

Council of Governors
13th April 2011

Chief Executive's Report

Andrew Foster
Chief Executive

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Our Journey



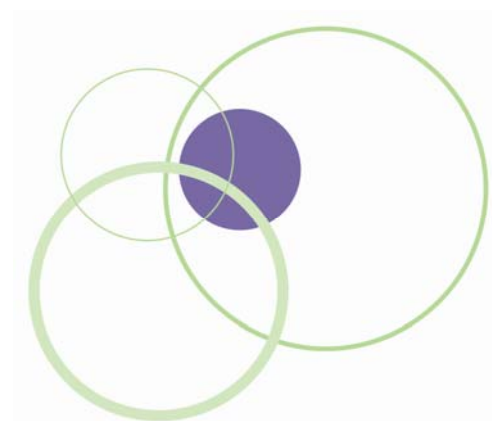
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Highlights of 2010-11

- Further reduction in infection rates
- Another year of improvement on HSMR
- From bottom to top of the class for A&E
- Out of detention with Monitor
- Set to achieve a good financial surplus
- Opening of new CCU

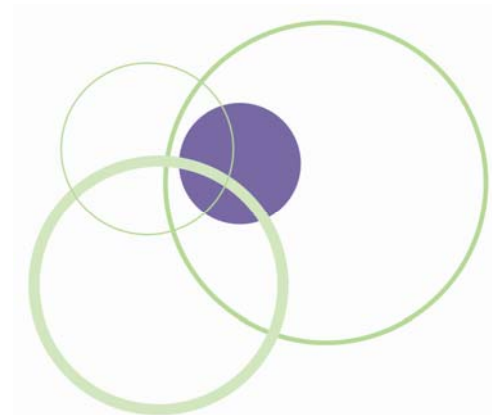
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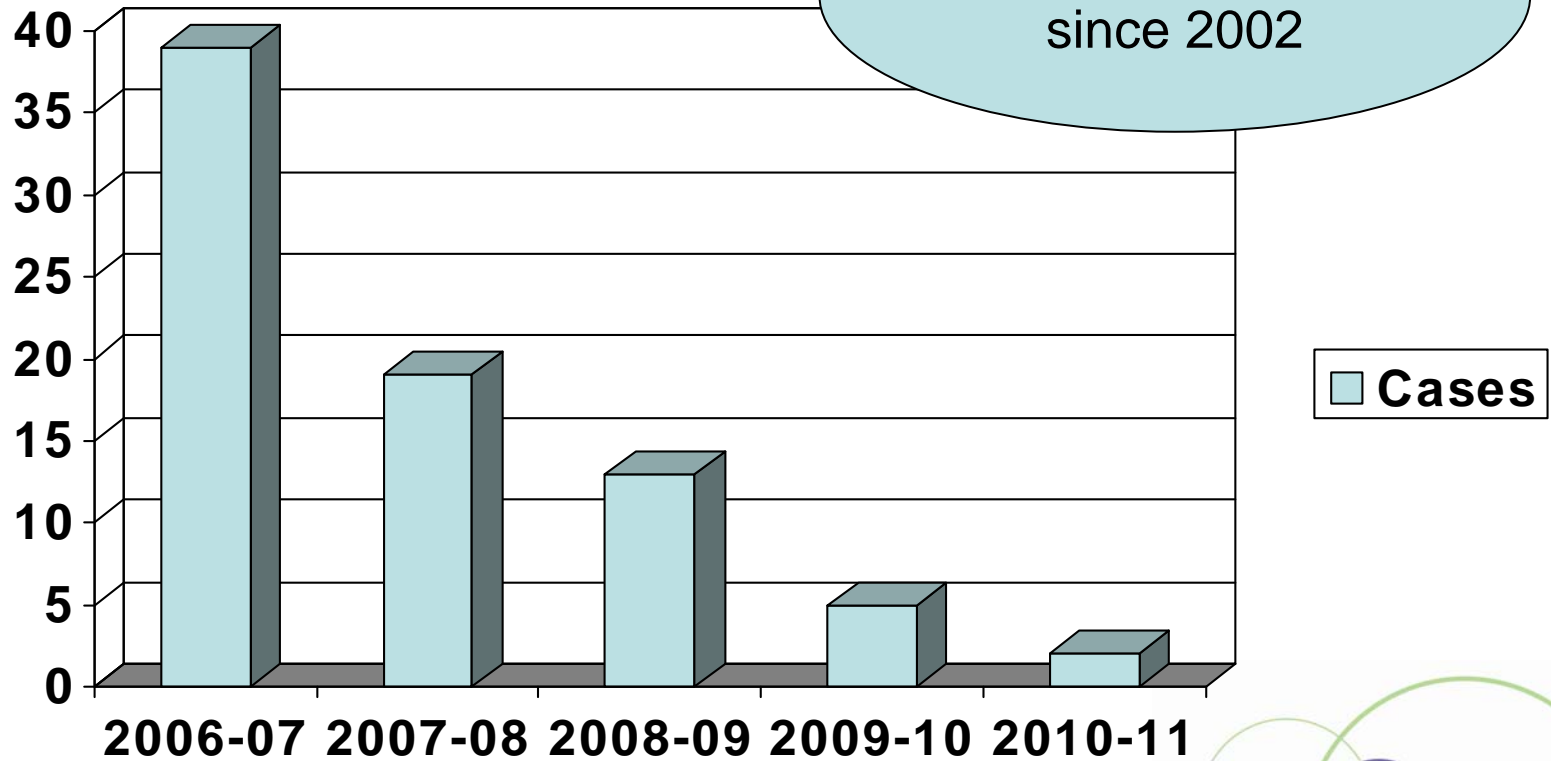
But not everything is rosy

- Poor in-patient survey results plus anecdotes of poor care in some cases
- Uncertainty created by service and site review
- Staff morale under pressure
- Out-patient cancellation rates much reduced but still too high

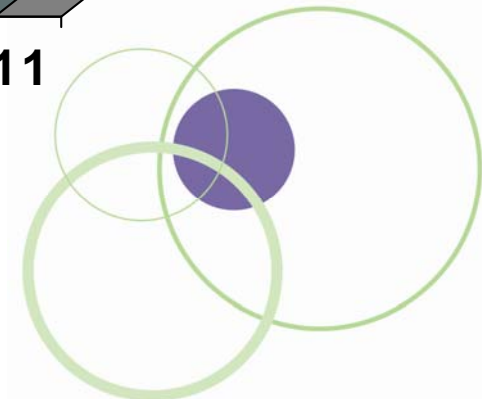
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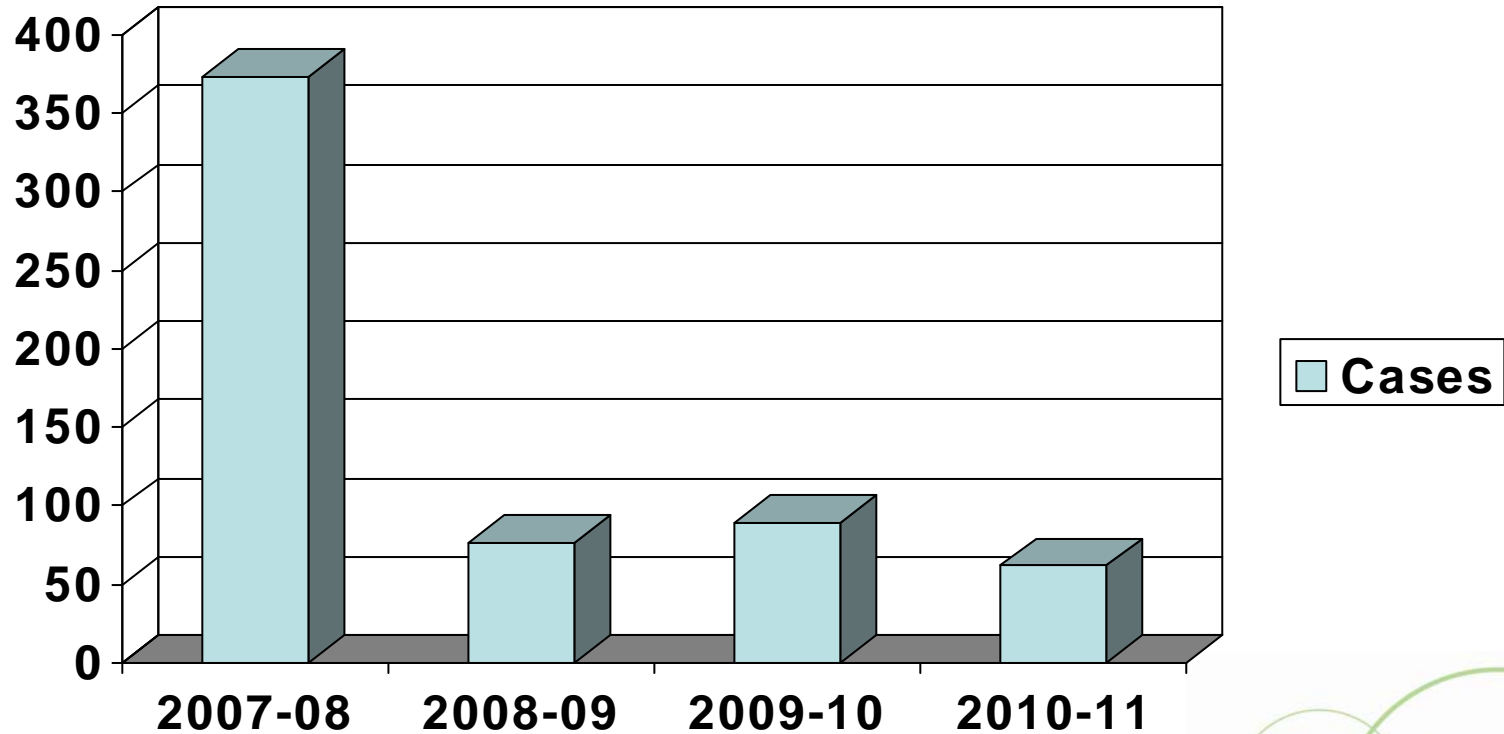
MRSA bacteraemia



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Clostridium Difficile

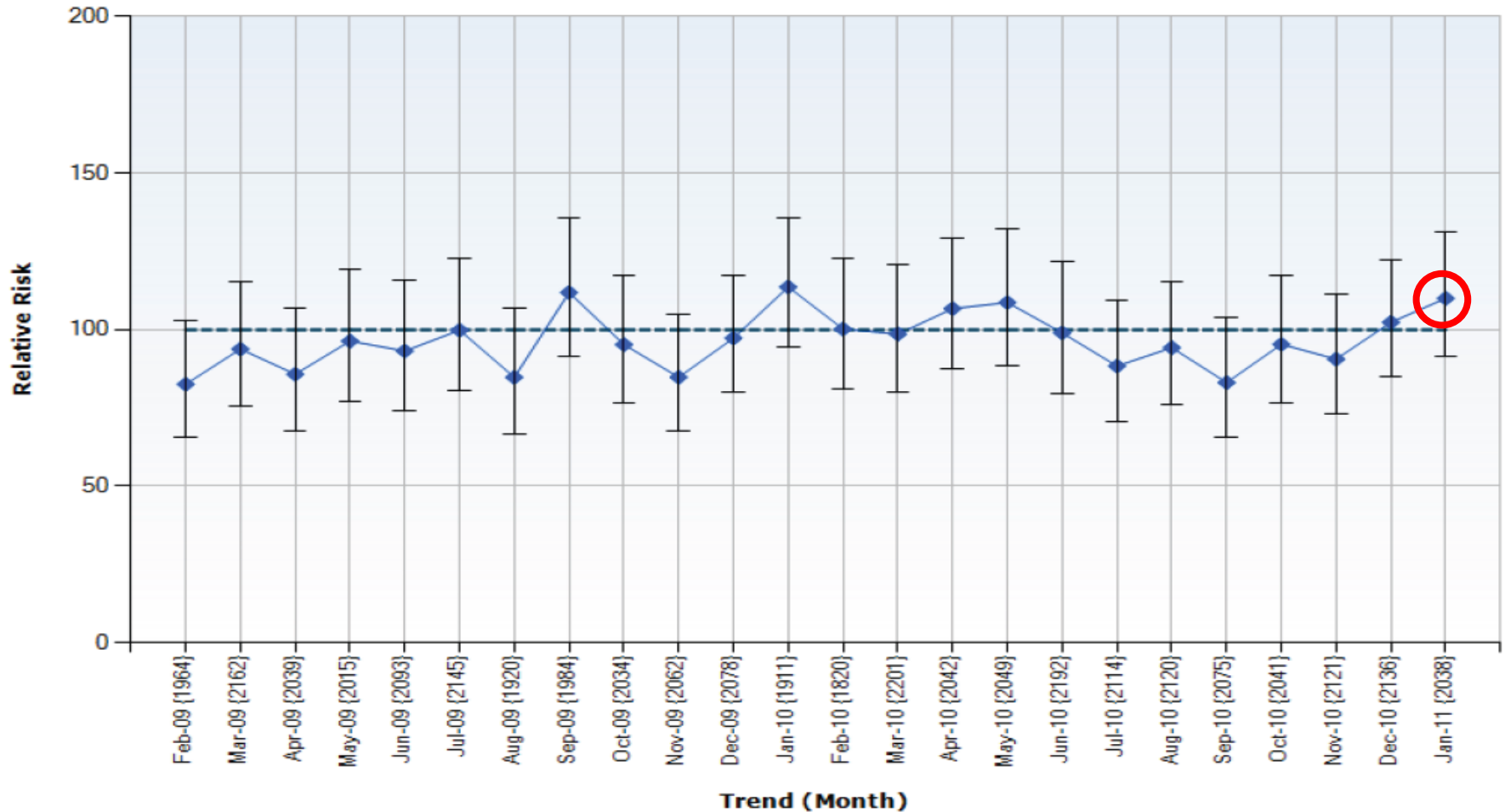


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HSMR – Jan 2009 to Dec 2010

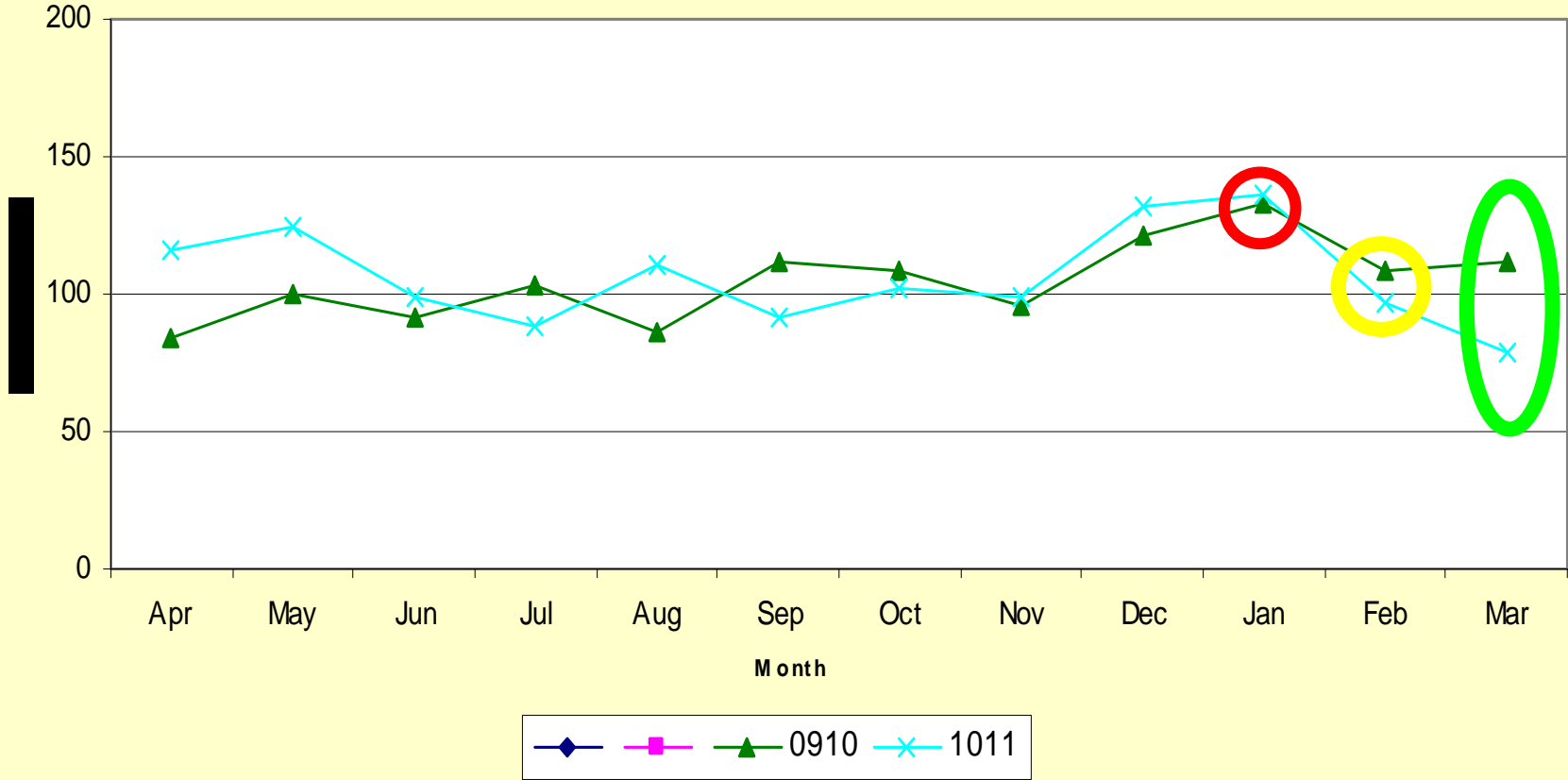
Mortality (in-hospital) | Diagnoses - HSMR



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Deaths in Hospital 09-10 and 10-11

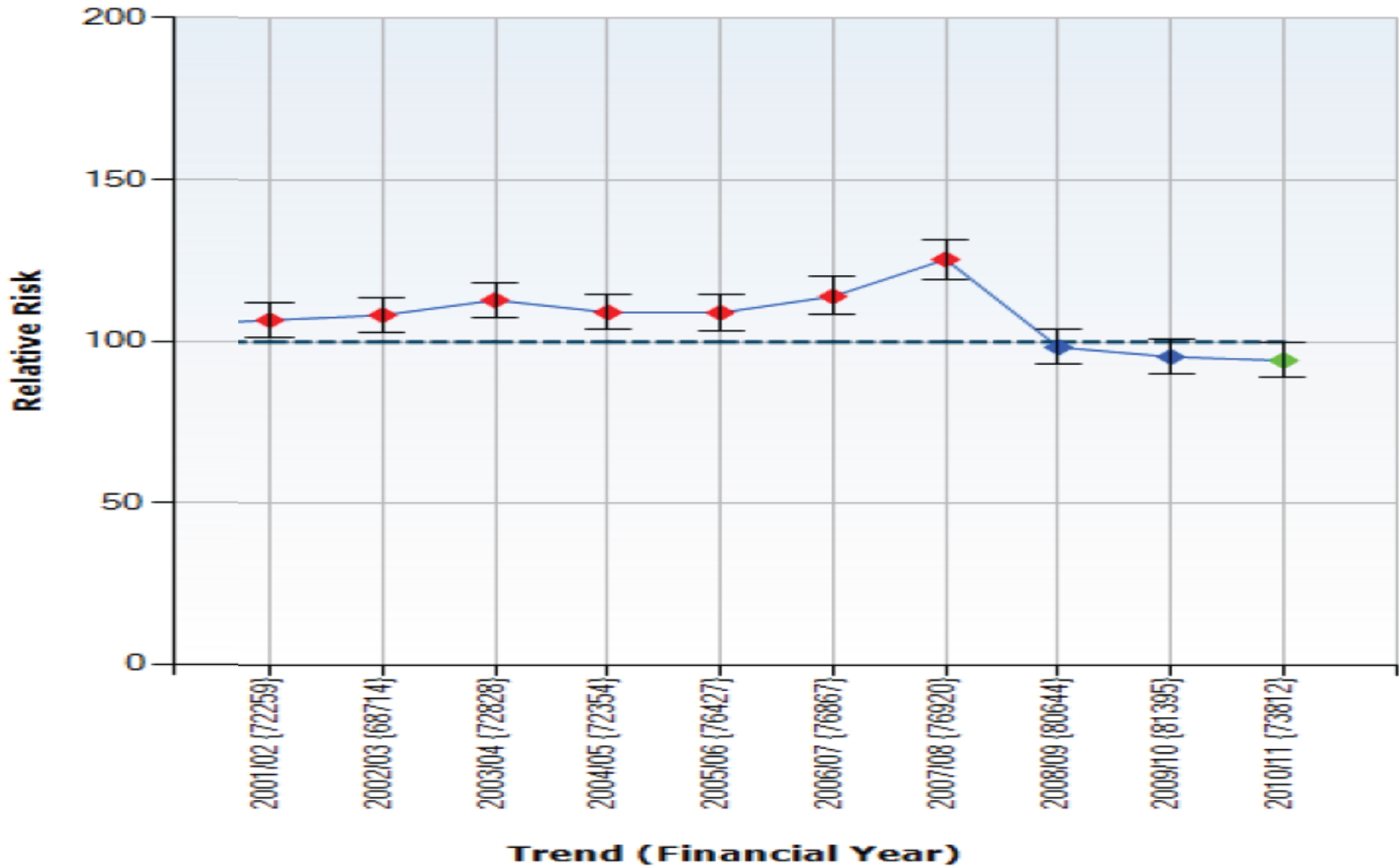
Comparison of Hospital Deaths by Year & Month



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HSMR Trend 10 Year

Mortality (in-hospital) | Diagnoses - All



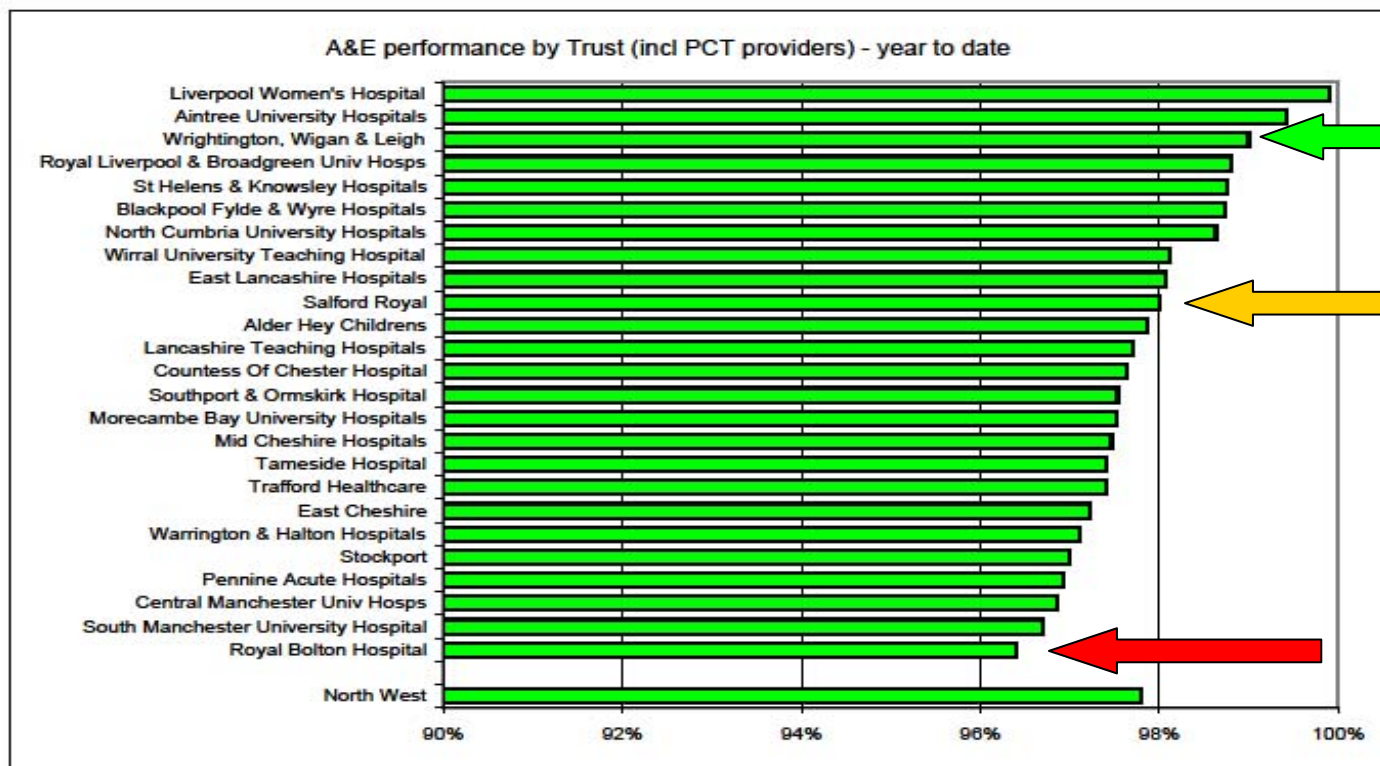
New Coronary Care Unit



New Coronary Care Unit



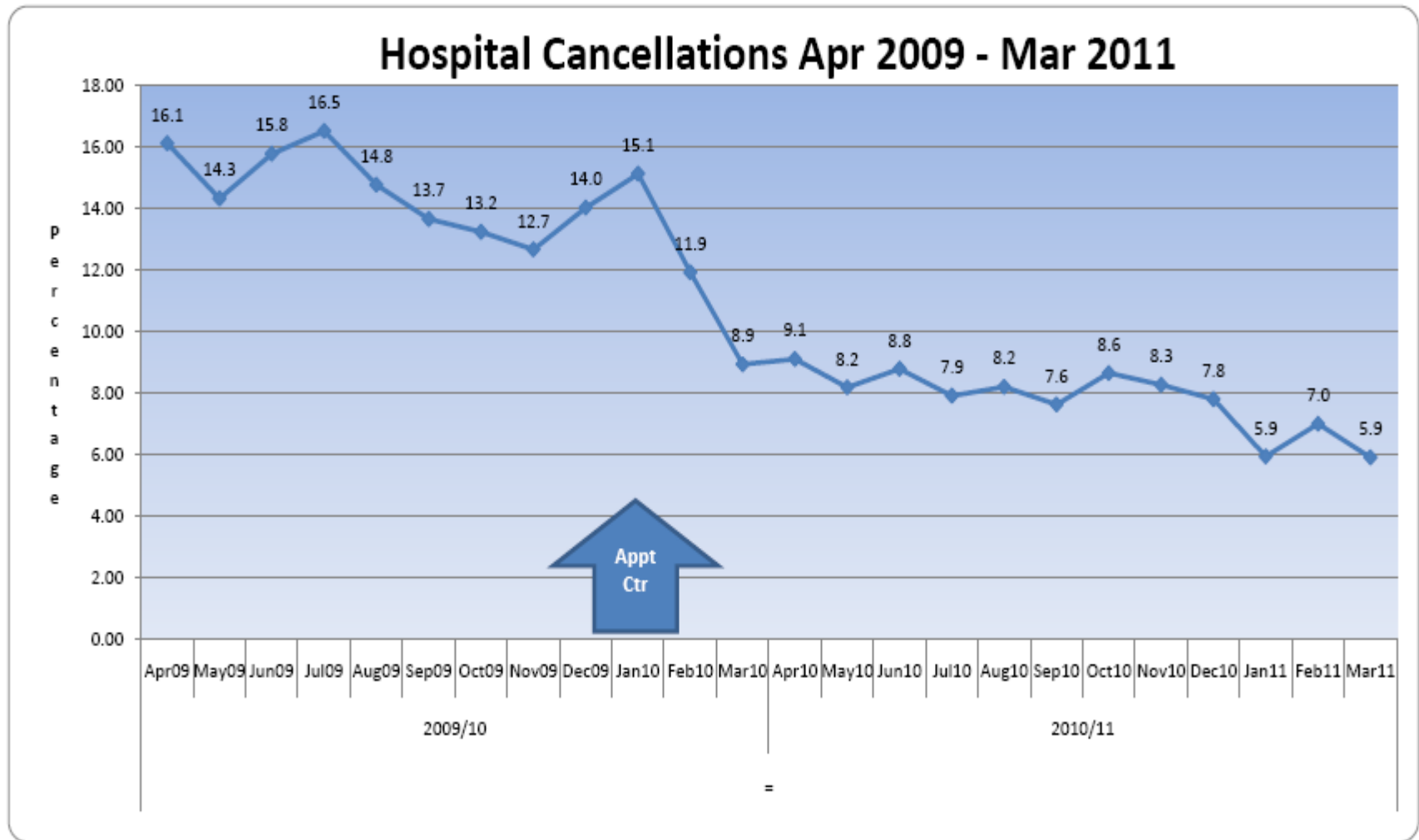
A&E – NW Trusts & the 4 hour target





We met our targets

Well...nearly all our targets

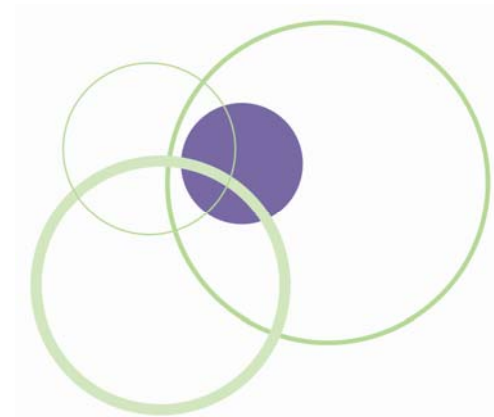


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And....

- Falls
- Stroke
- Pressure ulcers
- VTE prophylaxis
- Patient observations
- Central line infections
- WHO surgical checklist
- Fractured neck of femur
-and many more

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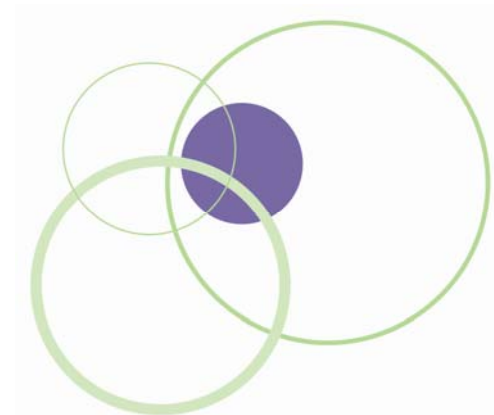


The challenge ahead



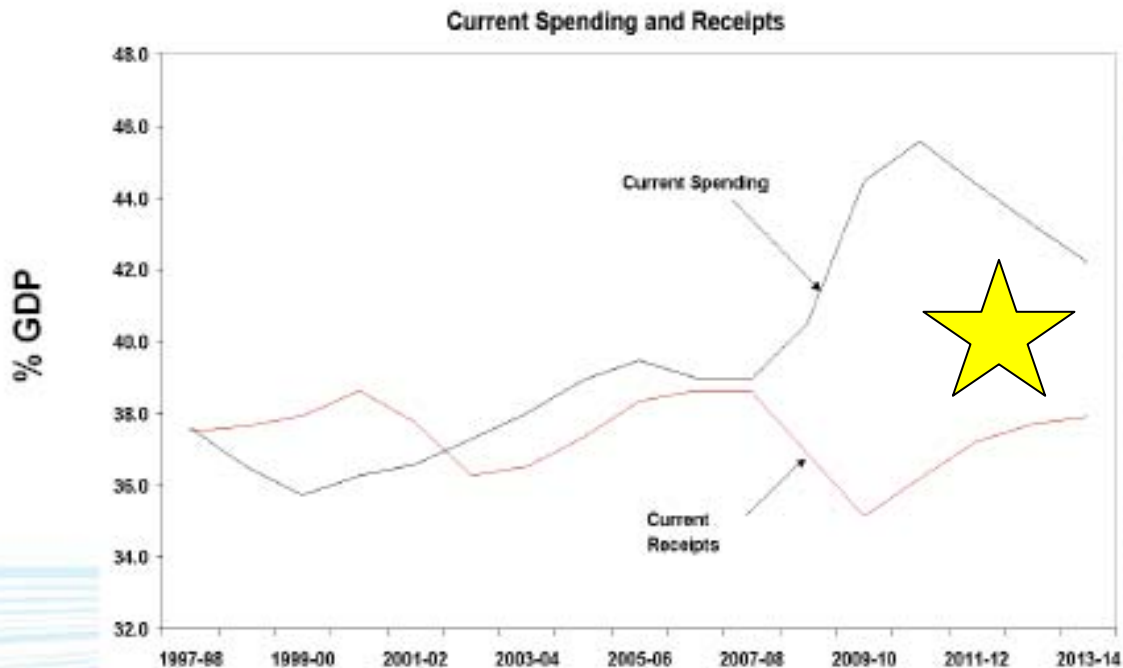
Are we all doomed?

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"The Scissors of Doom"

This is driven by a sharp worsening in the overall deficit, exceptional by historic standards

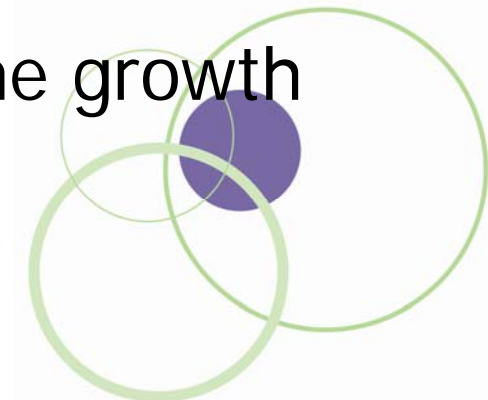


- Driven by fall in tax revenues and a simultaneous rise in spending.
- Between Budget 08 and Budget 09 public deficit rose by more than total NHS spending.
- Public finances return to balance only in 2017/18 – i.e. two full SR's away.

Looking ahead

- 20-25% efficiency savings over next 4 years
- Estimate for WWL is £56m
- Target for 11-12m is £14.7m
 - Tariff down 4%
 - Inflation underfunded 1%
 - Incremental drift 1%
 - Income reduced by £2.6m
- All through cost reduction, not income growth

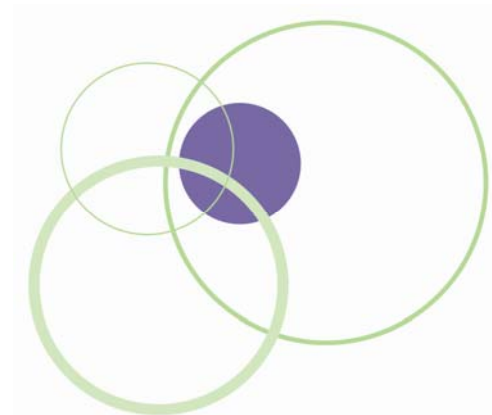
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Budget 2011-12

- Income down £2.6m, activity down 2.4%
- Headcount to fall by at least 150
- CIP £14.7m
- Budget surplus £4m and Monitor FRR4
- Year end cash £12.5m
- Capital expenditure £16m

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How are we going to manage?



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How will we cope – five flagships

- Bed reduction
- Infrastructure improvements
 - Theatre efficiency
 - Benefits of IT investment
 - Procurement
- Medical productivity
- Pay, terms and conditions
- Vertical and Horizontal integration

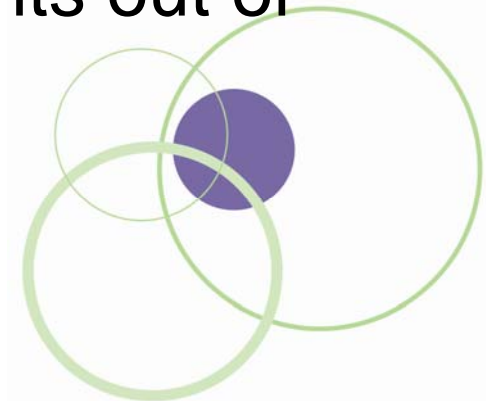
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Vertical Integration update

- A compromise agreed
- Following services transfer to WWL:
 - Hospital at Home
 - ACTS discharge team
 - Intermediate Care Co-ordinators
 - Advanced Nurse Practitioners
 - Community Matrons
 - GP triage in A&E
- A great opportunity for keeping patients out of hospital

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How will we cope – more quality

- All quality improvements reduce cost
- We won't cut ward staffing, cleaning etc
- Our quality agenda is
 - Prevention
 - Reduction in harm
 - Admission avoidance
 - Early discharge
 - Adherence to pathways
 - Daily senior review
 - Better use of IT, etc

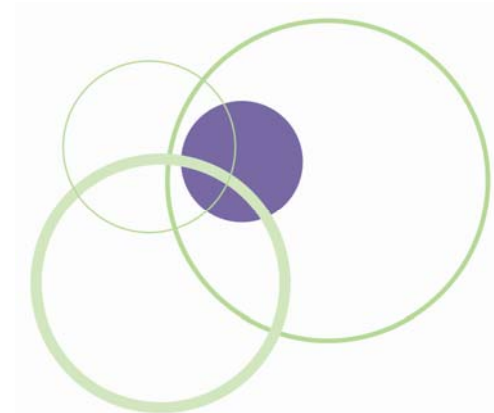
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How will we cope – summary

- Quality
- Leadership
- Innovation
- Partnership

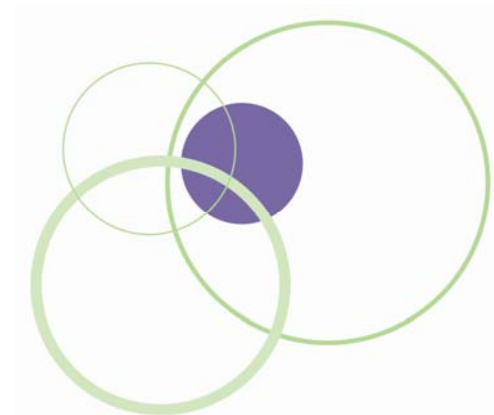
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Summary

- A (mostly) good year behind us
- Four very difficult years ahead
- It need not be miserable if we can unite around quality as our strategy and adapt to the new financial environment
- Thank you for your support

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CHARLES DARWIN

“It’s not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

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