

Agenda item 05

Chief executive’s report

Board of directors 28 July 2022

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| **Report title** | Chief executive’s report |
| **Report from** | Martin Kuper, chief executive |
| **Prepared by** | Head of corporate governance and executive team |
| **Link to strategic objectives** | The chief executive’s report links to all eight strategic objectives |

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| **Brief** **summary of report**  The report covers the following areas:   * Performance and activity review * Infection prevention control update * Research NIHR BRC & CRF * Excellence programme update * Open Eyes and IT remediation * Moorfield STARS * June financial performance | | | | | | | |
| **Action required/recommendation.**  The board is asked to note the chief executive’s report. | | | | | | | |
| **For assurance** |  | **For decision** |  | **For discussion** |  | **To note** | **✓** |

**MOORFIELDS EYE HOSPITAL NHS FOUNDATION TRUST**

**PUBLIC BOARD MEETING – 28 JULY 2022**

**Chief Executive’s report**

**Performance and activity review**

Following a really strong month in May, which saw elective and outpatient activity levels exceed 100% of the 2019/20 baseline, in June the national rail strike and ongoing high levels of staff sickness absence levels led to a reduced level of activity being undertaken (92.5% for elective activity and 94.6% for total outpatient activity).

An activity plan for 2022/23 has been finalised and this is being used to monitor performance against. A number of business cases have been approved to facilitate the continued growth in activity through the year and it is still hoped that in early August we will be awarded the money that we have sought through the national TIF fund to support the development of our site strategy in the latter part of this financial year.

We continue to support mutual aid requests from other organisations around London and are currently working with the Royal Free, Whipps Cross, Kingston and Luton hospitals to help them to reduce their waiting lists.

**Infection prevention control update**

Covid case numbers appear to be plateauing in London at around 3,000 – 3500 cases per day. The R rate is between 1.1 and 1.3. The number of patients admitted to hospital (which includes those admitted due to Covid as well as those admitted for other reasons and found to be Covid positive) are still rising and sit at around 2000 patients currently. Numbers requiring intensive care remain very low at around 90 patients across London. A further booster vaccination programme will commence in September for various groups.

In June, UKHSA confirmed that an outbreak of monkeypox virus was occurring with community transmission, in the UK. Since then four incidents of exposure in either patients or staff have been managed with contact tracing and surveillance, liaising with UKHSA and HCID. Three of the four incidents have been managed and closed without adverse outcomes and ongoing transmission. Trust guidance has been developed and the Trust continues to engage with local and regional coordination and management meetings.

**Excellence programme update**

The Excellence Delivery Unit (XDU) team joined the organisation on 6th June and have taken a handover of the Excellence Portfolio from the Moorhouse team. The team presented at the Strategy Board Away Day on 23rd June, providing an overview of the programme structure, roadmaps and proposed KPIs.

A governance structure for the Excellence Portfolio and project lifecycle (standardised processes for managing projects from end to end) have now been approved for use by ManEx. The inaugural Excellence Portfolio Board will take place on 26th July and approve the Excellence roadmaps. In September the five Programme Boards will hold inaugural meetings and provide highlight reports to the Excellence Portfolio board going forward.

The project lifecycle and associated tools design has been led by the XDU. The design has taken into account existing project tools used across the organisation e.g by the QSIS team/IT PMO. Five early adopter projects are working with the XDU to trial the tools (Remote Consent, Outpatients, Website, Akeso projects (CSSD,IMS)). These projects will provide an initial highlight report to the Excellence Portfolio Board on 26th July. A review of the project lifecycle approach will be undertaken after 6mths of use inc. discussion around use of a consistent change methodology across the organisation.

A digital programme management office (dPMO) tool has been adopted from a Moorhouse in house product.  The tool has now been handed over to our XDU team and developed to reflect our agreed project lifecycle. The tool is being trialled with the pilot projects (listed above). An approach to tracking areas of the roadmaps that do not follow the project lifecycle is also in development (e.g. research and non Oriel partnerships).

The XDU have started engaging with all areas of the organisation to support consistent communication of the purpose and format of the Excellence Portfolio. A formal comms plan will also be launched following the launch of the trust strategy ‘Excellence, equity and kindness at the forefront of eye care’ planned for August.

A date for holding the Making Data Count workshop is being sought in early October (due to lack of diary availability in September). This will include a session with the national team led by Sam Riley followed by local discussion on the portfolio KPIs. Internal leads are working with the XDU to create a process for tracking benefits (financial and non-financial) and project level KPIs.

Key next steps:

1. Confirm final roadmaps in preparation for Excellence Portfolio Board approval
2. Hold inaugural Excellence Portfolio Board (26th July) and set up dates for Programme Boards
3. Create KPIs and benefits tracking modules in dPMO
4. Agree date for Making Data Count workshop with Trust Board (early Oct)

**Open Eyes and IT remediation**

We remain on track to upgrade our clinical noting system, OpenEyes, and we will undertake this significant improvement over the weekend of 6 – 7 August.  This provides a number of key functional improvements and also raises the hosting of this critical system to a ‘highly available’ enterprise level; the first such implementation of the OpenEyes product.

Work continues to upgrade two imaging systems, Heidelberg and TopCon.  Heidelberg were unable to prepare all the migrated data for the new City Road platform in June as hoped, and the application team in Germany continue to work on solutions to rectify presentation of data into the new system with an estimated delivery date of November.  Meanwhile, a pilot of the new TopCon system has been run at Northwick Park successfully and plans are in development for the roll-out of the enhancements across the trust.

**Moorfield STARS**

STARS is our annual recognition awards, where colleagues and patients vote for the individuals and teams they want to see recognised against ten categories ranging from Moorfields’ star of the year, to leadership award, team of the year and the newly introduced excellence in equality, diversity and inclusion award. Our 2020 ceremony was unfortunately cancelled at short notice, due to the pandemic, so this will be our first awards since 2019. This year we received a record breaking 585 nominations. Nominations were judged by a panel, who agreed our shortlisted finalists. The finalists were announced on 13th July. Our award ceremony takes place on Wednesday 28th September. We will also take the opportunity to celebrate the 2020 finalists and winners

**June financial performance**

The trust is reporting a £0.23m surplus in June, £0.08m favourable to plan. Patient activity during June was 92% for Elective and 93% on Outpatient activity respectively against the equivalent month in 2019/20. On a like for like basis against 2019/20 geographical capacity, this metric reduces to 82% for Outpatient activity. The trust cash position was £73.0m, equivalent to 101 days of operating cash with outstanding debt having reduced by £5.2m from March. Capital expenditure was £0.55m in-month as plans are curtailed whilst awaiting further potential external funding. Efficiencies were £0.31m in June, some £0.27m adverse to plan, with the adverse cumulative variance at £0.82m, with a further unidentified balance of £2.9m remaining. Further work across the organisation to reduce this sum is on-going.

**Martin Kuper**

**Chief Executive**

**July 2022**