



Wandsworth Health News

September 2016

No 32

St George's close to financial collapse

St George's Hospital is close to financial collapse.

The Trust Board was warned that the hospital could run out of cash by the end of September. This warning was delivered at the 1 September Trust Board meeting and was contained in the Finance Report (See below)

Have the staff been made aware ?

Do patients of St George's know ?

Do the public who pay for the hospital know what is happening?

They should-and it is the duty of the Trust Board to make sure everyone knows just what the position is.

It is too serious to be kept under wraps.

The cash position is deteriorating given the worse revenue deficit and the trust drew down £20.9m from facilities on 15th August. The forecast outturn is based on a revenue deficit of £53.3m.

The total forecast borrowing requirement for the year would be £107.7m, £75.2m higher than planned. This includes the emergency capital funding request of £39.1m for urgent estates investment and the £36.1m extra borrowing needed to finance the higher operating deficit. NB this borrowing requirement does not yet include the £20m cash headroom the trust is requesting.

- The £53.3m deficit forecast would mean the Trust would run out of cash at the end of September, in the absence of additional drawdowns.

Last financial year the Trust ended with a deficit of £54 m.

This year according to the financial report it could be almost double that at £107.7m.



Everything on the financial front seems to be coming off the rails.

The by now annual Cost Improvement Programmes (CIPS) have

become something of a joke. These cost cutting measures have clearly not made any difference, except in effecting staff morale, and have to be abandoned. They just can't be implemented without endangering patients-and staff know that. This year the aim was to save £42.7m in cost cutting CIPs. By month four, July, this figure had dropped to £31m— a shortfall of £14.6m.

The Trust Board was forced to admit, *"it seems fair to observe that the Trust currently finds it very hard to embrace the CIPs process and deliver on its own projections"* (Continues on page 2)

St George's Financial Crisis –Continued

So even though the Trust Board were told at the September meeting that the CIPs were not working and couldn't deliver (See page 1) -what did they do ? Ignore that advice and embark on yet more Cost Improvement Programmes. The progress on the new CIPS will be reported to the Turnaround Board. The Turnaround Board under the leadership of outside consultants like KPMG has been a spectacular failure. The hospital continues to spiral

into debt. Even the Trust Board is beginning to realise that multinational companies like KPMG and Price waterhouseCooper can't deliver the savings promised. Without endangering patient care. There was one small victory for common sense in the Trust Board papers amongst all the gloom. That was a promise to phase out the consultants from KPMG and reduce their numbers from 16 to 5 by September.

These individuals are highly paid and unlike NHS staff they don't work unpaid overtime. Every second of their time has to be paid for. How many times does the Board need to be told. St George's needs more resources. Cost Improvement Programmes, or cuts of the magnitude asked for, in St George's case £50m in a year, just can't be done. Let's get real.

Even more cuts to come –still waiting for the STPs

STPs or Sustainability and Transformation Plans are shrouded in secrecy. They are the brain child of Simon Stevens, the ex Chief Executive of United Health the multinational private healthcare provider and now the head of NHS England.

The STPs will cover 44 areas or footprints, ours will be the SW London footprint.

Even more cuts will need to be made by each footprint-that is why they are not being published until the last minute. They haven't even been agreed by parliament.

It is likely that cuts will be expected in the region of £500m in SW London. So St George's is in for an even harder time-a double whammy.



Wandsworth Health News

What is happening to the NHS in Wandsworth.

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St George's-A hospital with fantastic staff, but out of touch leadership

St George's has over 8000 staff. It is the biggest employer in Wandsworth. The hospital staff have to cover for close to 18% vacancy rate which has not altered much over the past year. Nearly 4% of staff are off with sickness, one of the main causes of which is anxiety or stress. In addition, every annual staff survey shows that 75% of St George's staff work over and above the hours they are contracted to work.

Given all that the Trust's interim Chair had the audacity to tell the Trust Board that St George's

was, 'overstaffed'.

Without the goodwill of staff and their endless endeavours working unpaid overtime St George's and every other NHS hospital would cease to function.

Maybe Sir David

Henshaw, St George's interim chair, should spend less time in the boardroom and more time talking to hospital workers.

What a crass remark for a hospital leader to make.

St George's does not have a single elected staff

member on the Board. If they did, the appointed chair would not have been allowed to get away with such a comment.



Promotions –on the wane

Part of job satisfaction comes from the recognition of service and the opportunity for promotion. St George's falls short on both these

qualities.

Only two thirds of staff have undergone an appraisal over the past year. Without an appraisal promotion is difficult.

In all, amongst the over 8000 staff, just 43 were promoted in July, down by almost a third on the previous month.

Staff confidence in St George's as an employer drops

Just 50% of workers at the hospital would recommended St George's as a place to work.

Down from 59% two years ago.

St George's staff—not happy bunnies

Turnover rate of staff at the hospital is increasing and above the average for a London teaching hospital.

- London Average 16%
- St George's 18.8%

The danger of such a large

to recruit enough staff.

It went even further in stating that the “*possible reduction in the number of junior doctors available would have a possible impact on particular speciality areas*”.

force Report

“*Failure to reduce the unacceptable levels of bullying and harassment reported by staff in the annual staff survey*”

Despite the numerous claims by the Trust Board that it will tackle this issue the problem gets worse.

It will continue to worsen while there is a lack of proper funding for the NHS.

Staff can't meet targets without the proper resources and no amount of bullying will ensure that they can.

The Trust Board need to own up to the fact that the hospital is underfunded. It needs to make both the staff and the public aware of this.

The Trust Board should take its position seriously and along with staff and patients should be demanding of the government extra resources.

That would be real leadership.



turnover rate was highlighted in the ‘Workforce Report’ to the Board

“*Failure to recruit and retain sufficient staff in relation to annual turnover rates and to safely support future increases in capacity*”

The Report blatantly contradicted the Chair (See previous page) and implied that the hospital had failed

So, St George's needs more staff not less.

Bullying

Why do people leave the hospital ?

One of the foremost reasons is bullying.

Every NHS Annual Staff Survey shows that this is virtually endemic at the hospital. Once again it was alluded to as a major problem in the current Work-

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Sir David Henshaw St George's Interim Chair-the story so far

Sir David Henshaw was announced as the interim Chair of St George's in a press release of 8 April 2016.



Soon after his appointment the Chief Executive Officer Miles Scott, who had been unable to improve the hospital was moved, or pushed, to NHS Improvement . A somewhat strange appointment given his perceived failure at St George's.

The new interim Chief Executive Officer was to be none other than Dr Vasco Knight, referred to in previous editions of WHN.

Dr Vasco Knight lasted less than two weeks before she was 'moved on.'

Apparently, the new Chair didn't know what anyone else who went on the internet knew, that Vasco Knight had been sacked as the Chief Executive of a

Devon Trust, for nepotism and bullying the year before.

Not a particularly good start for the new Chair-but then David Henshaw is used to controversy..

He first came to prominence after leaving Liverpool Council as Chief Executive with an estimated £600,000 payoff .

A journalist for the Liverpool Echo, Joe Riley, gave a potted report of Henshaw's history for the paper in 2010(See below)

He's the man who can't keep away – despite heading a trio of city council fat cats whose departures cost Liverpool taxpayers £1.6m.

Now Sir David Henshaw is back (again), still feeding off the public sector purse as chair of Alder Hey, with a salary of between £45,000 and £50,000.

The controversial exits from the so-called 'cabal' saw Henshaw pocket a reported £600,000; finance director Phil Halsall walk for £500,000, and Capital

of Culture director Jason Harborow's wallet swell by £230,000 – which, together with admin and legal fees, made up a bill for £1,612,000.

But so much for early retirement.

David Henshaw went on to overhaul the UK child support system.

He is currently chair of NHS North West, which is being scrapped.

Which may explain time available for Alder Hey – with his contacts in the construction industry even more relevant than in the health service, given Alder Hey's £288m new hospital plan. But in an age of cuts, nothing is sacred.

And there are other portents: like the departure of the Alder Hey rebuild director Richard Glenn – specifically because of Henshaw's appointment.

Liverpool Echo 10 November 2010

So, the new interim Chair of the hospital is not without a past

The Trust's performance at month 4

- A&E 4 hour target slightly better but still not met
- Referral to Treatment target not reached and backlog of appointments increasing
- Breast Cancer –two week wait off target
- Bed Occupancy off target and getting worse. 98.9% against target of 85%
- Cancer two week wait off target.
- Call times 2.26 secs average
- 1:6 calls abandoned
- Vacancy rate same as last month 16.7%
- Turnover rate 18.9%. Target 13%
- Staff Appraisal 69% last year
- Sickness rate slightly done at 3.4%
- 15% of all days lost due to anxiety or depression.
- 80% of agency fill is for existing staff vacancies

Vacancies by division.

- Community Services 25%
- Pathology 23%
- Surgery and Neurology 17%
- Medical and Cardio 16%

Turnover by division

- Community Services 22%
- Children & Women
diagnostics and therapy 20%
- Medical and Cardio 19%
- Surgery 16%

Nursing workforce

- Vacancy rate nearly 20%
- Sickness rate 4%



South West London Keep Our NHS Public
Meets the second Tuesday in the month
7.30pm at Colliers Wood Community Centre
Colliers Wood High Street SW19
5mins from Colliers Wood Station
All Welcome
Contact swl.@konp.com