



Moorfields  
Eye Hospital  
NHS Foundation Trust



Agenda item 07  
Chief executive's report  
Board of directors 25 July 2023

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

<p><b>Brief summary of report</b></p> <p>The report covers the following areas:</p> <ul style="list-style-type: none"> <li>• Performance and activity review</li> <li>• Urgent care update</li> <li>• Sector update</li> <li>• TIFF – Stratford and Bedford</li> <li>• Oriel update</li> <li>• Freedom to Speak Up</li> <li>• Employment Tribunal</li> <li>• Infection prevention control update</li> <li>• Staff Survey</li> <li>• Industrial action update</li> <li>• Excellence programme update</li> <li>• June financial performance</li> </ul>							
<p><b>Action required/recommendation.</b></p> <p>The board is asked to note the chief executive's report.</p>							
<b>For assurance</b>		<b>For decision</b>		<b>For discussion</b>		<b>To note</b>	✓

## MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST

### BOARD MEETING – 25 JULY 2023

#### Chief Executive's report

##### **Performance and activity review**

Despite the impact of rail and staff strikes, the Trust remains ahead of the year to date plan which we have set ourselves for both outpatient 1<sup>st</sup> and elective activity. The number of patients waiting over 52 and 18 weeks respectively remain flat and work is therefore underway to address the specific issues which will help to address each issue, namely increasing capacity to treat paediatric patients in the North / South and opening the planned additional capacity at Stratford in October.

The performance of the Trust's Booking Centre remains positive with both of the overarching performance metrics now being met for 2 months in a row.

##### **Urgent care update**

Following the success of pilots to introduce Attend Anywhere in the St Georges and Ealing Units, we are now exploring how best to expand this service to Croydon and Northwick Park. Work is focussing on establishing the correct workforce model to support the service and then how best to support patients who have been triaged as needing to see a clinician for a face to face attendance.

We are also in discussion with colleagues in North West London regarding whether we should expand this roll out of Attend Anywhere into non-MEH sites to support general pressures across that system.

##### **Sector update**

The Trust has been successful in obtaining funding from NHS England to expand the Telemedicine Support Unit pilot which we have been running in NCL for the last 12 months. Over the course of this financial year, this funding will facilitate an expansion of the system functionality, the number of referrals which we are processing within the NCL region and a roll out of some functionality into three others London ICBs (North West, North East and South West).

Work is underway to relocate our diagnostic hub within the Brent Cross shopping centre from the existing location to another one on the other side of the shopping centre. It is now anticipated that we will vacate our current premises in mid-November and then open our new one in mid-February, so work is also underway to plan how we will deliver the service during this 3-month period.

The planned reconfiguration of NCL elective ophthalmology services to create three elective centres at City Road, St Anns and Edgware has been presented to the Joint Overview and Scrutiny Committee for the region and received positive feedback. The planned changes will be supported by the opening of the surgical capacity at our Stratford Centre in October, which will facilitate North East patients being treated there rather than at St Anns, and colleagues at the Royal Free are making plans to free up the required capacity at their Edgware site to create the third ophthalmology hub.

##### **TIFF – Stratford and Bedford**

The remaining floors of our Stratford Centre remain on track to open in a phased manner from late August, so that they are fully utilised from October. These will provide further outpatient and surgical services to patients and will lead to the closure of the Ludwig Guttman site shortly afterwards.

As part of our work with Bedfordshire Hospitals NHS Foundation Trust, the area which is co-located with our South Wing Centre is currently being refurbished so that we can relocate our services from the North Site into this space. This will allow us to provide all of our Bedford services on one site and will lead to an expansion of capacity to help us address the capacity challenges which currently exist. This transfer is due to be completed by late September.

### **Oriel**

The Oriel Programme is progressing well. The Museum of London Archaeology are continuing with their work to confirm the presence and evacuate remains of 1809 workhouse foundations that lay below the newer buildings on the site and are hoping to complete the onsite element of this work by the end of July. This will then allow work to begin on the laying of the foundations for the new building.

The Oriel Team ran a breaking ground celebration on 11th July to mark the start of construction. This was attended by a number of major donors who have contributed to the Oriel Programme and a number of other internal and external stakeholders.

We are working hard to finalise stage 4 of the design process so that we can begin show and tell events with staff and patients later this year.

### **Freedom to Speak Up**

Following the peer review of Freedom to Speak up (FTSU) shared with the Board in January 2023, work is progressing in three central areas:

Refining an alternative FTSU model. Staff are currently being consulted on 3 options developed following feedback from staff focus groups.

Developing key data for triangulation with FTSU cases

Developing an effective training package for managers in responding to and supporting staff who raise concerns

A pilot of FTSU champions (3 have been appointed) has been launched in Theatres at City Road.

There were 13 concerns raised to the Guardians between 1st April and 30th June 2023

### **Employment Tribunal**

On 24 May 2023, we received the outcome of an Employment Tribunal (ET), brought by Samiriah Shaikh, a previous employee. The ET found that Ms Shaikh had been discriminated against on the grounds of race, harassed and victimised, and that she was constructively dismissed as a result. The findings make for sobering reading.

As Chief Executive, I am deeply disappointed and truly sorry for the experience Ms Shaikh had in our employment. I have written to colleagues internally to acknowledge the ET, apologise for its findings, and to commit to eradicating racism and all forms of discrimination. We have made an external statement to similar effect. I have also written personally to Ms Shaikh to apologise and have offered to meet with her to discuss her experiences.

There are clear lessons for us a trust, and we need to review the work that is already underway and augment our existing plans with additional interventions as required, to address these lessons. Our immediate next steps are to:

Undertake a lessons learned review with the Employment Lawyers who represented the trust at the ET.

Developing a robust improvement programme, with input from our colleagues.

Commit to undertake development work with an external partner with both our executive and wider senior leadership teams, particularly focussed on building literacy and assuring and challenging our planned actions to accelerate progress in this area.

This journey of improvement is going to take time, and will not always be easy, however I am committed to ensuring that our colleagues are treated with respect and dignity.

### **Infection prevention control update**

Covid infection rates remain low in London and nationally. Monitoring by our ICN team continues with the Trust risk assessment remaining at green. Asymptomatic testing is no longer required for our staff or patients.

A new version of the Infection Prevention and Control Board Assurance Framework was published in May by NHS England and is currently being translated into the Moorfields IPC BAF by key teams. The revised BAF will be reviewed at the Infection Control Committee, Clinical Governance Committee and ultimately, Quality and Safety committee will oversee it on behalf of the Board.

### **Staff Survey update**

Since the May Board the trust wide Staff Survey action plan continues to be progressed against the three focus themes as follows:

We are recognised and rewarded – Final preparations are underway to relaunch the Employee of the Month scheme. Nominations for our annual recognition event, Stars, have closed. We received 437 nominations in total, and judging panels to determine shortlists and winners will be held in the coming month.

We are always learning – The revised paperwork for Appraisals has been launched, and our L&D team are providing regular workshops entitled Effective Appraisals to build capability and confidence and improve the quality of appraisals for our colleagues. Additionally, a refreshed L&D brochure has been published to ensure our colleagues understand the development opportunities available to them.

We are safe and healthy – We have delivered a further two Active Bystander workshops, resulting in a total attendance of 619 colleagues to date. Additional workshops are planned for 26 July and 25 September.

Work is underway, in partnership with our Internal Communications team, to launch a You said, We did communication campaign. This will include progress against the trust wide action plan, as well as engaging local teams to publicise the great work they have been doing in response to Staff Survey. The aim is to build trust and confidence that results are acted upon, in preparation for the next Staff Survey window in October 2023. In addition, we are reviewing how best to incorporate good practice from Pathway to Excellence, to increase participation. We are also considering how we communicate the many other initiatives that align with the themes identified in the staff survey, for example Sharing Decision Making Councils which were introduced as part of the Pathway to Excellence project and we hope to expand further over the coming months.

### **Industrial action update**

We continue to be affected by industrial action from transport and trade union membership ballots, affecting patient attendance and staff availability. The British Medical Association (BMA) announced that industrial action by hospital consultants is planned to take place from 7am on Thursday, 20 July to 7am on Saturday, 22 July 2023. Through the industrial action planning group, we continue to assess the strike's impact on our services at Moorfields – and put plans in place to help minimise the impact of any potential disruption on our patients and staff. We anticipate that our accident and emergency (A&E) and urgent surgery will operate as usual – but we have made planned reductions in other areas, with specific details/plans being shared locally.

We have advised patients directly if their appointments are impacted and are also highlighting through our social media channels that some of our clinics won't be running as usual during the consultants' strike. Support for managers and staff have been at the core of this planning to ensure that our staff can manage the changing impact of the strike on them and their teams, including services through the availability of a frequently asked questions resource and signposting to health and wellbeing support.

### **Excellence programme update**

Following the launch of the 23/24 Excellence Portfolio, work has been undertaken to assess the support and scrutiny offer for type 1 projects initially, with type 2/3 to follow. A gap analysis has been completed, highlighting areas where additional support is required. Engagement with key corporate areas has taken place to ensure appropriate input e.g. named communications leads are allocated to all type 1 projects.

Spend tracking is now live for a number of type 1 projects which will support proactive management of projects financial impact. XDU have taken part in a lessons learnt exercise with the Stratford Hub team and have also received the recent internal audit report. Some of the actions arising eg from the internal audit report have already been completed e.g. introduce a project management plan for all type 1 projects, and others are in progress.

A second workshop has been held with the IT PMO and leadership team. Progress has been made on harmonising the project lifecycle language, categorising the IT projects and maturing the XDU delivery plan template in order to support IT projects. The project health check approach is continuing to flag issues and support action planning when required. .

The project masterclass held on 2 June was attended by over 80 participants (including colleagues from North West London NHDS Trust). It was delivered by James Biggin-Lamming, Director of Strategy and Transformation, NWL NHST and focused on key elements of successful project delivery. The XDU team have also worked with the Learning and Development team to create a 'Setting up projects for success' training session. The session focus on how to use the XDU Project Brief tool to ensure projects are planned appropriately. The session will be tested in early August.

### **June Financial Performance**

The trust is reporting a £1.29m surplus in June, £0.69m favourable to plan, with a cumulative deficit of £1.55m, £1.75m favourable to plan. Patient activity during June was 104% for Elective and 103% on Outpatient First activity respectively against the equivalent month in 2019/20, with the trust delivering the 118% weighted financial value for activity as per plan. The trust cash position was £59.8m, equivalent to 82 days of operating cash with outstanding debt having reduced by £8.8m from March. Capital expenditure is £9.4m cumulatively, £2.7m behind plan, with the variance wholly around lower than planned Oriel expenditure. Efficiencies were £0.26m in June, £0.39m adverse to plan in-month, with an adverse cumulative variance of £0.98m. The forecast outturn for the year, on the basis of quantified savings to date is achieved efficiencies of £3.57m, £4.23m adverse to plan. The Trust has various plans in development to further improve on this forecast.

**Martin Kuper**  
**Chief Executive**  
**July 2023**