

East Suffolk and North Essex NHS Foundation Trust

Annual Members' Meeting

Welcome to the Annual Members' Meeting, East Suffolk and North Essex NHS Foundation Trust

Wednesday, 21 February 2024

Our agenda for this evening

- Chair's address: Presented by Helen Taylor, Chair.
- Annual Report: Presented by Nick Hulme, Chief Executive.
- Annual Accounts: Presented by Adrian Marr, Director of Finance.
- Quality Account: Presented by Darren Darby, Chief Nurse.

Chair's report: Helen Taylor, Chair of ESNEFT

Our focus

Our focus for this evening is on the progress we are making with our ambition and strategy, as well as highlights of 2022/2023.

Our Annual Members Meeting is being held much later than we expected because of the external auditor's delay in auditing the accounts.

When we became a Trust

When we became a Trust in July 2018, we had a once-in-a-lifetime opportunity to:

- Do things differently.
- Make life better for the communities we care for.
- Make time matter.

Now five years on, we have spent time reflecting on our potential to change people's lives for the better.

Our Trust ambition

Our Trust ambition is to offer the best care and experience to all our patients, their loved ones and to our staff.

This means we need to improve the equity of outcomes for all the people we serve.

The COVID-19 pandemic underlined the vital importance of equity of access to health care. We know the impact of COVID was experienced differently by many communities.

Much of our work throughout 2022 and 2023 has focussed on delivering greater equity and access to health care.

Our commitment

We have done this through our commitment to:

- Our inequalities strategy.
- The Integrated Care System (ICS) 'anchor' institutions charter.

- Our Building for Better Care programme including Clacton Community Diagnostic Centre (CDC).

Addressing inequalities

Key projects included in our inequalities strategy are analysing equality in access for cancer and elective care.

We are also rolling out Making Every Contact Count (MECC) in outpatient clinics, including social prescribing in collaboration with local voluntary and community service partners.

And we are making the most of the Clacton Community Diagnostic Centre programme to address inequalities.

Addressing inequalities

As an Anchor institution we are working with our partners and local communities to increase wellbeing and improve the wider determinants of health.

A remarkable example of our work is the Clacton Diagnostic Training Academy. The CDC is more than just a health facility; it is a holistic intervention to reduce inequalities. This includes improving the economic opportunities for local residents, using the centre itself as a gateway to employment and skills.

In partnership with Colchester Institute, we secured £500k from the local government community renewal fund to create the Clacton Diagnostic Training Academy.

Our aim was to offer up to 133 local residents a 12-week programme of pre-employment skills, diagnostic department taster days and master classes, and support for job applications.

At the end of the year covered in this report, the programme had supported 222 local residents, over half of whom had never worked (including school leavers) or had been long-term unemployed. 94 have secured employment in local health and care services, including several at the CDC. 49 have gone on to further education or training.

Our new Breast Care Centre

We are continuing to change the landscape of care and improve life for patients with our multi-million pound investment programme which we call Big Builds.

Our new Breast Care Centre at Ipswich Hospital opened in March 2023. This centre will help us to make sure that every breast care patient has the best possible experience when they come to hospital. It brings together all elements of care under one roof which means that our patients can be imaged, biopsied where necessary, and see their clinician in one place. The new space also allows us to offer self-referral and new services in the future, such as dedicated clinics for men and young people, which will make a significant difference to our patients.

It has been made possible thanks to a partnership between NHS funding from ESNEFT and the Blossom Appeal, which was a fundraiser organised by Colchester and Ipswich Hospitals Charity.

Thank you to everyone who supported our fundraising appeal so generously.

The Dame Clare Marx Building

Building work for The Dame Clare Marx Building at Colchester Hospital for the new Elective Orthopaedic Centre is now almost complete. The new state-of-the-art £64million surgery

centre, opening this year, is for patients from Essex and Suffolk who need planned orthopaedic operations on bones, joints and muscles, such as hip and knee replacements. It will mean fewer cancelled operations and shorter patient waiting times.

The centre will be named after the late Dame Clare Marx who was an orthopaedic surgeon at Ipswich Hospital and the first female president of both the British Orthopaedic Association and the Royal College of Surgeons of England, and chair of the General Medical Council.

Our Urgent Treatment Centre

Our new Urgent Treatment Centre at Colchester Hospital is fully open after the final part of the programme, a new resuscitation department, opened last March.

It is a brightly lit open space with private bays for patients coming through the Emergency Department (ED). The ceiling has also been reinforced to help the theatres team working above with their new robots during surgery.

Our new children's centre

A new children's centre where young patients and their families can now receive care in bright, spacious and welcoming surroundings opened at Ipswich Hospital this year.

The extensive project has seen 14 clinic rooms, a phlebotomy room, medical day-case unit, accessible toilet, themed reception, waiting area and parents' room created.

This is also being paid for with a combination of NHS investment from ESNEFT and funds raised through Colchester and Ipswich Hospitals Charity's Children's Appeal.

Chief Executive's report: Nick Hulme, Chief Executive of ESNEFT

Some reflections

Industrial action.

Impact on patients.

Professional and personal impact on colleagues.

Importance of support and wellbeing.

Our response.

Importance of leadership.

Our leadership programme launched during this year for leaders at every level:

- More than 1,400 colleagues have taken part to date.
- Three levels – Emerging, Engaging and Visible.

Our ambition to deliver high quality compassionate care and to make time matter remains.

Innovation with the introduction of new ideas and ways of caring is the spirit of ESNEFT.

Finances 2022/23: Adrian Marr, Director of Finance, ESNEFT

Income and Expenditure

Income and expenditure for 2021 to 2022

- Operating income £961.1 million.
- Operating costs £957.8 million.
- Operating surplus from continued operations £3.3 million.
- Financial costs £9 million.
- Gains arising from transfers by absorption £0.
- Deficit for the year from continuing operations £5.6 million.

Income and expenditure for 2022 to 2023

- Operating income £1202.1 million.
- Operating costs £1014.1 million.
- Operating surplus from continued operations £6 million.
- Financial costs £11.6 million.
- No gains arising from transfers by absorption.
- Deficit for the year from continuing operations £5.6 million.

Performance against control total for 2021 to 2022

- Add back all income and expenditure impairments £12.6 million.
- Adjust for gains and losses on transfer by absorption £0.
- Remove net donated consumables £0.4 million.
- Remove capital donations and grants £0.2 million.
- Remove loss on returns of Department of Health and Social Care COVID assets £0.6 million.
- Total non-controlled items £13.8 million.
- Adjustment financial performance surplus £8.2 million.

Performance against control total for 2022 to 2023

- Add back all income and expenditure impairments £6.4 million.
- No adjusting for gains and losses on transfer by absorption.
- Remove net donated consumables £0.
- Remove capital donations and grants £0.9 million.
- No removing loss on returns of Department of Health and Social Care COVID assets.
- Total non-controlled items £5.6 million.
- Adjustment financial performance surplus £0.

The Trust's accounts reported a deficit of £5.6m for 2022/23

The Trust has an annual financial control total (plan) set by NHS England. For 2022 and 2023, the target was to achieve a break-even position or better. When measuring financial performance against this control total certain items are excluded. For example, capital donations and impairments

After adjusting for these items the Trust met its control total (delivered a minimal surplus of £7,000).

Auditor's Annual Report

An unqualified opinion on the Trust's financial statements for the year from the Trust's auditors (BDO).

This means BDO consider that the financial statements for 2022 and 2023 give a true and fair view of the Trust's financial position.

BDO did not identify any significant weaknesses in respect of the Trust's arrangements for securing economy, efficiency and effectiveness in its use of resources.

Being more efficient

- Delivered £19.3m of efficiencies in-year.
- £14.0m of these were recurrent benefits.
- All efficiencies must pass a quality assessment to ensure no adverse impact on patient care.

Improving our assets

ESNEFT invested in total £87.1m in improving, maintaining and developing our asset base during 2022/23.

£71.4m on maintaining and enhancing both hospital sites, including the Clacton Community Diagnostic Centre, developing and refurbishing the Breast Unit and Child Health Department at Ipswich Hospital, the development of a new emergency department/urgent treatment centre at Ipswich Hospital and the Dame Clare Marx Centre at Colchester Hospital.

- £9.9m on medical equipment.
- £6.0m on enhancing the Trust IT infrastructure, including clinical systems.

The way ahead

The Trust is currently forecasting a £1.3 million surplus for 2023/2024 and is confident it will deliver this plan.

However, given the current external economic and political context the financial outlook will be challenging.

The Trust is continually keeping its long-term financial plan under review to manage these financial challenges.

Our Quality Account Overview: Darren Darby, Chief Nurse, ESNEFT

Purpose of the Quality Account

The Quality Account is an annual document updating you about the quality of services provided by East Suffolk and North Essex NHS Foundation Trust (ESNEFT) during the previous year.

It looks back at our performance over the year and details some of our achievements.

It also sets out our priorities for improvement for the coming 12 months.

It is also an opportunity to showcase some of the amazing work undertaken at ESNEFT.

Quality Priorities 2022 to 2023

We set out a series of priority areas for improvement and report on our progress in the Quality Account each year. The priority areas are specific to patient safety, clinical effectiveness and patient experience.

In 2022/2023 we set out to:

- Improve the safe prescription, administration and dispensing of medications in our hospitals and communities.
- Improve the assessment of nutrition and hydration needs for patients and ensure the correct referral and maintenance plans are undertaken.
- Continue to improve care for those at the end of their life and support patients who have limited treatment options.

What we did to improve

Red tray initiative: Identifying patients who need encouragement to eat, giving more time for meals to be eaten and offering snacks throughout the day.

Improving the safe prescription, administration and dispensing of medications in our hospitals and communities: Our critical medicines list and flowchart for preventing omission of medication has been updated. Safe and secure storage of medication has been a focus of improvement across all our wards. A new Medication Safety Officer has joined the Trust to continue to improve our medication safety.

Butterfly Service and information centres supporting people and their families at end of life, going from strength to strength. The team offers signposting and a listening ear. This work has been noted as exemplary by NHS East of England.

End.