

North Middlesex Hospital Case for Change

July 2018

Why are we creating a Case for Change?

Our Vision and Objectives

Our vision

Our vision is to provide outstanding care for local people.

Our objectives

Our objectives are:

- Excellent outcomes for patients
- Excellent experience for patients and staff
- Excellent value for money.

We are currently a clinical partner in the Royal Free London group, and are considering closer working partnership with them in the future.

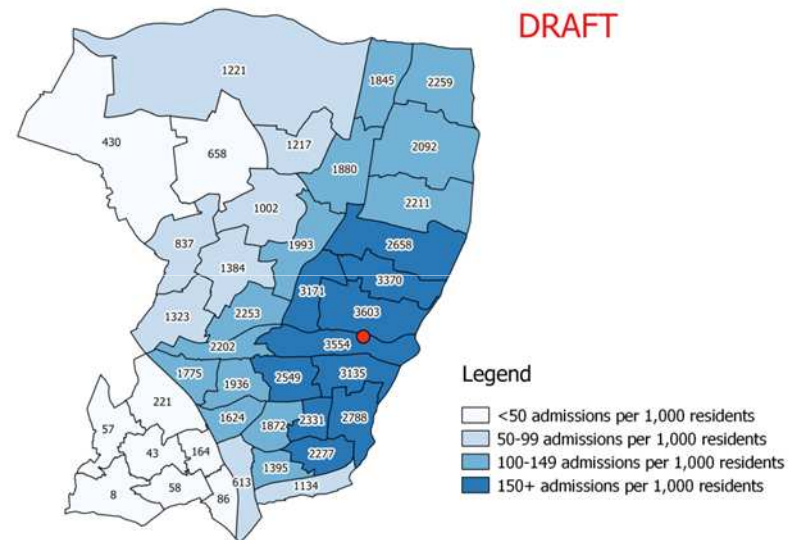
Key priorities for NMUH

Trust Board identified following as key priorities to address:

- Culture
- Recruitment & Retention
- Safely deliver standards (access, outcomes etc)
- Value for money
- Governance

‘Standing still’ is not an option – we must respond to the changing needs of our local population.

Directly standardised rate of inpatient admissions for Enfield and Haringey residents at the North Middlesex University Hospital Trust in 2016/17, per 1,000 residents, by ward of residence

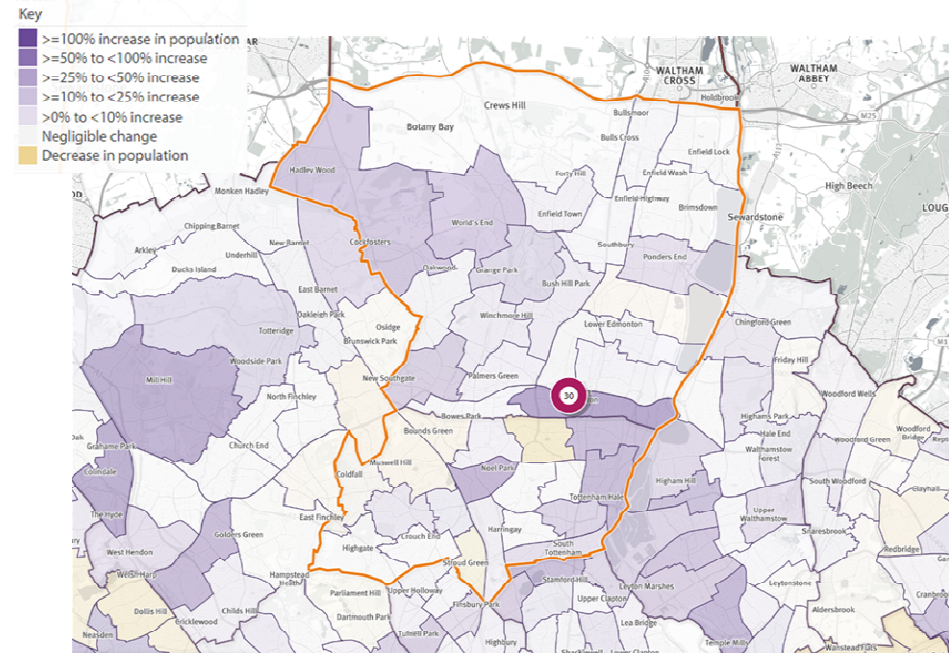


Map showing rates of admissions from local areas

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Excellent outcomes for patients

- The population within our catchment area (including our elderly population) is predicted to rise sharply in the next five years due to a number of housing developments being constructed in the area
- We serve a large, diverse population and this can result in pressure on our Accident & Emergency department
- We currently struggle to meet national standards for seeing patients in A&E and Outpatients
- We need to improve in these areas while also preparing for heightened demand in the years to come

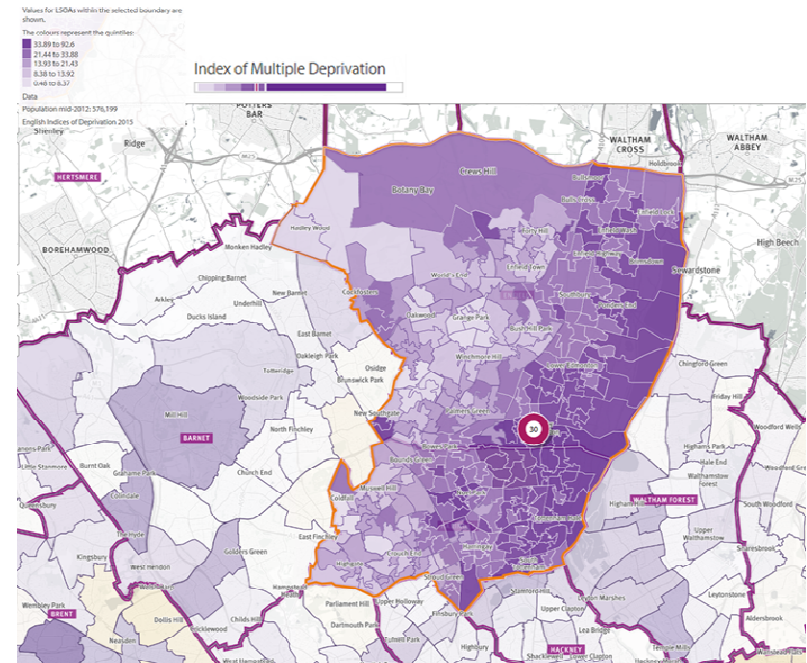


Map showing predicted population increase in Enfield/Haringey

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Excellent outcomes for patients

- The population we serve has a high rate of long-term conditions such as Diabetes, with prevalence estimated at 9.6% in Enfield and 9.3% in Haringey
- The population we serve covers some of the most and least deprived wards in the country
- Life expectancy differs by 6.6 years across different parts of Haringey
- Mental health is also an issue, with up to 20,000 people living with an undiagnosed mental health condition in Enfield
- Research from Healthwatch Enfield indicates that primary care is not functioning correctly, with much of the burden falling on our A&E
- When asked, 74.9% of patients said they had not tried to arrange a GP appointment before coming to the hospital



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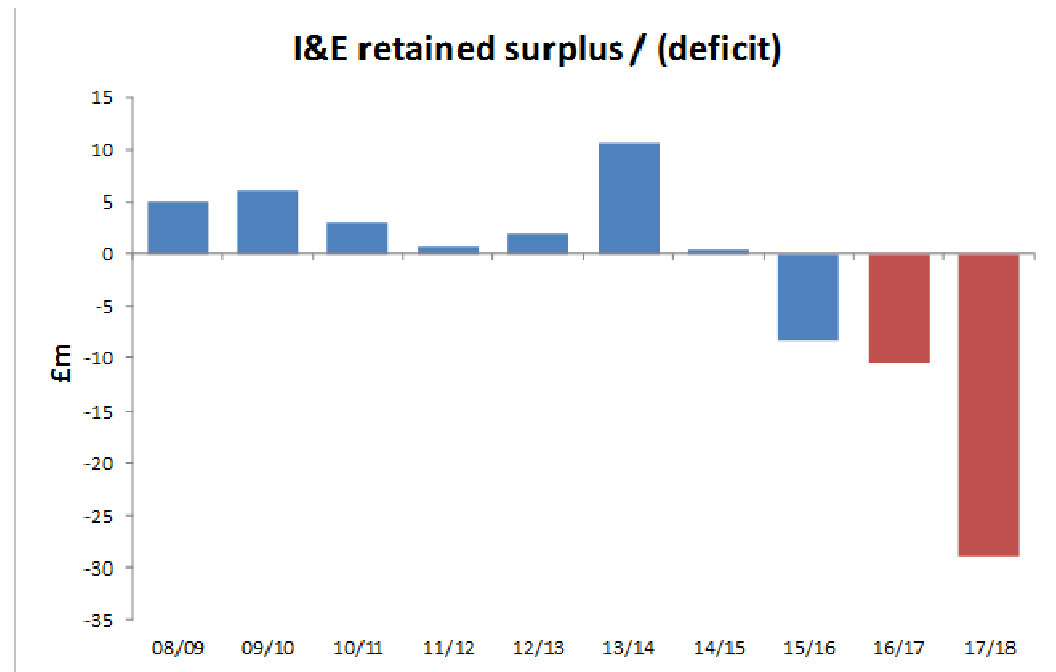
Excellent experience for patients and staff

- Our 2017 Inpatient Survey shows that we need to improve the experiences of patients who we care for, especially in ensuring that patients are listened to
- Annual staff survey results show that we need to do better at providing opportunities for career progression and recognising the value of our staff
- Both of these issues link to the culture we need to develop at NMUH, with a renewed focus on the safety and quality of care we provide
- One of the most important issues facing us is recruitment and retention of our staff
- This is not just an NMUH problem – nationally there are over 50,000 vacancies across all types of clinical staff and this issue shows no sign of improving in the immediate future
- We need to work with our local community to address issues such as nursing recruitment – we have already had several successes with our apprenticeship programme

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Excellent Value for Money

- Like many trusts, NMUH is under significant financial pressure
- Our deficit currently stands at approximately £30 million
- This is despite running a surplus of £1.1 million in 2014/15
- In the past three years, costs have grown significantly faster than income
- Our commissioners in Enfield and Haringey are also under significant financial pressure



Why are we speaking to you today?

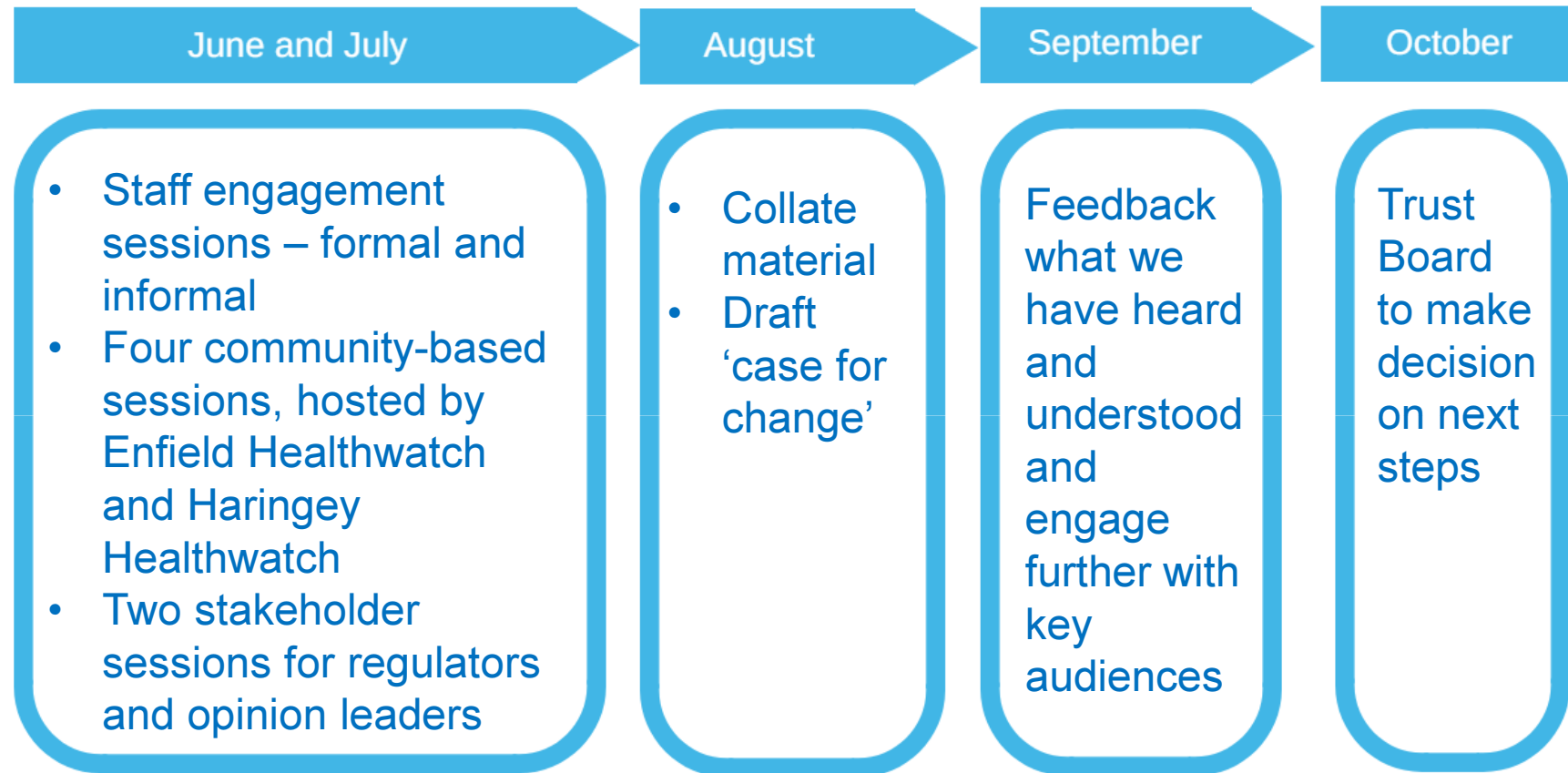
What do we mean by engagement?

- ***Informing*** stakeholders so that they are aware of current issues
- ***Collaborating*** with stakeholders when making decisions
- ***Involving*** stakeholders at all points so that we can understand their concerns and aspirations
- ***Empowering*** stakeholders by giving them a say in the final decision

We cannot base the care we provide around local communities if we do not listen to them.



Timetable for 'case for change'



What does this mean for NMUH?

Current Situation

- There is an absolute need for a strong, efficient hospital on our site which delivers high-quality services to the local community
- We are currently a Clinical Partner in the Royal Free Group and the option to align more closely with them is being investigated
- We need to ensure the Trust's position is sustainable in the long-term, both in terms of finance and the care we provide
- We think we have identified the challenges facing the Trust above, are there any other challenges we should take into account?
- The Royal Free is currently creating a proposal to help us deal with these challenges. Are there any particular aspects you think any future partnership needs to include, in order to address the challenges we face?
- Are there any particular 'deal breakers' you want us to bear in mind?
- A full Case-for-Change will be prepared later this summer, and we appreciate the input of all stakeholders into this project

Questions for consideration

We have outlined 5 key challenges for the organisation. Do they capture for you the key issues for NMUH into the future? If not, what else should we consider?

Are there any particular aspects you think any future partnership needs to include, in order to address the challenges we face?

Are there any particular conditions or requirements you want us to bear in mind?