

TheMKWay

CARE. COMMUNICATE.
COLLABORATE. CONTRIBUTE.



Milton Keynes
University Hospital
NHS Foundation Trust



2019/20
Annual Report Summary



Welcome statement from Joe Harrison, Chief Executive



“ *The last months of the 2019/20 financial year have been some of the most arduous and testing we have faced.* ”

The Covid-19 pandemic has seen us completely restructure the care and services we deliver, providing emergency care for patients in need, and dramatically scaling back our outpatient and non-emergency activity. This annual report therefore looks quite different to those of previous years, with much more limited performance and quality information than would usually be the case.

One of this year's highlights has been the opening of our new Cancer Centre which brings together our cancer services into one purpose-built location, providing patients undergoing cancer treatment with an environment designed for their specific needs – whether receiving outpatient chemotherapy or acute inpatient care.

We have also invested in the health and wellbeing of #TeamMKUH, launching a benefits programme in May 2019 and introducing free parking, free tea and coffee and a raft of other measures to make working life easier.

Our operational performance has been in line with our peers throughout the year, with increasing demand on hospital services causing some points of pressure in emergency, cancer and planned care.

Financially, after adjusting for specific items relating to Covid-19 we met our agreed financial control total for the seventh consecutive year. On a control total basis (including funding received through the financial recovery fund and provider sustainability funds), the Trust reported a small surplus of £0.1m which was £0.5m better than the Trust's financial control total and plan of £0.4m deficit.

Finally, I would like to take this opportunity to extend my gratitude to the whole of #TeamMKUH for their dedication and professionalism which never cease to amaze and inspire me.

Looking ahead our focus will remain, whatever challenges we face as a hospital and as a nation, on providing the excellent care and services the people of Milton Keynes expect and deserve.

**Joe Harrison,
Chief Executive**



Care Quality Commission inspections - We're still Good!

The Trust had an unannounced focused Care Quality Commission (CQC) inspection in April and May 2019 to check how improvements had been made in urgent and emergency care, surgery, medical care including older people's care service and maternity services.

In terms of 'safe', medical care was given a rating of 'good' (from 'requires improvement' in 2016); in Surgery, 'safe' was regraded from 'good' to 'requires improvement'. In urgent and emergency care, the rating for 'well-led' was amended from 'good' to 'requires improvement.' All other inspected areas maintained their

previous ratings. There were a number of areas that were not inspected - these were critical care, outpatients, diagnostic imaging, children and young people's services and end of life care. These areas retained their previous ratings. Overall Ratings for Milton Keynes University Hospital are shown below.

The Trust received no notifications of compliance or enforcement actions as a result of this report. Areas were identified for improvement, and the Trust took immediate action to ensure those recommendations were acted upon.

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|--|----------------------|-----------|--------|------------|----------------------|----------------------|
| Urgent and emergency services | Requires improvement | Good | Good | Good | Requires improvement | Requires improvement |
| Medical care | Good | Good | Good | Good | Good | Good |
| Surgery | Requires improvement | Good | Good | Good | Good | Good |
| Critical care | Good | Good | Good | Good | Good | Good |
| Maternity and gynaecology | Good | Good | Good | Good | Good | Good |
| Services for children and young people | Good | Good | Good | Good | Good | Good |
| End of life care | Good | Good | Good | Good | Good | Good |
| Outpatients and diagnostic imaging | Good | Not rated | Good | Good | Good | Good |
| Overall | Requires improvement | Good | Good | Good | Good | Good |

Outstanding practice: CQC highlights

In maternity:

- Two new smartphone apps.
- Warm Baby Bundle red hat initiative.
- Online patient portal.
- Option of an outpatient induction of labour.

In medical care:

- Understanding the needs of different groups of people.
- Activities & welcome packs for patients.
- The discharge process was discussed at parts of the patient's journey.



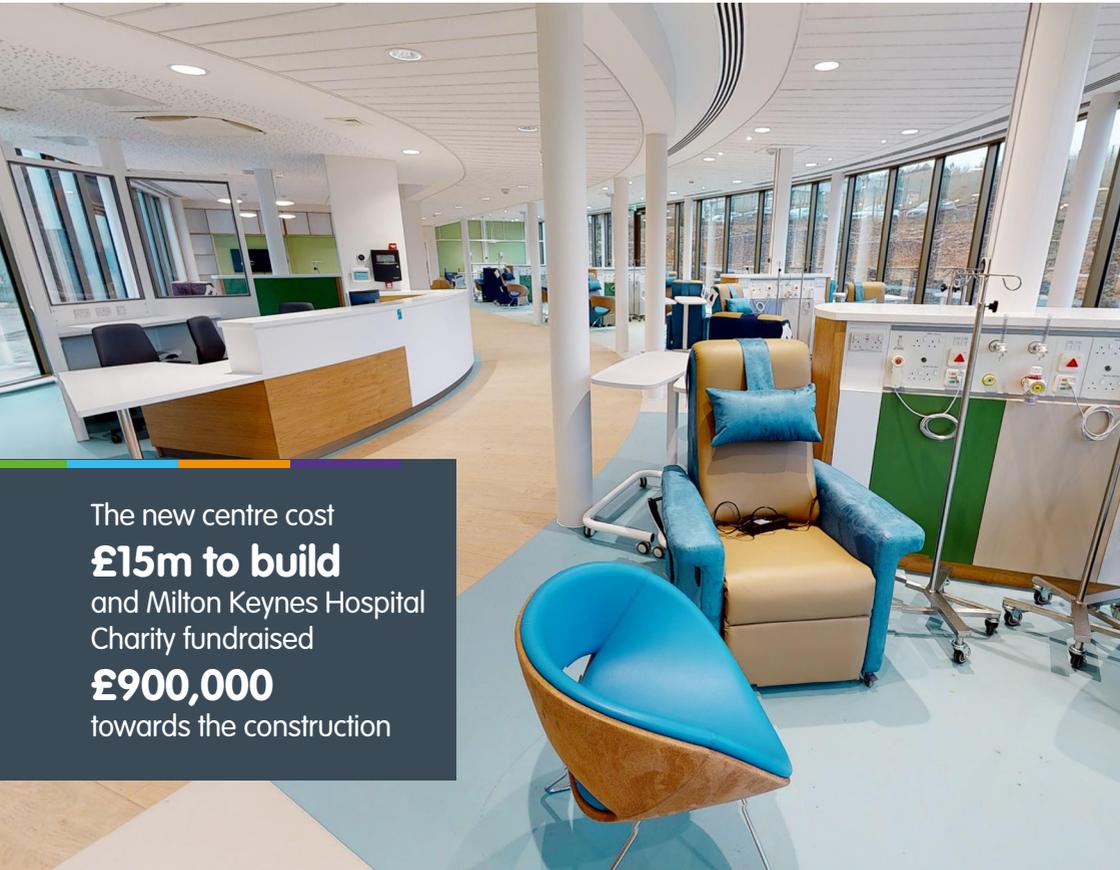
Cancer Centre opening

In early March 2020, we opened our fantastic new Cancer Centre which brings all cancer-related services under one roof for holistic treatment and care.

The Centre brings significant improvements to the treatment of cancer patients in Milton Keynes and the surrounding areas. While cancer services were previously provided across three locations on the hospital site, the new centre offers oncology, clinical haematology and cancer-related chemotherapy services, inpatient and outpatient services alongside a wellbeing support service, allowing MKUH to

significantly improve the quality of its Cancer Services whilst also helping to increase capacity.

Facilities include outpatient consultation rooms, procedure rooms and a specialist treatment rooms, a 24-bed inpatient ward (16 single en-suite rooms) including two two-bed bays and a four-bed assessment bay, a Macmillan Suite and the Irene Crosswell Macmillan Wellbeing Lounge. The building has been supported by Milton Keynes Council, Macmillan Cancer Support and a public fundraising appeal by Milton Keynes Hospital Charity.



The new centre cost
£15m to build
and Milton Keynes Hospital
Charity fundraised
£900,000
towards the construction



We were delighted the Charity was named 'Charity of the Year' in the MK Business Achievement Awards and, while fundraising has focused largely on the Cancer Centre Appeal, support has continued for other areas including paediatrics, the Neonatal unit and wards for our patients with dementia. We are

extremely grateful to everyone who has contributed to what is a wonderful facility.

The new centre cost £15m to build and Milton Keynes Hospital Charity fundraised £900,000 towards the construction through their dedicated Cancer Centre Appeal.

Performance

The Trust processed 24.2% more GP referrals than it had planned to at the beginning of the year, and demand on the emergency department was 0.9% higher than expected.

The impact of Covid-19 affected activity volumes in March 2020. The Trust accommodated 9.3% fewer emergency admissions through the year than planned, which was a decrease of 15.7% compared to 2018/19. This reduction in emergency admissions was influenced by the evolution of the Ambulatory Care pathway.

The Trust treated 2.3% fewer elective admissions than planned and when compared to elective activity in 2018/19, this represented a decrease of 3.4%. The variation in activity during 2019/20 compared to 2018/19 was as follows:



383,764
outpatient attendances,
0.2% more than 2018/19



25,061
elective spells,
3.4% less than 2018/19



28,997
emergency admissions,
15.7% less than 2018/19



90,152 emergency
department attendances,
2.4% more than 2018/19



3,571
babies were delivered,
0.6% fewer than 2018/19





Waiting times

Since August 2019, the Trust has been operating as a pilot site for a new referral-to-treatment (RTT) waiting time performance indicator that was identified as part of the NHS England/Improvement Elective CRS review.

During this pilot, the Trust has monitored the mean average waiting times for planned elective pathways as opposed to measuring performance using the 92% 18-week target. An initial 'baseline' of 9.2 weeks was used as the starting point for measuring the movement of the mean average waiting times each month since August 2019. The Trust did not meet the 9.2-week baseline consistently. Significant winter pressures meant that the focus, in common with most other NHS Trusts, turned to caring for the large number of very sick patients attending the Emergency Department.

The Trust's performance was further hampered by the difficulties encountered in maintaining patient flow through the hospital. In particular, many patients who had been admitted with medical complaints had to be cared for in beds that would normally have been used for elective patients.

| Month 2019/20 | Baseline (Average Wait in Weeks) | Trust Performance (Average Wait in Weeks) |
|---------------|----------------------------------|---|
| April | 9.2 | 8.9 |
| May | 9.2 | 9.2 |
| June | 9.2 | 9.3 |
| July | 9.2 | 9.9 |
| August | 9.2 | 9.6 |
| September | 9.2 | 10.1 |
| October | 9.2 | 10.1 |
| November | 9.2 | 10.7 |
| December | 9.2 | 12.0 |
| January | 9.2 | 12.3 |
| February | 9.2 | 11.9 |
| March | 9.2 | 13.7 |



Overview of financial performance

Despite ongoing financial pressures across the NHS, during 2019/20 the Trust continued its excellent track record of reducing its financial deficit year-on-year and meeting or exceeding its agreed financial plan.

In 2019/20 it secured a lower (better) deficit of £5.1m (excluding other comprehensive income). This represents a £4.5m improvement on the reported deficit of £9.5m in 2018/19 and a £26.8m improvement compared to 2015/16 when the Trust reported its largest deficit (£31.8m):

Historical reported deficits (before revaluations)





Staff

The Trust's staff are fundamental to its success in providing quality care and treatment to patients, and recognition of their contribution was showcased at the MKUH Staff Awards in November 2019, which was its biggest ever with more than 300 in attendance.

The ceremony is an opportunity to celebrate staff achievements from right across the hospital, and it is fair to say the staff and the public joined in with over 670 nominations submitted.

Speaking of staff engagement, in May 2019 the annual Event in the Tent was held which provided an excellent opportunity to further inspire staff with dynamic presentations from a variety of speakers and activities that provided great motivation and additional perspectives on how to provide excellent care and treatment for our patients. More than 1,400 staff from across the hospital attended the Event during the week, hearing talks by Sir Anthony Seldon, Vice Chancellor of the University of Buckingham, and NHS Patient Champion Ashley Brooks, among others.



More than **1,400** staff attended the **Event in the Tent** in May 2019

The 2019 event also saw the new staff benefits package unveiled giving staff free parking at the hospital, among other benefits which were rolled out across the year. Staff fully deserve these benefits for their continued hard work and commitment, and we believe that these assist in retaining and recruiting staff.

The 2020 Event was postponed due to the pandemic and is scheduled to be held virtually on 29 September, 30 September and 1 October.



TheMKWay

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The MK Way promotes the vision, values, strategy and objectives for MKUH. Developed in collaboration with staff, the values reflect what is important to our staff and patients, and set out the way we want to behave as an organisation.



We CARE

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.



We COLLABORATE

We are **#TeamMKUH**. 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.



We COMMUNICATE

We say **#hellomynameis**; 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.



We CONTRIBUTE

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.

Members section

The Trust has continued to make efforts throughout the year to recruit new members and increase opportunities to engage with its current membership through a number of exclusive events and participation.

In 2019/20 work has continued to secure the Trust's membership community by addressing natural attrition and increasing its demographic diversity. Efforts continue to ensure that the database properly reflects the true number of eligible staff and public members. This has enabled efficient, effective communication to be made in the most convenient way to members and broadened the involvement of the public membership.

A summary newsletter highlighting key developments of the key points of the Annual Report was also produced.



The Trust currently has **5382 public members** and **2997 staff members** on its membership register. The total membership is therefore **8379**.

| | 2019/20 | 2018/19 |
|---|---------|---------|
| Public constituency | | |
| At year start 1 April | 5464 | 5550 |
| New members | 0 | 15 |
| Members leaving | 78 | 101 |
| At year end 31 March | 5382 | 5464 |
| Staff constituency | | |
| At year start (1 April) | 2722 | 2927 |
| At year end (31 March) | 2997 | 2722 |
| Public constituency: Age (years) | | |
| 0-16 | 1 | 6 |
| 17-21 | 17 | 29 |
| 22+ | 2072 | 2102 |
| Not declared | 3292 | 3327 |
| Public constituency: Ethnicity | | |
| White | 4221 | 4284 |
| Mixed | 81 | 81 |
| Asian or Asian British | 373 | 387 |
| Black or Black British | 246 | 249 |
| Other | 37 | 39 |
| Not declared | 424 | 424 |
| Public constituency: Gender | | |
| Male | 2104 | 2144 |
| Female | 3278 | 3320 |



Becoming a member

As one of the members of MKUH, you will be able to help shape the future of healthcare in Milton Keynes and beyond.

It's completely up to the individual how involved they want to be. We value any input local citizens are able to offer.

When MKUH became a Foundation Trust (FT) in 2007, the hospital had a greater say in the care it provides and the way it spends its money. Becoming a FT means that the Board of Directors is accountable directly to its members through the Council of Governors.

We believe that our members (made up of patients, public and staff), who currently number 5,550, are an invaluable resource, helping to tailor services to the changing needs of the local community, working with us to improve patient experience and as well as helping to develop the future of MKUH and the local healthcare community.

As a member, you will:

- Receive invitations to members' meetings and special events
- Receive newsletters and updates about the hospital's activities
- Have access to Members' Council representatives to raise any concerns or offer ideas
- Be able to elect members' councillors who will help involve patients, families and the public in how we can do things better
- Have the opportunity to influence the development of the trust and its services

Anyone wishing to contact the Council of Governors or enquire about becoming a member can do so in writing or by using a dedicated membership email address Foundation.Members@mkuh.nhs.uk. Contact can also be made directly by telephoning the Trust Secretariat Office on **01908 996234**.

Council of Governors – Update

To enable the Council of Governors to effectively exercise their statutory duties, the Board of Directors ensures that the Council receives the Annual Report and Accounts, is consulted on the content of the Quality Account and receives management reports detailing Trust performance in all areas.

Presentation of the 2019/20 Annual Report and Accounts took place at the Council of Governors' meeting in July 2020. The Council of Governors is responsible for representing the interests of NHS Foundation Trust members, the public, and members of staff, and together with partner organisations of the Trust, it shares information about key decisions with the membership. During the course of 2019/20, the Council of Governors took advantage of a number

of formal and informal opportunities to engage with the Trust membership, with a view to seeking their views on the Trust's performance, plans and priorities. Feedback received by governors from these and other interactions with Trust members and the public was reflected in their comments on the Trust's Annual Plan and the Patient Experience Strategy.

Council of Governor elections

In 2019/20 elections were held for the following seats on the Council of Governors. The Trust commissioned the services of UK Engage to undertake the election process. The results of those elections were as follows:

| Date | Constituency (see Appendix 1 for key) | Result |
|------------|--|---|
| March 2020 | PUBLIC: Walton Park, Danesborough, Middleton, Woughton | Niran Seriki (elected) Clare Hill (re-elected) |
| March 2020 | PUBLIC: Stantonbury, Stony Stratford, Wolverson | Ann Thomas (elected) |
| March 2020 | PUBLIC: Hanslope Park, Olney, Sherington, Newport Pagnell | Alan Hancock (re-elected) |
| March 2020 | STAFF: Doctors and Dentists: | Raju Thomas Kuzhively (elected) |
| March 2020 | STAFF: Non Clinical (Admin & Clerical, Estates, Finance, HR, Management). | David Barber (elected) |

Governor Development

Milton Keynes University Hospital NHS Foundation Trust is committed to supporting the members of the Council of Governors in carrying out their roles effectively.

Governors were provided with development and knowledge-building opportunities during the year. These included attending Board and sub-committee meetings as observers. They also are members of the Patient Experience Group attending food focus meetings, reviewing patient literature. In addition, the Trust has supported engagement by the current lead governor with his counterparts across the East of England region, with a view to gaining and sharing best practice and new ideas, particularly in relation to member engagement and development.

The Lead Governor and various Governors attend a range of events and workshops on a variety of subjects, both within the Hospital and externally. Subjects include such as End of Life care, Population Health Management, Community Action Group for local charities, Working Together across the Thames Valley area, Legal Rights, Lead Governor Network, where the way other Trusts work, both Acute and Mental Health, across the East of England, is discussed.

The format for the Council of Governors meetings has continued to develop and in 2019/20 has included presentations on topical issues within the Trust. Governors receive summary reports of the deliberations at Board Committee meetings and are updated on key messages from Management Board meetings. Verbal updates from the Chairman and Chief Executive also highlight key messages from Board meetings and keep governors abreast of important developments within the wider NHS.

In the course of the year, governors have maintained their interest in understanding the experience of patients who use the hospital's services, with many taking part in '15 steps challenge' visits in which the quality of care provided is assessed from a patient and carer's perspective to clinical areas. Several governors have also become involved with and contribute to groups across the hospital who are seeking to improve the experience of patients with specific needs, including those with a learning disability and others with impaired mobility. A number of governors have also taken part in Patient-Led Assessments of the Care Environment (PLACE) assessments, which are in-depth reviews of various wards, which include meal times and involvement in new food tastings.

“ The Trust has supported engagement by the current lead governor with his counterparts across the East of England region, with a view to gaining and sharing best practice and new ideas, particularly in relation to member engagement and development. ”

Annual Members' Meeting 2019

Dozens of people from across Milton Keynes attended our 2019 Annual Members' Meeting (AMM) which was held in September 2019 in the hospital's Academic Centre.

The Annual Report and Accounts for 2018/19 were formally presented and there was an opportunity to ask questions of the Trust Board, as well as presentations to update attendees on key developments at the Trust. The meeting, which was open to the public to attend, provided information on how the hospital performed between 1 April 2018 and 31 March 2019 and highlighted the achievements of the year. Before the meeting, visitors were able to give their comments and provide feedback on their experiences of the hospital, and information stands provided information about the hospital and its services.

There was also a speed-dating-style 'Meet the staff' engagement event, in which attendees could spend a few minutes speaking with different staff members in a one-to-one format and ask them questions about their roles and what life was like to be part of #TeamMKUH. The feedback from attendees and staff on the 'Meet the staff' event was fantastic so this type of event is likely to be on the agenda again for future AMMs!



Annual Members' Meeting 2020

Tuesday 22 September 2020 from 4pm

Members of Milton Keynes University Hospital are invited to our next AMM on Tuesday 22 September 2020 from 4pm. The meeting will be held online as per social distancing during the pandemic.

As usual, the Annual Report and Accounts for 2019/20 will be formally presented and there will be an

opportunity to ask questions of some of the Trust Board online. There will also be presentations to update you on key developments.

To book your place or send questions in advance, or for any other queries, please call Julia Price on **01908 996235** or email **Julia.Price@mkuh.nhs.uk**



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