

To: **HEALTH OVERVIEW AND SCRUTINY PANEL**  
**1 OCTOBER 2015**

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**FRIMLEY HEALTH NHS FOUNDATION TRUST**  
**Assistant Chief Executive**

**1 PURPOSE OF REPORT**

- 1.1 This report provides background information for the meeting with the Chief Executive of Frimley Health NHS Foundation Trust.

**2 RECOMMENDATIONS**

- 2.1 **That the Health Overview and Scrutiny Panel receives an update from Sir Andrew Morris OBE, Chief Executive of Frimley Health NHS Foundation Trust on the Trust's progress, with particular reference to overcoming the weaknesses found by the Care Quality Commission at Heatherwood and Wexham Park hospitals.**

**3 REASONS FOR RECOMMENDATIONS**

- 3.1 To inform the discussion with Sir Andrew Morris.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None.

**5 SUPPORTING INFORMATION**

- 5.1 The last Panel meeting with representatives of Frimley Park Hospital was held on 3 July 2014. The minute of that meeting is attached. The Panel determined at its meeting on 7 January 2014 that it would normally meet each major hospital Trust nearby at least once every two years. This periodic meeting has been brought forward due to significant changes around the Trust's acquisition of the former Heatherwood and Wexham Park Hospitals Trust, and the forthcoming inspection of Wexham Park Hospital by the Care Quality Commission (CQC).
- 5.2 To assist the Panel's deliberations, attached to this report is relevant summary information from the websites of Frimley Health Trust, Monitor, and the CQC.

**6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS / EQUALITIES IMPACT ASSESSMENT/ STRATEGIC RISK MANAGEMENT ISSUES / CONSULTATION**

- 6.1 Not applicable.

Contact for further information

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## **HEALTH OVERVIEW AND SCRUTINY PANEL 3 JULY 2014**

### **Frimley Park Hospital NHS Foundation Trust**

The Chairman welcomed Andrew Morris, Chief Executive of Frimley Park Hospital NHS Foundation Trust, to the meeting to speak on the Trust's services to residents of Bracknell Forest and progress on the Trust's prospective acquisition of Heatherwood and Wexham Park Hospitals NHS Foundation Trust. Background information had been circulated to the Panel in advance of the meeting, as follows:

- Minute from the Panel's meeting on 2 February 2012, the last time that representatives of the Trust had attended a Panel meeting;
- Relevant summary information from the websites of Frimley Park Hospital and Monitor;
- The latest inspection report by the Care Quality Commission;
- A briefing paper from Frimley Park Hospital on the proposed acquisition.

Andrew Morris spoke to the Panel, and the points made included in the following:

- The Trust wished to provide consultant-led services and specialisation, and it had been recognised that, in order to have a sufficiently large enough patient catchment to do this, the Trust would need to undergo a merger with another Trust. The proposed acquisition of Heatherwood and Wexham Park Hospitals NHS Foundation Trust would allow enable better, more comprehensive care and local specialist services.
- It was envisaged that consultants, rather than patients, would travel between sites. It was likely that a small percentage of patients would be required to travel to a different site, but this would be to access specialist services.
- All hospitals were required to make budgetary savings of 4% per annum, which equated to £12million at Frimley Park NHS Foundation Trust. The acquisition of Heatherwood and Wexham Park Hospitals NHS Foundation Trust would allow for a reduction in back-room costs whilst delivering greater efficiencies, for example in purchasing, and protecting front-line services. Delivering efficiencies whilst maintaining quality was a major challenge for hospitals, but the acquisition would allow for better provision of doctors and nurses
- The Trust was currently negotiating with the Department of Health to write off the existing debt at Heatherwood and Wexham Park NHS Foundation Trust and invest capital in the infrastructure of Wexham Park Hospital, including a refurbishment of A&E, an upgrade of maternity services and addressing a backlog of maintenance issues. The proposal for the Heatherwood hospital site was to develop and refurbish it as a modern elective surgery unit, and this too would require new funding. It was intended that the acquisition could be used as an opportunity to secure funding to improve the facilities at Wexham Park Hospital and provide new diagnostic equipment.
- The proposed acquisition was a very complex procedure that would need the agreement of both Councils of Governors, particularly as it would, in effect, mean the dissolution of the Council of Governors at Heatherwood and Wexham Park NHS Foundation Trust. Frimley Park NHS Foundation Trust was keen to progress and conclude negotiations with the Department of Health, with the acquisition completed in the autumn if possible. There were no proposed changes to services so there was no requirement to undergo a public consultation, but the proposals had been brought to the monthly constituency meetings at Frimley Park Hospital to make them visible and engage members of the public. Feedback had been that people wanted to see Frimley Park Hospital maintained but improvements made at Wexham Park Hospital.

The Chairman queried whether each part of the proposed acquisition, for example the planned upgrade to A&E and maternity services, would need to be submitted individually to the Department of Health.

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It was explained that each part would need to be submitted separately, as part of a two-stage process. An outline business case was submitted first, to seek agreement in principle for funding, and at this stage if approved funds were set aside by the Department of Health. This was then followed by submission of a full business case. It was a long, complex process, usually taking up to seven years, that the Trust was trying to achieve in a shorter space of time by ensuring that agreements in principle for all aspects of the acquisition were supported at this stage. Agreement needed to be sought from the Commissioners involved or the proposed acquisition could not proceed. The proposals had the support of the DoH, Monitor and NHS England.

The Panel questioned the results of the recent staff survey at Wexham Park Hospital, which had shown that only 51% of staff at the hospital would recommend the facility to friends and family. It was asserted that hospitals worked on a hierarchical consultant-led structure, and queried how this could be changed.

It was explained that Heatherwood and Wexham Park Hospitals NHS Foundation Trust had undergone a long period of uncertainty, and experience had shown that standards and staff morale could suffer as a result. The Trust was keen to develop a common vision and strategy for the hospitals for staff to work towards, utilising ideas of staff and where managers could provide support for clinicians. All clinicians were trying to provide better outcomes for patients, but staff at Heatherwood and Wexham Park Hospitals needed better facilities, stability and security to come together as a team and in order to provide consistently excellent care. There were some very highly-skilled people working at the hospitals but teamwork had suffered as a result of a lack of funding and leadership. It was believed that with the right governance arrangements, delegations and staff empowerments in place this would happen, but it would require working in new and different ways. Recruitment of staff was an issue, but creating stability would also reduce the Trust's reliance on agency staff.

The Panel queried whether surgeons moving between different sites to treat patients would be the best use of their time.

It was explained that this already happened to a degree. Wexham Park Hospital provided plastic surgery to a number of different Trusts, and Frimley Park NHS Foundation Trust had only recently joined this service after previously using Chelsea and Westminster. Outpatient appointments and day cases were seen at Frimley Park Hospital. Inpatients did have to travel to Wexham Park Hospital, but previously all patients would have had to travel to Chelsea and Westminster. Another benefit of combining the hospitals into one Trust would be a greater level of peer review as part of a multi-disciplinary approach. The team approach and accountability were key success factors.

The Panel asked what the fall-back would be for Frimley Park NHS Foundation Trust if the acquisition did not proceed.

It was reported that Frimley Park Hospital would continue as it was at present but it was firmly believed that the acquisition was the way forward and in the best interests of patients. The acquisition was not without risk, if it did not proceed other options, such as a merger with one of the Surrey hospitals or the Royal Berkshire Hospital would need to be considered. A number of consolidations amongst other Trusts had taken, or were taking, place.

The Panel queried whether the debt currently owed by Heatherwood and Wexham Park would be written off by the Department of Health, or whether the Trust would be required to repay this over a period of time. The Panel also queried whether the funding required to upgrade services at Wexham Park would be provided by the Department of Health or whether this would be in the form of a loan that would need to be repaid.

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It was confirmed that the proposal to the Department of Health was for all historical debt to be written-off, that the Department of Health would fund the new hospital at Heatherwood and the various building and equipment upgrades at Wexham Park, and the acquisition should include a guarantee to Frimley Park that its funds would be untouched. However, all NHS Trusts were required to pay an annual Public Dividend Capital fee to the Department of Health, of 3.5% of the Trust's asset base, in perpetuity. Some improvements had already been made at Wexham Park, for example in the operating theatres, but A&E did not meet current standards. The proposed A&E changes included private assessment rooms for patients likely to need admission, in line with the facilities provided at Frimley Park. Maternity services was an area where patients were able to express choice, and Wexham Park Hospital needed investment, for example to convert the delivery rooms to en-suite and providing a midwife-led unit, to encourage people to choose the hospital.

Mr Morris said there are a lot of hardworking staff at Heatherwood & Wexham Park hospitals, also some areas of excellence, such as haematology. The hospitals' performance had suffered due to discontinuity of leadership, funding pressures, the need for better teamwork by some clinicians, and other factors.

The Chairman of the Overview and Scrutiny Commission requested clarification on the figure that would be written-off by the Department of Health, and how the new Trust's 3.5% Public Dividend Capital fee would be calculated – would this be a percentage of the improvements or of the total asset?

It was confirmed that the amount requested to be written-off would be the debt owed on day one of the acquisition transition. The Public Dividend Capital fee would be payable on the value of the whole estate. Assets were valued each year by the District Valuer.

The Healthwatch representative stated that Wexham Park had recently appointed an Assistant Director for Patient Involvement, and said that Healthwatch would want to see this position maintained in the proposed acquisition. He asserted that patient views at Frimley Park Hospital were not always sought.

It was reported that Frimley Park Hospital was about to introduce a welcome pack for every patient admitted to the hospital, to encourage them to think about their care. Patient feedback was welcomed. A survey on cancer care had rated the hospital in the top 20% in the country. Maternity and A&E had been rated as average, which had been disappointing for the Trust, but action plans had been put in place to improve patient care. The hospital was struggling to handle an increase in the volume of patients coming to A&E, and this impacted on patients' perceptions as waiting times had increased. A profile of work in the department had shown that Saturdays and Sundays were the busiest days, and the hospital had responded by having three consultants in the department.

The Chairman complimented Mr Morris on Frimley Park hospital's performance and conveyed the Panel's best wishes for a success acquisition of Heatherwood and Wexham Park Hospitals Trust.

## **From Frimley Health NHS Foundation Trust Website**

Frimley Health NHS Foundation Trust provides NHS hospital services for 900,000 people across Berkshire, Hampshire Surrey and South Buckinghamshire.

As well as delivering excellent district general hospital services to its population the trust has specialist heart attack, vascular, stroke, spinal, cystic fibrosis and plastic surgery services across a wide catchment. In addition to the main hospital sites at Frimley, Wexham near Slough and Heatherwood in Ascot, the trust runs outpatient and diagnostic services from [Aldershot](#), Farnham, Fleet, Windsor, Maidenhead and [Bracknell](#), bringing a range of services closer to these communities.

Following the publication of an inspection report just before the acquisition date last year, Frimley Park Hospital became the first in the country to be rated as 'outstanding' under the Care Quality Commission's new inspection regime.

Our staff values are Committed to Excellence, Working Together and Facing the Future. In the last national staff survey, staff at Frimley Park were rated as the most motivated of any hospital in the NHS.

Frimley Health is also proud to host a Ministry of Defence Hospital Unit at Frimley Park with military surgical, medical and nursing personnel fully integrated with the hospital's NHS staff providing care to patients in all specialties.

Frimley Health NHS Foundation Trust has strong links to the community through its 24,000-strong foundation trust members representing patients, other stakeholders and staff.

## **FRIMLEY HEALTH MEETS ALL KEY TARGETS FOR FIRST TIME**

8 July 2015

A&E services at Frimley Park and Wexham Park Hospitals met the four-hour waiting target for the first time since coming together under a single management team.

The emergency departments in Slough and Frimley, which serve more than 800,000 people across Berkshire, Buckinghamshire, Hampshire and Surrey, have been run by Frimley Health NHS Foundation Trust since Frimley Park Hospital NHS Foundation Trust took over managing Heatherwood and Wexham Park Hospitals on 1 October 2014.

At a time when many hospital trusts are failing to meet the target for treating, discharging or admitting 95% of A&E patients within four hours, Frimley Health achieved the target for the first quarter (April – June) of the 2015-2016 financial year.

In an additional remarkable achievement, the trust also met all other key standards set out by health service regulator Monitor over this three month period.

Frimley Health chief executive Sir Andrew Morris said: "Hitting all these core standards for the first time as Frimley Health is the best indication yet that we are on track to meet our aim of providing excellent services to all our patients across the region.

"It is also the first time that Wexham Park Hospital has achieved all the standards in any quarter for a number of years. Considering the hospital was placed in special measures by the CQC (Care Quality Commission) just a year ago this is a remarkable achievement on behalf of staff and managers to turn it around.

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"Everyone has been working extremely hard to make sure that joining forces has been a success, by bringing a better leadership and management structure for Wexham Park and Heatherwood Hospitals, and ensuring that services continue to improve at all our hospitals."

The A&E service at Frimley Health is now the fourth busiest in the country with more than 220,000 annual patient attendances split equally between emergency departments at Frimley and Wexham. The number of consultants at Wexham's A&E has been increased from six to ten in the past year to help improve front line decision making over longer hours. There are now a similar number of consultants as at Frimley Park's emergency department.

Frimley Park Hospital has already been recognised by the CQC as among the very best in the country and became the first in the country to receive an 'outstanding' rating by inspectors last September.

Wexham Park Hospital was taken out of special measures when managers from Frimley Park took over, but the CQC is returning in October this year and will expect to see some improvements from 2014.

The new trust Frimley Health NHS Foundation Trust has also seen a fall in staff nursing vacancies – a particular challenge at Wexham Park - resulting in a significant decrease in the amount of money spent employing agency staff in recent months. Complaints at Wexham and Heatherwood have fallen significantly and they have remained stable at Frimley Park.

Sir Andrew added: "We still have a long way to go and it will be three to five years before we get to where we really want to be. But I'm really pleased that the 2015-2016 financial year has begun so successfully.

"In addition we are continuing to deliver outstanding services from Frimley Park Hospital."

### **Frimley Health key performance April – June 2015 (quarter 1)**

- More than 95% of A&E patients treated, discharged or admitted within 4 hours
- More than 90% of patients waiting less than 18 weeks for first treatment after referral by a GP
- Cancer two week maximum wait for test
- 31 day diagnosis to first treatment for cancer
- 62 day referral to first treatment for all cancers for more than 85% of patients
- Clostridium difficile within limits

Frimley Health has multi-million pound plans to rebuild the emergency department and refit the maternity unit at the Wexham Park site in the coming months. It is also carrying out a major programme of building and maintenance at the Wexham site following years of underinvestment

## Monitor Website

Monitor publishes 2 ratings for each NHS foundation trust.

- The continuity of services rating is Monitor's view of the risk that the trust will fail to carry on as a going concern. A rating of 1 indicates the most serious risk and 4 the least risk. A rating of 2\* means the trust has a risk rating of 2 but its financial position is unlikely to get worse.
- The governance rating is Monitor's degree of concern about how the trust is run, any steps we are taking to investigate this and/or any action we are taking. We'll either indicate we have no evident concerns, that we have begun enforcement action, or that the foundation trust's rating is 'under review', which means we have identified a concern but not yet taken action

Monitor's current ratings of Frimley Health Trust are:

Continuity of services – 3

Governance – Green

Monitor's additional comment is: 'No evident concerns'

Care Quality Commission Website

**[Provider: Frimley Health NHS Foundation Trust](#) Outstanding**

**PROVIDER**

**Specialisms/services**

- Assessment or medical treatment for persons detained under the 1983 Act
- Diagnostic and screening procedures
- Family planning services
- Maternity and midwifery services
- Surgical procedures
- See all (8)

Tel: (01276) 604604 Provided for: Surrey

**CQC Inspection Area Ratings**

(Latest report published on 26 September 2014)

- [Safe](#) Good
- [Effective](#) Good
- [Caring](#) Outstanding
- [Responsive](#) Outstanding
- [Well-led](#) Outstanding

**CQC REGISTERED SERVICES**

- [Bracknell Outpatients](#)
- [Frimley Park Hospital](#)
- [Heatherwood Hospital](#)
- [King Edward VII Hospital](#)
- [St Marks Hospital](#)
- [Wexham Park Hospital](#)