

TRUST BOARD MEETING – THURSDAY 30th JANUARY 2014

CHIEF EXECUTIVE'S OVERVIEW

CLINICAL SERVICES REVIEW & 2014/15 PLANNING PROCESS

The Clinical Commissioning Groups together with the Trust and partner healthcare organisations has now started to progress in earnest the Clinical Services Review of acute and community hospitals with a view to determining the future configuration of these services across our catchment population. The Programme Execution Plan is included as a separate agenda item and this lays out the process and timescale for completion. Management and clinical colleagues are heavily engaged in the process and in the development of key planning assumptions upon which the future model of care will be based.

Alongside this the planning round for 2014/15 has commenced following the receipt of planning guidance from the Trust Development Authority. The process for completion of the 2014/15 plans is included within the Information Pack and the Board Development Session following the formal Board meeting will provide an initial opportunity for the Board to consider future priorities in order to inform the draft plan to be submitted to the March Board meeting.

WINTER PLAN FOR EMERGENCY SERVICES

The effectiveness of the Winter Plan to enable achievement of the 95% access target for patients presenting at our A & E departments remains a concern for me. The Plan was predicated on a wide range of initiatives including the creation of 60 additional community, social care and independent sector home places to enable the number of patients in our hospitals who are Fit to Transfer to be reduced. Progress was made to reduce these numbers in the Christmas week and the Trust achieved in excess of 97% for that week. Numbers subsequently increased significantly, peaking at over 80 in early January and adversely affecting A & E performance. Progress is now being made to reduce these numbers and improve the effectiveness of other components of the plan including our internal discharge processes, but the effectiveness of the Winter Plan in reducing Fit to Transfer numbers remains short of expectations at this time and may not prove to be a sustainable solution for resolving our bed capacity gap over the longer term. We are therefore exploring a range of alternatives for consideration at a future Board meeting.

In spite of low target performance in the first three weeks of January I am pleased that our staff managed the pressures in an extremely controlled and confident manner that has ensured patient safety and provided the best possible patient experience in very difficult circumstances.

FINANCIAL NEGOTIATIONS 2014/15

The Director of Finance will report on the progress of negotiations with Clinical Commissioning Groups and the Trust Development Authority to reduce our current in-year deficit and improve our liquidity position for the remaining three months. I am pleased that progress has been made to provide a level of income to minimise the year-end deficit. I believe this level of income to be consistent with what the Trust could reasonably have expected under the rules of Payment by Results and contract conditions nevertheless these are of course open to significant interpretation and commissioners views are often different from our own; negotiations have accordingly been complex and have consumed much effort over the past month or so, nevertheless I believe that the willingness between the various parties to reach a suitable settlement has enabled a reasonable outcome for all.

Peter Herring
Chief Executive