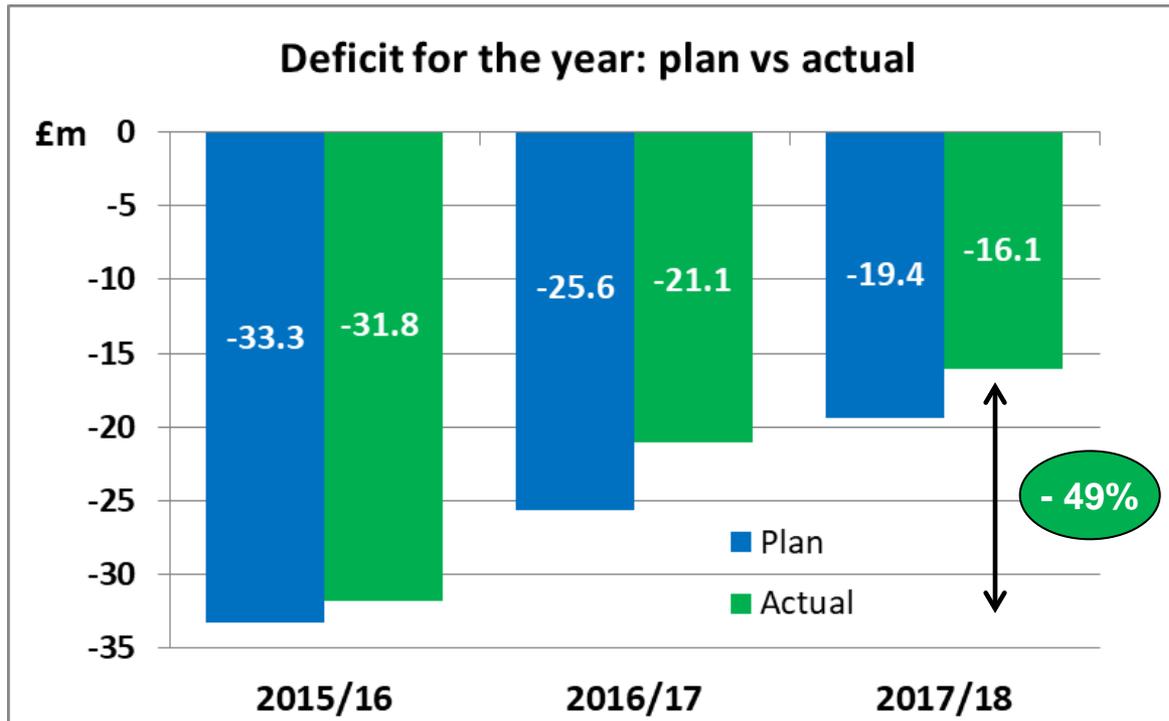
Milton Keynes University Hospital  
NHS Foundation Trust



# Financial Headlines

The Trust achieved a deficit of £-16.1m for the year ending 31 March 2018 which was £3.3m better than plan (excluding donations).

This was a £5.0m improvement on the previous year and represents a 49% reduction in the deficit compared to 2015/16.



SOURCE: Trust annual plan / accounts

## Financial performance

- £12.3m (6%) increase in income largely due increased activity, particularly emergency admissions.
- £7.7m (3%) increase in costs with the main area being a £5.3m increase in staff costs.
- 39% reduction in agency spend compared to prior year (£11m vs £18m).
- £9.0m of a savings target of £10.5m delivered.

£m	2016/17	2017/18		Variance
	Actual	Plan	Actual	
Income	215.3	220.0	227.6	7.6
Expenses	(232.5)	(235.4)	(240.2)	(4.8)
<b>Operating Deficit</b>	<b>(17.2)</b>	<b>(15.4)</b>	<b>(12.6)</b>	<b>2.8</b>
Finance costs	(3.9)	(4.0)	(3.5)	0.5
Loss on disposal of assets	0.0	0.0	0.0	0.0
<b>Net (Deficit)</b>	<b>(21.1)</b>	<b>(19.4)</b>	<b>(16.1)</b>	<b>3.3</b>

SOURCE: Annual plan / accounts (plan excludes donations)

## Investing in the future

- £17m invested in capital projects:
  - New multi storey car park;
  - Investment in A&E to support patient streaming;
  - Continued investment in the new electronic patient records system (eCARE);
  - Investment through the Global Digital Exemplar programme; and
  - Replacement and upgrade of our facilities and equipment.
- The Trust is planning to make further investments to its infrastructure and estate as part of the 2018/19 annual plan.



# Charitable funds

- £233k was generated from fundraising activities in year, supported by a 14% increase in donations compared to 2016/17.
- Expenditure on charitable activities totalled £333k in year which was an increase of £142k on last year. The spend included £74k for a children’s artwork project to transform the hospital’s paediatric wards.

Charitable funds:	2017/18
	£k
<b>Total Income</b>	233
<b>Total Expenditure</b>	(333)
<b>Net incoming resources</b>	<b>(100)</b>
<b>Fund balance Brought forward</b>	<b>432</b>
<b>Fund balance Carried forward</b>	<b>332</b>

DRAFT: subject to audit



## Outlook for 2018/19

- The national picture continues to be extremely challenging with continued emphasis on delivering financial improvements whilst meeting targets for A&E and waiting times.
  - The Trust has been set a control total deficit of £-15.8m for 2018/19. In order to achieve its control total the Trust has set an ambitious transformation programme target of £10.1m.
  - The Trust also has ambitious plans to continue its investment in its estate and digital infrastructure.
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# **Council of Governors and Membership – 2017 - 2018**

**Alan Hastings**

*Public Governor*

Milton Keynes University Hospital  
NHS Foundation Trust



# Our Governors

- **29 GOVERNORS IN TOTAL** – comprising:
  - 15 public governors – eight constituencies
  - Seven staff governors
  - Seven appointed governors, including:-
    - **Milton Keynes Clinical Commissioning Group**
    - **Healthwatch Milton Keynes**
    - **Community Volunteer representation**
    - **Milton Keynes Business representation**
    - **Milton Keynes Council**
    - **Milton Keynes Youth Council**
    - **Buckingham University**
  - Elections were held for both public and staff governors in 2017/18
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# Statutory Duties

The Council of Governors has a number of statutory duties required by law.

Perhaps the most important of these throughout the year are to:

- Hold Non-Executive Directors to account for the performance of the Board.
- Represent the interests of patients, members of the Trust as a whole and the public in general.

## AS GOVERNORS WE MUST:

- Be independent of the Board of Directors
  - Represent the interests of patients, members and the people of Milton Keynes
  - Abide by the Code of Practice - 7 Nolan Principles of Public Life
    - Selflessness
    - Objectivity
    - Openness
    - Leadership
    - Integrity
    - Accountability
    - Honesty
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# Activities 2017 - 2018

- The Council formally met 6 times plus the Annual Members' Meeting
  - The Council of Governors is responsible for non-executive director appointments, and during 2017/18 they appointed the Chairman and three Non-Executive Directors.
  - Governors were also actively involved in the tender process for the appointment of the Trust's External Auditors. The final appointment was made at a public meeting of the Council of Governors in May 2017.
  - Monitored Trust-wide governance issues on an on-going basis and received a wide range of reports including, finance, performance, quality and workforce with the opportunity to provide scrutiny and challenge.
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# Other Activities

- The Council of Governors also received and approved formal reports including the Annual Report and Accounts.
  - Represent the Council of Governors on various Boards and Committees such as the Charitable Funds Committee and the Quality and Clinical Risk Committee, by attending as and when appropriate.
  - Participate in the 15 Steps Programme
  - Participate in the annual PLACE (Patient Led Assessment: Clinical and Environment) inspections and Clinical Excellence and Staff Awards.
  - On-going drive to increase membership and enable patients and the public to have their say in the future development of the hospital.
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# Membership

- The total membership including public members and staff members is 8477 at the end of the year.
- In March 2018 The Membership and Engagement Strategy was revised and refreshed to encourage members to get more involved.
- Activities have taken place to inform, involve and recruit new members:-
  - Membership promotion at local public events, for example the MK Play Day event that is hosted by Milton Keynes Council at Campbell Park.
  - ‘Meet the Members’ event in May 2017 attended by members to hear about the joint medical school venture with the University of Buckingham and the education and training facilities available.



# Membership

Future activities planned include:-

- More Meet the Members events
- Local community recruitment campaigns
- Members' Newsletter



# Membership

- As Governors we represent patients, Members and the public
- **COME AND JOIN US!**
- The hospital is here FOR YOU



# Looking forward

**Professor Joe Harrison**

*Chief Executive Officer*

Milton Keynes University Hospital  
NHS Foundation Trust



<https://www.youtube.com/watch?v=oL8yiJ5M-Y0&t=1s>



## Cancer Centre

- Work is currently underway on the construction of our new Cancer Centre, bringing all cancer related services under one roof to avoid patients having to travel unnecessarily to places such as Oxford and Northampton.
- Facilities included will be a 24 bed ward, outpatient consultation rooms, family visiting areas and a Macmillan information and wellbeing area.
- Our hospital charity has launched a £2.5m appeal to support the development of the cancer centre.



## New vision and values – The MK Way

- Following staff feedback at the Event in the Tent, we have reviewed the values of the organisation to make sure they capture what is important to us and important to our patients.
  - The four new values – We Care, We Communicate, We Collaborate and We Contribute – describe what we stand for and what we strive to do well
  - We have also published a new vision and strategy – although our ten objectives have remained the same
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Our **purpose** is to provide safe, effective acute hospital care and a positive experience of hospital services for the residents of Milton Keynes, Buckinghamshire and beyond. Meeting the health and care needs of one of the fastest growing populations in the country.

Our **vision** for Milton Keynes University Hospital NHS Foundation Trust is to be an outstanding acute hospital and part of a health and care system working well together.

Our **values** are care, communicate, collaborate and contribute.

Care	Communicate	Collaborate	Contribute
<p><b>We care:</b> We deliver safe, effective and high quality care for every patient. We treat everyone who uses our services, and their families, friends and carers, with dignity, respect and compassion; and we treat each other as we would wish to be treated ourselves.</p>	<p><b>We communicate:</b> We say <b>#hellomynameis</b>; we keep patients informed about and involved and engaged in their treatment and care; and each other informed about what's happening in our hospital. We know we can speak up to make sure our hospital is safe and our patients are well cared for.</p>	<p><b>We collaborate:</b> We are <b>#TeamMKUH</b>. We work together and with GPs, primary care, community care, social care and mental health providers and other hospitals to deliver great care and services for people in Milton Keynes, Buckinghamshire and beyond.</p>	<p><b>We contribute:</b> We develop goals and objectives in support of the hospital's vision and strategy. We are willing to join in and play our part to make our hospital the best it can be. We acknowledge and share good practice so that others can learn what works well and why, and we learn from others so that we keep improving the care and services we provide.</p>

Our **strategy** has five pillars to help us to be an outstanding acute hospital and part of a health and care system working well together.

Pillar 1:	Pillar 2:	Pillar 3:	Pillar 4:	Pillar 5:
<p>To deliver <b>high quality clinical care and services</b> in the best possible facilities for every patient, every time</p>	<p>To invest in our <b>workforce</b> and their <b>health and wellbeing, education and training</b> to recruit and retain great people in every profession</p>	<p>To improve <b>research and development</b> to give patients in Milton Keynes and Buckinghamshire parity of access to clinical trials</p>	<p>To lead <b>integration and collaboration</b> in the Milton Keynes health and care system to improve how residents access and experience services</p>	<p>To ensure our patients can access the best <b>specialist and tertiary care</b> and working with neighbouring hospitals to make sure our clinical services meet the latest quality standards</p>



## MyCare – Patient portal

- Most exciting digital innovation is the launch of MyCare – an online portal enabling patients to manage their own appointments and view appointment letters online.
- Patients are able to register using their mobile number and make changes via an online portal.
  - patients will be able to see appointments,
  - confirm attendances,
  - receive text reminders and add appointments to their calendar.
- Additional functionality, including delivery of e-letters, will reduce the need for postage and letters

## Brand new website

- We are currently building a new website which is due to launch later this month.
  - The site will be the single point of contact for all patient, visitors and members of the public.
  - The new website – [www.mkuh.nhs.uk](http://www.mkuh.nhs.uk) – will benefit from a clear and easy to use interface and provide users with all the information they need to know.
  - Once live, feedback on the site is welcomed. Please get in contact if you have any suggestions.
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# Finally, a thank you

- To our volunteers
- To those who support our charity
- To our community
- To our staff, who strive to provide good, safe care every day for every patient

