



Briefing

January 2017

Financial position update

I am pleased to report very encouraging progress in our financial recovery since the last briefing in June 2016.

You may recall that at the end of the last financial year (March 2016) we shared with NHS Improvement a clear and achievable plan, delivering an £11m Cost Improvement Plan (CIP) which formed an integral part of our financial recovery plan for 2016/17. The plan forecast a deficit position of £27.1m for the year.

In order to deliver our CIP, and achieve our year end forecast we set up a small, internal Project Management Office under the Director of Turnaround with 13 work streams incorporating all work to reduce and control costs. The work streams all had a Work Stream Lead and a Senior Responsible Officer from the Board of Directors. Fortnightly management meetings for each work stream took place early on in the recovery process to ensure delivery was on track.

In terms of money we have saved, up to the end of November we have delivered £6.51m CIP against a target of £5.89m. This represents an overachievement of savings of £628k. As a result of our continued over performance we have recently reforecast our year-end position from a planned deficit of approximately £17m and we hope to improve on that further still.

We now understand that we will strongly qualify for the NHS Improvement incentive scheme for Sustainability and Transformation funding, which will reward over-performance against Control Totals with a £-for-£ revenue reward. Current projections show this scheme will allocate several millions of pounds to the Trust, in reward for the financial progress made.

While delivering the CIP still represents a huge challenge, the savings we have delivered are a good indicator of how far we have come. Throughout the Turnaround process we have received positive feedback and support from NHS Improvement about our approach and progress.

To have achieved this whilst also maintaining, and in many cases improving our quality, safety and performance, is a great accomplishment and is a credit to our hard-working, dedicated staff.

For the fourth year in a row we have seen reductions in pressure ulcers, falls and hospital acquired infections, the latter of which dropping by over 27% in 15/16. Similarly, our mortality rate continues to be low and well within the expected range.

We are achieving referral to treatment waiting times for our patients and although our emergency pathways are under constant pressure, we continue to be one of the best performing Trusts in the country for treating patients within four hours.

It is incredibly important that alongside delivering financial performance we also remain focussed on providing safe and effective care to our patients.

As I have said before, it's not finance or quality, it has to be both, and many of the measures we will continue to take to improve efficiency will also positively impact on quality overall, and/or individual patient experience. Equally, we will continue to ensure that relevant efficiency business cases are carefully assessed for impacts to quality and risks eliminated, or mitigated to the maximum extent possible. Our Quality Impact assessments are signed off by Medical and Nursing Directors and shared with our local CCGs, now formally part of the Turnaround programme arrangements and on an annualised basis with the Accountable Care Board at Bassetlaw, which has wide organisational representation.

Paediatric Admissions at Bassetlaw Hospital

Due to staffing shortages in December we had to close our Paediatric Ward to admissions after 7pm at Bassetlaw Hospital, and close the ward itself after 10pm.

Caring for children requires specialist skills and at Bassetlaw Hospital there is a shortage of staff with the required skills, despite a number of recent recruitment drives. As a result we have taken this measure to guarantee that we have the right staff in place to run a safe service for our patients.

Despite some of the claims made in the media this is not about cutting back on our services to Bassetlaw. Our highest priority at the hospital is providing the safest care and treatment to our young patients. Due to national shortages of staff, we cannot currently guarantee that these services will be safe overnight and we cannot take that risk with the life of a child.

The change to admissions means that children attending Bassetlaw Emergency Department after 7pm will be assessed and:

- children requiring admission will be transferred (via East Midlands Ambulance Service dependant on condition) to the Children's Ward at Doncaster Royal Infirmary for their immediate care and treatment
- discharged home or referred to a dedicated Review Clinic on the Children's Assessment Unit the next morning.

We anticipate that this will only affect a small number of patients in our care and we have taken steps to enhance our day service which we expect to bring down admissions. A paediatric consultant will be on site 24 hours a day, meaning that any children coming to the Emergency Department will continue to be seen and offered necessary treatment.

We expect approximately 3 admissions per week after 7pm to be transferred to DRI, and that may reduce further depending on the impact of consultant paediatricians providing the planned on site presence late in the evening.

Patients who require prolonged observation or inpatient admission will be transferred to the Children's Ward at Doncaster Royal Infirmary (DRI) as early as possible.

Paediatric services will remain at Bassetlaw Hospital and we are working to improve and redesign the current day service, maximising opening times, hosting special clinics with senior paediatricians each morning to support children's care and avoid unnecessary admissions.

Elective children's day surgery will continue as well as children's outpatients in the newly built facility following a £ 250,000 investment completed this December.

Teaching Hospital Status

Following formal recognition of the quality and volume of our teaching and training and R&D, and an overwhelmingly positive consultation, the Trust will shortly be licenced as Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust. There will be a formal launch event in January 2017.

Mike Pinkerton
Chief Executive
Doncaster and Bassetlaw Hospitals NHS Foundation Trust