

North Middlesex Hospital Case for Change

July 2018



North Middlesex 
University Hospital
NHS Trust

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 has identified following as key priorities to address:

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

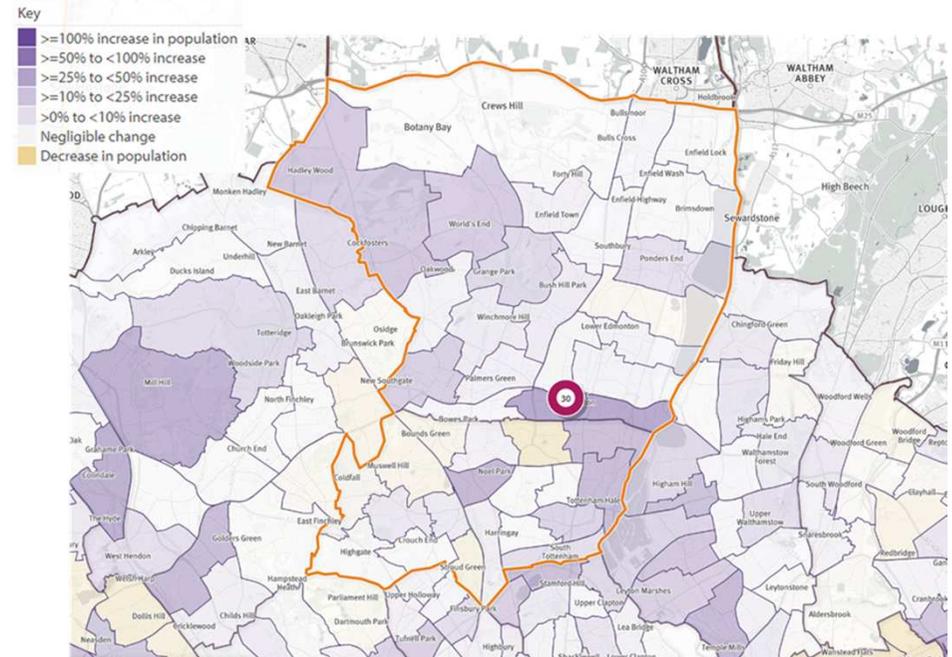
‘Standing still’ is not an option – we must respond to the changing needs of our local population.



NMUH Case for Change

Excellent outcomes for patients

- The population within our catchment area is predicted to rise sharply in the next five years
- We serve a large, diverse population and this can result in pressure on our Accident & Emergency department

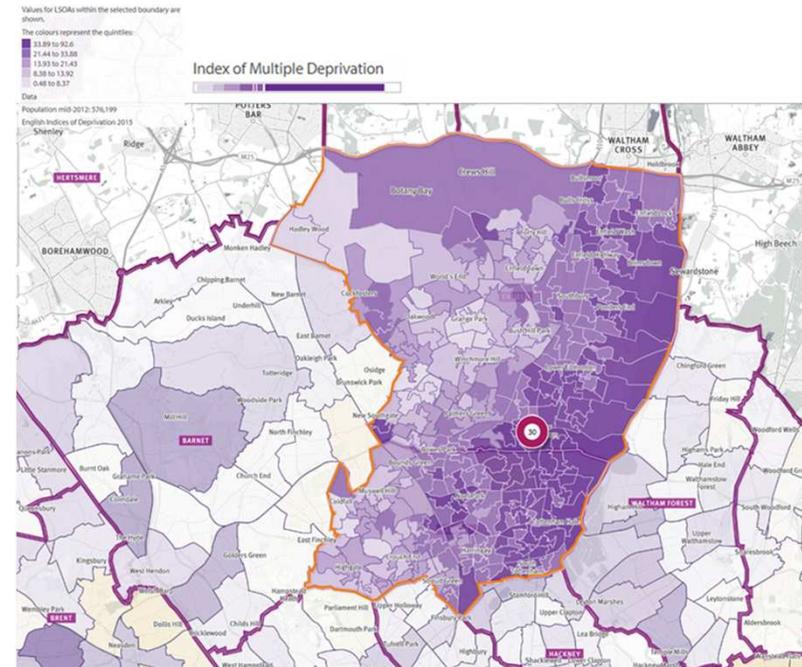


Map showing predicted population increase in Enfield/Haringey

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Excellent outcomes for patients

- The population we serve has a high rate of long-term conditions such as Diabetes
- 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



Map showing deprivation in Enfield/Haringey

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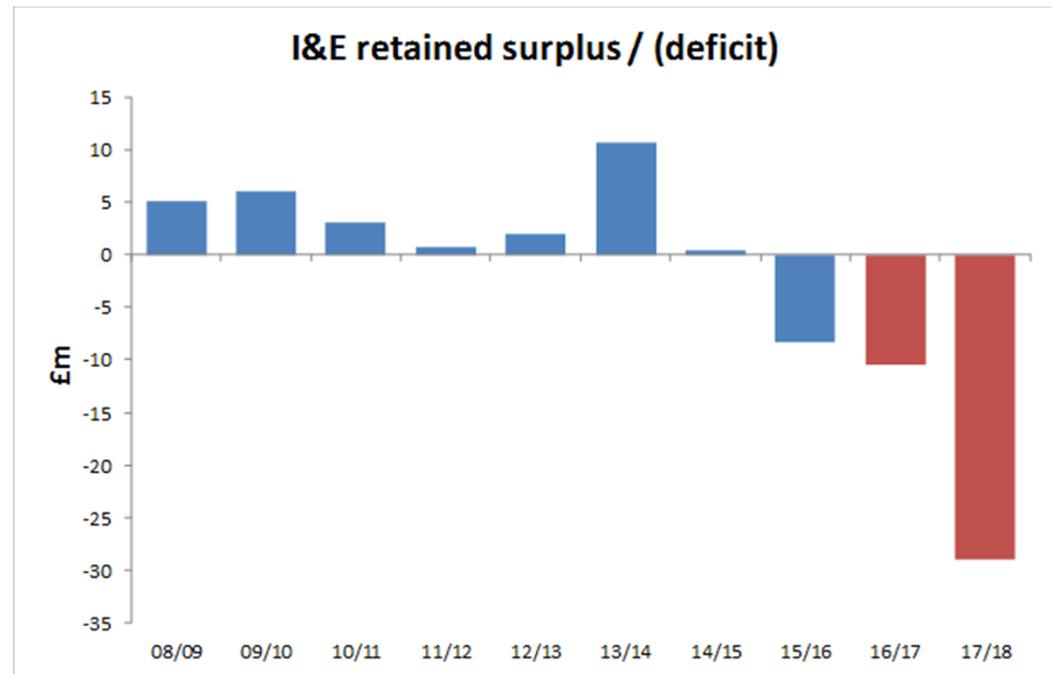
Excellent experience for patients and staff

- 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
- One of the most important issues facing us is recruitment and retention of our staff
- We need to work with our local community to address issues such as nursing recruitment – several successes already e.g. our apprenticeship programme

NMUH Case for Change

Excellent Value for Money

- Like many trusts, NMUH is under significant financial pressure
- 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?

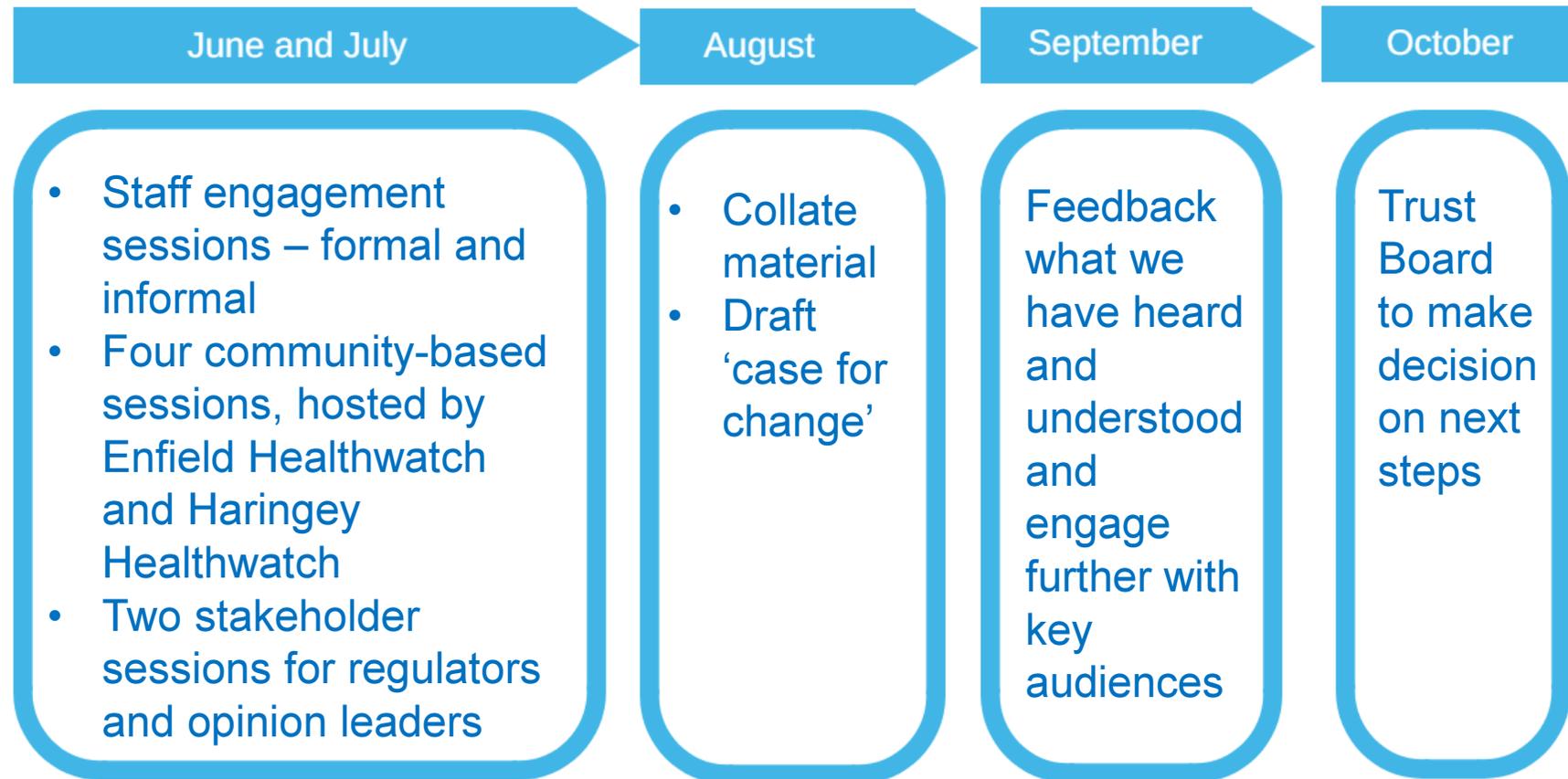
What do we mean by engagement?

- **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 Status

- 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, which includes initiatives such as Clinical Practice Groups (CPGs) and the GDE Programme
 - The case for change seeks to establish the benefits of working even closer with Royal Free London
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What does this mean for NMUH?

Future Options

- We have a range of options open to the Trust ranging from maintaining a close alliance as a preferred partner with RFL, to becoming a full member such as Barnet or Chase Farm Hospitals
- The benefits may include greater opportunities for our staff to develop skills & knowledge in different clinical areas. This could improve recruitment & retention of staff
- Closer working with Royal Free London however may remove some of the potential for local leadership and local decision making
- Full membership for instance would likely mean that Trust Board decisions are no longer made at North Middlesex Hospital
- Ultimately the decision is in the hands of NMUH, and the Trust Board will meet to make a decision on the 4th of October

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?