

Chief Executive Presentation



**Slough Health Scrutiny Committee
Monday 21 March 2016**

Andrew Morris – Chief Executive

Wexham Park CQC 2014 Results

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|--|----------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|
| Accident and emergency | Requires Improvement | Inspected but not rated | Requires Improvement | Inadequate | Requires Improvement | Requires Improvement |
| Medical care (including older people's care) | Inadequate | Requires Improvement | Requires Improvement | Inadequate | Requires Improvement | Inadequate |
| Surgery | Inadequate | Good | Requires Improvement | Inadequate | Inadequate | Inadequate |
| Intensive / critical care | Good | Good | Good | Requires Improvement | Good | Good |
| Maternity and family planning | Inadequate | Requires Improvement | Requires Improvement | Requires Improvement | Inadequate | Inadequate |
| Services for children and young people | Good | Good | Good | Good | Good | Good |
| End of life care | Requires Improvement | Good | Good | Requires Improvement | Good | Requires Improvement |
| Outpatients | Requires Improvement | Inspected but not rated | Good | Inadequate | Requires Improvement | Requires Improvement |
| Overall | Inadequate | Requires Improvement | Requires Improvement | Inadequate | Inadequate | Inadequate |

Frimley Health Wexham Park - Objectives



**Get the
culture right**



**Raise and
sustain
performance**



**Improve the
infrastructure**



**Improve
governance,
quality and
safety**



**Financial
recovery**

A positive culture



- Low morale
- Poor engagement
- Low levels of ownership
- Poor accountability
- Lack of trust in management
- Lack of direction

- Shared vision and values
- Strong, capable leadership
- An engaged workforce
- Sustainable organisational design, clear roles and accountability
- A performance management culture and recognition and development of employees



What makes a difference?

- Leadership at all levels
- Values & behaviours – customer care
- Clarity on governance
 - Safety
 - Outcomes
 - Experience
- Integration funding
- Being clear what ‘good’ looks like

Wexham Park CQC 2015 Results

| | Safe | Effective | Caring | Responsive | Well-led | Overall |
|--|------|-----------|------------------|------------------|------------------|------------------|
| Urgent and emergency services | Good | Good | Good | ☆ Outstanding | ☆ Outstanding | ☆ Outstanding |
| Medical care | Good | Good | Good | Good | Good | Good |
| Surgery | Good | Good | Good | Good | ☆ Outstanding | Good |
| Critical care | Good | Good | ☆ Outstanding | Good | ☆ Outstanding | ☆ Outstanding |
| Maternity and gynaecology | Good | Good | Good | Good | Good | Good |
| Services for children and young people | Good | Good | Good | Good | Good | Good |
| End of life care | Good | Good | Good | Good | Good | Good |
| Outpatients and diagnostic imaging | Good | Not rated | Good | Good | Good | Good |
| Overall | Good | Good | Good | Good | ☆ Outstanding | Good |

Emergency Department Wexham



Emergency Department Wexham



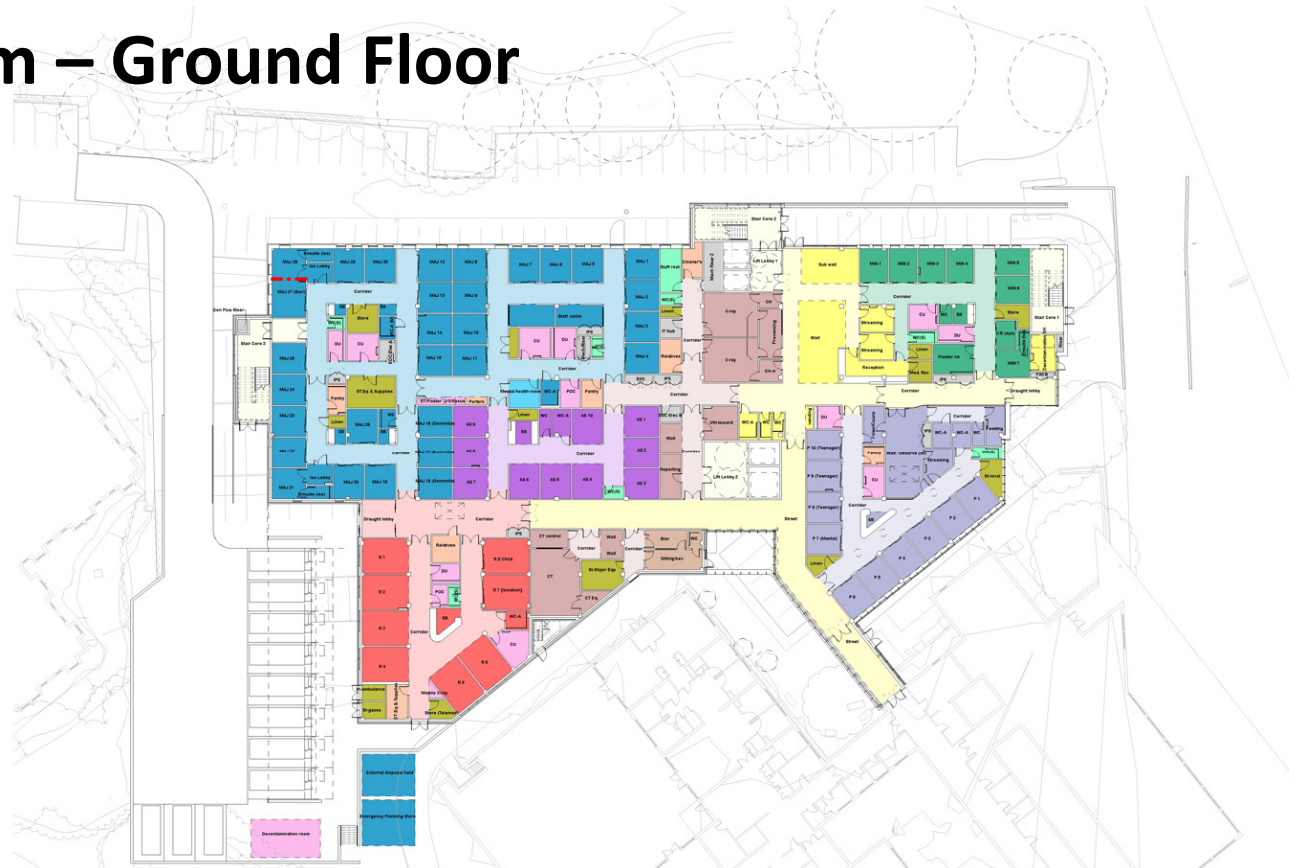
Office

Up to 72hours
34 beds and 16 beds

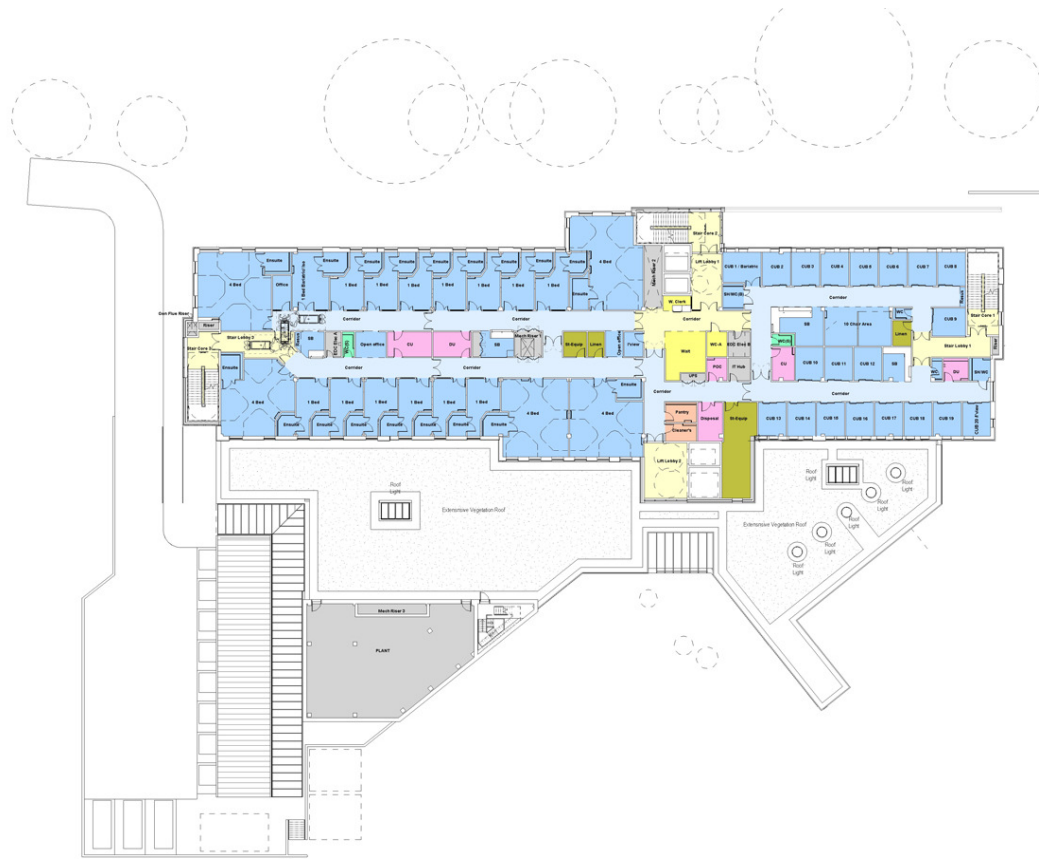
Up to 24 hrs (inc EDDU)
34 bed 20 cubicles/ 10 recliners

Up to 4 hours

Emergency Department Wexham – Ground Floor



Emergency Department Wexham – Assessment Level



Committed To Excellence

Working Together

Facing The Future

Frimley Health



NHS Foundation Trust

Emergency Department - Wexham

£49m investment



Redevelopment of Maternity

En suites in all delivery rooms including Midwifery Led Unit

New bereavement suite with discreet access.

Separate maternity and gynaecology outpatient waiting areas

Improved outpatient consulting and waiting area in outpatients

Fully equipped Gynaecology procedure rooms for Colposcopy/ early pregnancy and urodynamic





Heatherwood Hospital Site Plan

Heatherwood Hospital

6 operating theatres

48 beds

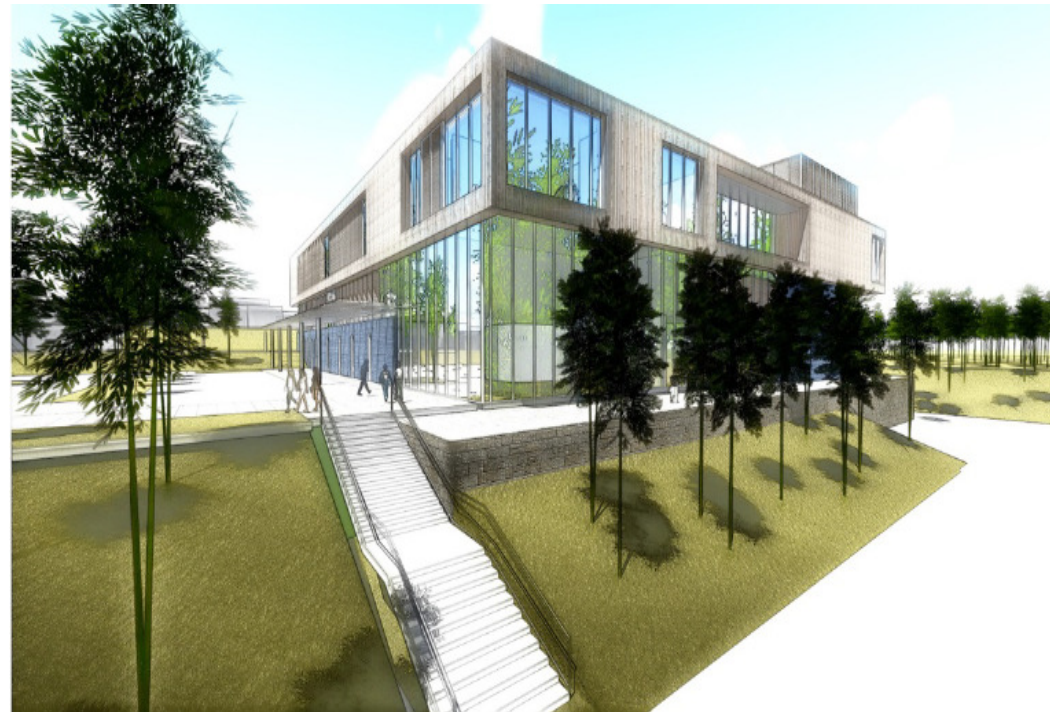
16 day case beds

Outpatients

Diagnostics

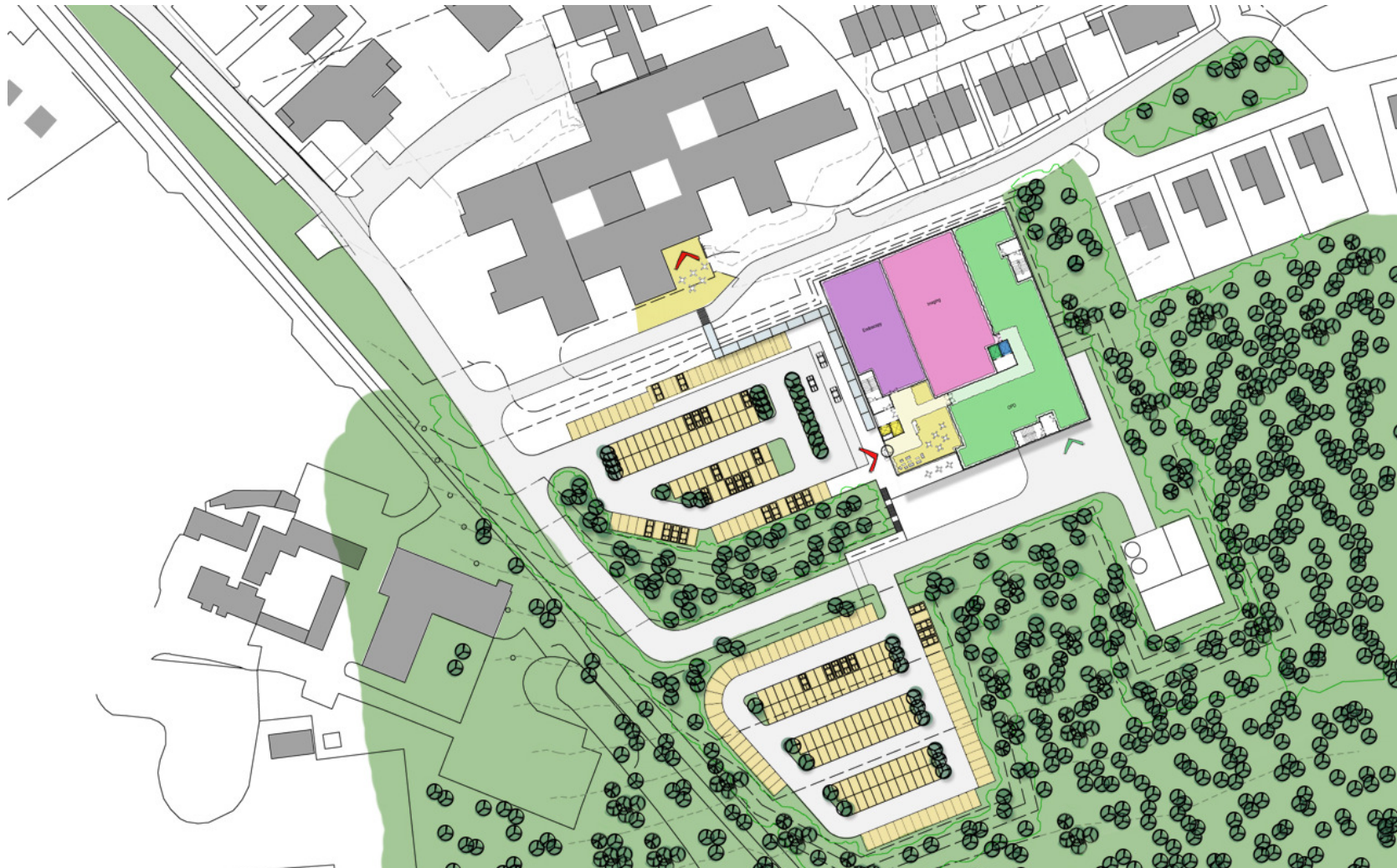
Will move some additional activity from Frimley

Need to sell part of the site to generate the funding

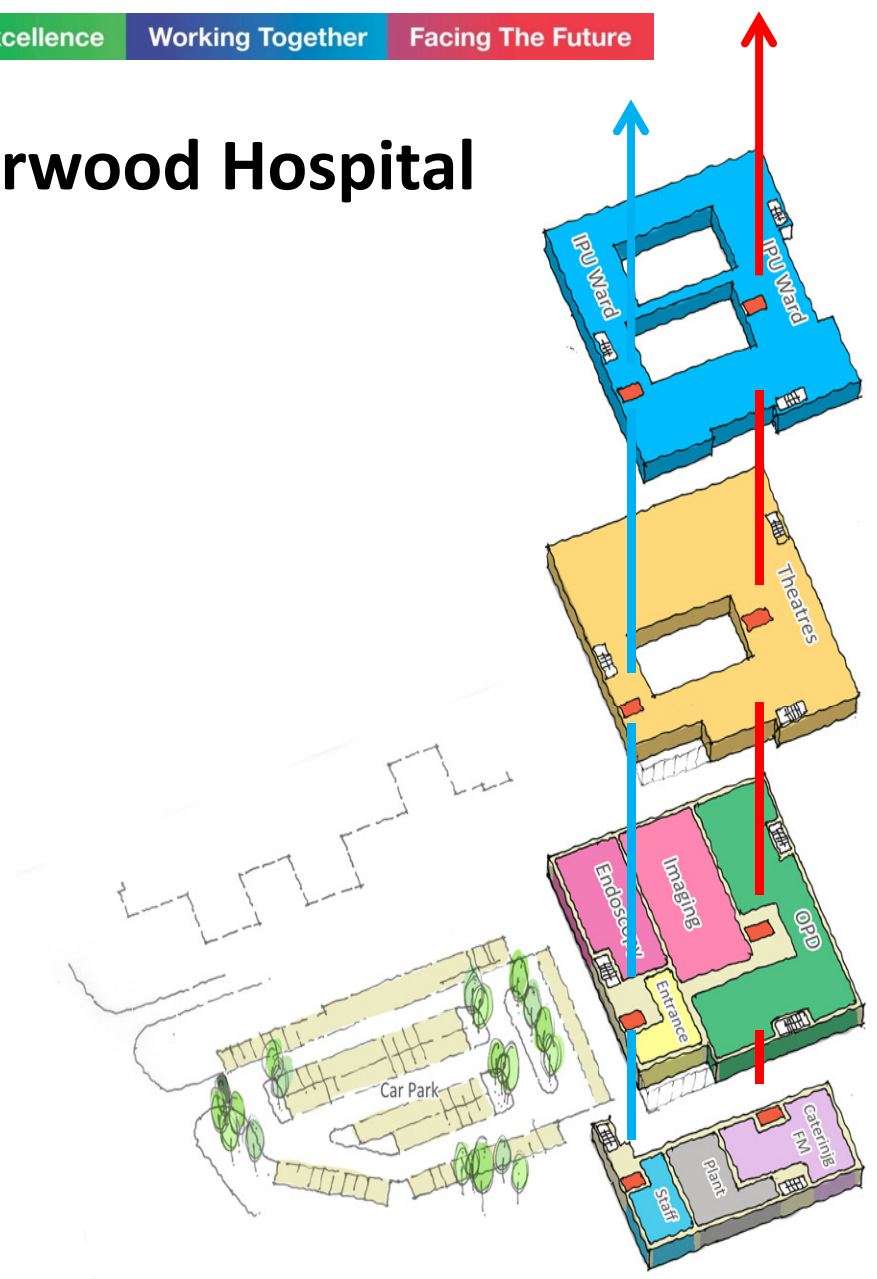


£72m

Heatherwood Hospital



Heatherwood Hospital



Clinical Strategy

Wexham Park



Hyper-acute

- **Cardiology**
PPCI & complex cardiology on-site
- **Vascular**
Repatriation from Oxford

Acute

- 7-day consultant delivered service
- Stroke rehab and ESD
- New ED & Assessment Areas
- Frailty service
- High Dependency Care
- Improve/extend paediatric HDU

Cancer

- On site radiotherapy (LINAC)
- Tertiary centre treatment pathways

Elective

- Secure additional elective activity
- New Ophthalmology service
- New Maternity Unit

Integrated Care

- New Vision of Care
- Patient Information Sharing

Heatherwood



New Elective Centre

6 theatres
48 beds
16 daycase beds

- Orthopaedics
- General Surgery
- Urology
- Gynaecology
- Lithotripsy
- Radiology – X-ray, CT & MRI
- Outpatient Department, including Children's clinic
- Pre-Operative assessment
- Therapies
- Private Patients Suite
- Administration
- Training and meeting facilities

enabling work

Frimley Park



Hyper-acute

- **Stroke**
Further develop HASU
- **Vascular**
Repatriation from Oxford
- **Renal**
On-site dialysis (7-day service)

Acute

- 7-day consultant delivered service
- Frail elderly service
- Improved Paediatric Assessment Unit
- Expand Cystic Fibrosis service

Cancer

- Increase range of chemotherapy
- New Breast Unit

Elective

- Lithotripsy
- Increase PP Income
- New MRI Unit

Integrated Care

- Vanguard
- Locality Hubs
- Patient Information Sharing

Enabling work

Increased acute medical beds at FPH and WP Investment in additional car-parking at FPH and WP
Backlog maintenance at WP IT infrastructure at all three sites Transformation