



**Moorfields
Eye Hospital**
NHS Foundation Trust



Agenda item 07
Chief executive's report
Board of directors 21 March 2023

Report title	Chief executive's report
Report from	Martin Kuper, chief executive
Prepared by	The chief executive and executive team
Link to strategic objectives	The chief executive's report links to all five strategic objectives

<p>Brief summary of report</p> <p>The report covers the following areas:</p> <ul style="list-style-type: none"> • Performance and activity review • Urgent care update • CQC Engagement visit • Governors' site visit • Oriel update • Infection prevention control update • Sector update • Industrial action update • Staff Survey • TIFF – Stratford and Bedford • Excellence programme update • New Electronic Patient Record System • February financial performance 							
<p>Action required/recommendation.</p> <p>The board is asked to note the chief executive's report.</p>							
For assurance		For decision		For discussion		To note	✓

MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST

BOARD MEETING – 21 MARCH 2023

Chief Executive's report

Performance and activity review

The Trust has seen a drop in activity levels in January and February caused by a combination of industrial strike action and local staff shortages. In February we achieved 100% of the elective activity and 101% of the outpatient first appointment activity undertaken in 2019/20. Despite this reduction in activity, we have seen an improvement in the number of patients waiting over 18 weeks for their treatment.

Urgent care update

Work is continuing to further improve our urgent care services. The Attend Anywhere Service has been piloted at our St George's unit for the past four weeks and initial patient feedback is positive. Work will continue to convert this pilot into a permanent daily service and then focus will move to beginning further pilots at other satellite units such as our Ealing site.

Discussions with representatives from the London Urgent Care Board are progressing well and we have begun a trial at City Road to receive referrals from the national 111 service. The results of this will be reviewed over the next month, with a focus on the effectiveness of the service and the potential scale at which it should operate.

CQC Engagement visit

As part of their visits schedule, our CQC engagement manager visited Moorfields City Road on 22 February, liaising with the Executive team on a number of matters focused on quality and safety, and leadership.

A key area of focus was our progress with the 'should do' actions following CQC's focused inspection of City Road theatres and their review of our well-led arrangements in September 2022. The Executive team gave a detailed account, building on progress briefings provided to the Quality & Safety committee. In addition, discussions covered specific areas highlighted by the CQC as set out below:

- Staff survey action plan
- Organisational Development initiatives
- Equality, Diversity and Inclusion programme progress
- Strengthening our approach to empowering staff to raise concerns
- How we learn from Never Events and Serious Incidents
- Infection control measures
- Our theatres improvement plan
- Progress on the development of our new Stratford hub visit

No concerns or issues were raised by the CQC.

The next engagement visit is expected to be to one of our network sites although no date is planned yet.

Governors site visit

After a pause due to COVID restrictions, governor visits have now restarted. On the 17 February, our City Road outpatients team was pleased to welcome our governors, Paul Murphy and Jeremy Whelan, on a site visit arranged through our Membership Council. Our clinical team have been given the reports and are working on actions from the matters raised. Further site visits and other engagement events are being arranged during the coming months.

Oriel

On 23 February the Trust signed a £300m contract with Bouygues UK, who are the main contractor for the Oriel Programme. This contract was signed on behalf of both the Trust and the UCL Institute of Ophthalmology and the management of it will be overseen by new Joint Development Vehicle (JDV) when it is formally established on 1 April 2023. As part of the preparatory work for Oriel, the demolition of six buildings on the St Pancreas site began as planned on 27 February 2023. These buildings are due to be demolished by the end of March.

Aside from the building programme, significant ongoing focus is currently being given to the finalisation of the design of the building and the communication of current and planned milestones to relevant stakeholders.

Infection prevention control update

The recently updated Covid-19 data for London shows that the rate of cases per 100,000 population and hospital admissions per day across London with a positive Covid test, have remained stable with no significant impact. The Covid-19 case rate remains <30 cases/100 000 population. An increase in the number of staff absences related to Covid-19 has been reported in March 2023 due to an outbreak. A staff related Covid-19 outbreak was declared at St Ann's Hospital (Moorfields satellite site) on Monday 6 March. Staff who have had a positive test include nursing and medical staff, allied healthcare professions and administrative staff. Enhanced infection prevention and control measures were implemented promptly to help contain the outbreak, and UK Health Security Agency were informed. The outbreak is being managed in accordance with national and local guidance. Staff have been informed of the Trust self-isolation and testing guidance and when they can return to work. Monitoring of the situation will continue until the outbreak is officially closed.

A summary of key changes made to the revised version of the Health and Social Care Act 2008: Code of Practice on the prevention and Control of infections and related guidance published in December 2022 have been reported at the Infection Control Committee and the Quality & Safety Committee. In addition, a comprehensive review of the updated IPC [Infection Prevention Control] Board Assurance Framework (version1.11) has been undertaken and progress with the framework has been shared with the Infection Prevention and Control Operational Group and Infection Control Committee, and updates are provided to the Quality & Safety Committee.

Sector update

Within North West London, we have nearly agreed heads of terms with the owners of the Brent Cross shopping centre for a new facility in a separate part of the shopping centre. Subject to the approval of a business case, we are now developing a plan to move locations at the end of September and are looking for a seamless switch which will minimise the impact on service delivery.

London North West University Healthcare NHS Trust is undertaking a strategic review of the future of the Ealing hospital site and we have therefore met with their planners to outline our future intentions for the provision of services to this particular patient population.

Industrial action update

Junior doctors are doctors who are not consultants, SAS grade or Fellows. Moorfields has around 60 junior doctors. The BMA balloted junior doctors for strike action over pay achieving a majority vote for industrial action, therefore the first period of action was for 72 hours from 13 March to 15 March. Cover arrangements were put in place using other medical staff, enhanced rates of pay and variation of activity.

We continue to be affected by industrial action from transport and teaching unions which is affecting both patient attendance and staff availability.

Staff Survey

50% of our staff completed the national staff survey in 2022. Results were shared with the People & Culture Committee in March and the embargo on results was lifted on 9 March enabling us to compare ourselves with peers and ICS region. At trust-wide level our results have not significantly changed from our results of 2021 and we remain in comparatively positive position within NCL which is one of the highest scoring ICS regions in London. This year is a story of stabilising and marginal improvements, whilst there have been deteriorations in scores and themes these have tended to be smaller, and we have had less overall versus 2021. We are recommending the following themes as a focus for this year's trust-wide action plan:

- We are always learning (building on work from last year)
- We are recognised and rewarded (building on work from last year)
- We are safe and healthy (new area for 2022)

A full report will be presented to the board in April.

TIFF – Stratford and Bedford

Our Ophthalmology Hub at Stratford is due to open in a staggered manner at the end of March, with a view to opening in full in August. The sections of the centre providing outpatient and injection appointments for patients will begin to operate in full in early April and the surgical capacity will come online in August, when an external lift has been installed.

The centre has been designed with significant input from patients and staff and those same groups are now helping to us to finalise signage to help patients get to and around the treatment centre. After this centre has opened in full then we will begin to focus on closing our Ludwig Guttmann and Mile End Units.

We are continuing to work with Bedfordshire Hospitals NHS Foundation Trust to help them use the TIFF funding that they have received to develop the Ophthalmology Service which we provide on their behalf. We are still waiting for a finalised building programme for the capital works which will centralise all the services on the South Wing site, and we hope to receive this soon.

Excellence programme update

At the Board strategy session on 23 February, we shared the national direction of travel for eye care pathways. The Board agreed to hold a follow up session to consider further detail on this. The intention is that we can align the Excellence Portfolio activity around the strategic direction of travel for the organisation. Work on this theme continued with our second session with (over 30) clinical, operational and corporate leaders on 2 March. Here we used small working groups to detail the implications for Moorfields (both as a provider and system leader) and outlined what would need to be enabled through the Excellence Portfolio if we were to move towards the national eye care pathway.

The prioritisation of the portfolio activity continues to be refined, a long list of projects for 2023/24 have been identified through business planning. The Excellence Delivery Unit (XDU) has worked with business planning leads and excellence area leads to map resource allocation and needs for 2023/24. In parallel, the programme board SROs are identifying which projects will be placed in priority type 1-3 for the year, driving allocation of resource and corporate support. The Executive team have defined criteria for an initial filter and are now taking part in a 'dot-voting' exercise to inform a final workshop.

Several projects are planned to transition back to business-as-usual during March and the XDU project closure process is being piloted with the 'City Road Laser' project. The successful close of projects is vital to ensure sustainability and to facilitate the pipeline of future projects being brought online.

Notably, a project brief has now been considered by the Sustain and Scale Excellence Programme Board from Phillipa Mardon, Commissioning Consultant, (who spoke at both 23 February and 2 March sessions), outlining the approach she is taking to mapping primary care. The brief was recommended to go the Excellence Portfolio Board for approval.

The first 'project health check' has been completed. An action plan was agreed at the Working Together Programme Board and lessons shared at the Excellence Portfolio Board. Themes included ensuring that (i) all stakeholders involved in implementation are able to contribute towards the design of a future state and (ii) embedding the use of standard change management tools (e.g. stakeholder analysis, EQIA, process mapping) across projects. In addition, a toolkit for SROs will be developed by XDU. The project healthcheck process will be rolled out proactively to all type 1 projects during 2023/24.

Projects continue to define KPIs with 12 out of 22 projects in implementation now reporting KPIs to the Excellence Portfolio Board. A further nine are expected to report in the March cycle.

The inaugural project masterclass was attended by over 40 people on 6 February. The class focused on 'setting up projects for success' including defining a problem statement with live measures. Feedback was positive with future masterclasses planned.

New Electronic Patient Record System

We are developing a Full Business Case for an Electronic Patient Record system and we have reached the second of three stages; completion of the Outline Business Case, which is being considered by the Board today in Part Two. The Board will decide whether to proceed, and if so, whether to procure a system to compliment the existing ophthalmology system OpenEyes, or replace OpenEyes and our other clinical systems with a megasuite. Subject to the decision to proceed, it will be submitted to NHS England's Frontline Digitisation Team, providers of part funding, for approval to tender for the solution. The outcome of this will enable the Full Business Case to be presented to the Board in the Autumn.

February Performance

The trust is reporting a £0.48m surplus in February, £0.23m adverse to plan, with a cumulative surplus of £2.88m, £3.13m favourable to plan. Patient activity during February was 99% for Elective and 98% on Outpatient activity respectively against the equivalent month in 2019/20. On a like for like basis against 2019/20 capacity, this metric reduces to 87% for Outpatient activity. The trust cash position was £71.2m, equivalent to 98 days of operating cash an increase of £0.9m from the prior month. Capital expenditure is £59.5m cumulatively following the inclusion of the land purchase at St Pancras hospital, and an outturn position of £76m is still forecast. Efficiencies were £0.23m in February, £0.22m adverse to plan in-month, with an adverse cumulative variance of £0.59m. The forecast outturn for the year is achieved efficiencies of £4.62m, £0.80m adverse to plan.

Martin Kuper
Chief Executive
March 2023