

Chief Executive Officer's Report – The Hillingdon Hospitals NHS Foundation Trust

Accountable director: Lesley Watts
Job title: Chief Executive Officer

Executive summary and key messages

1. Key messages

1.1 ED performance top performer in London

We have seen sustained improvements in our Urgent and Emergency Care (UEC) performance, placing us as the second best in London for UEC performance. Performance across all domains (UEC, cancer, diagnostics and elective recovery) remains a focus for all of us. This is not just a set of targets- it represents the experience of our patients, the safety and quality of care we deliver, and the confidence our community place in us. The improvement in UEC performance has been recognised by NHS England London region and we would like to thank the tremendous efforts of our staff who have worked to support this sustained improvement.

1.2 NHS Oversight Framework

NHS England has introduced a new Oversight Framework that publicly ranks NHS trusts across areas such as quality, safety, access, workforce, and efficiency. Our Trust has been placed in Segment 4 (out of 5). Factors that have influenced this rating include:

- A national rule that limits ratings for trusts reporting a financial deficit in Quarter 1, which automatically caps our overall rating regardless of clinical performance.
- Higher-than-expected rates of C. difficile and E. coli infections, which have impacted our patient safety score.
- Challenges in timely access to services, including referral-to-treatment (RTT) times, cancer diagnostic pathways, and long waits in emergency care.

Segment ratings are reviewed quarterly, and we are actively working to improve across all areas.

By domain (1 – high, 4 – low) the trust is scored as follows:

- access to services – 3
- effectiveness and experience of care - 2
- patient safety - 4
- people and workforce - 3
- finance and productivity - 2

1.3 Urgent Care Nurse Practitioner Service, Mount Vernon Hospital

The Urgent Care Nurse Practitioner Service at Mount Vernon Hospital has been reconfigured into the Urgent Treatment Centre at Hillingdon Hospital. The last patients were seen at the Urgent Care Nurse Practitioner Service on Friday 26 September. By bringing services together, we are building a more resilient model of care that will improve patient experience and ensure we can provide the right care in the right place.

This change is an important step in strengthening our urgent care services and ensuring we continue to deliver high quality, safe and responsive care for our communities.

1.4 Inclusion and Diversity at Hillingdon

As part of National Inclusion Week, our colleagues across Hillingdon shared their personal reflections on what inclusion means to them. Their stories remind us that inclusion isn't abstract—it's lived every day through respect, openness, and the value we place on one another.

We're also proud to have worked with *The New York Times* to shine a light on our international workforce and their stories. Our diversity is not just something we recognise—it's what makes us stronger, more connected, and better able to care for our community. Together, we continue to build a culture where every voice is heard and every contribution matters.

1.5 Preparing for winter and supporting our staff

We are preparing for 2025/26 winter with an operational plan that sets out the Trust's approach to performance, incorporating outputs of a whole-system approach, to detailing what needs to be in place to support our services, patients and staff through what is going to be another challenging winter period of seasonal pressures.

The plan builds on learning from the previous year, integrates updated Integrated Care Board and NHS England requirements, and outlines the Trust-wide actions taken to ensure safe, effective, and timely care during the most operationally challenging period of the year. Our winter preparations will require a Trust-wide proactive approach focusing on our clinical pathways.

2. Quality and Safety

2.1 In August 2025, there were 47 recorded inpatient falls. This is an increase on the 33 reported in July, but remains within expected limits. The rate of reported falls per 1000 bed days, both for August and the year to date, remains below the Trust threshold of 4.6.

2.2. August saw the Trust receive 36 formal complaints, down from 44 complaints in July. The complaints are based on patient/service user attendance/activity within the hospital and therefore reflect on the volume of formal complaints.

2.3 There were zero recorded 78+ week waits and for the first time there were zero 65+ week waiters. 52+ week waiters has increased significantly. This is driven by ENT and data quality.

3. Operational performance

3.1 The UEC improvement programme continues with 5 key areas of focus: Front Door, ED, Admissions, Discharges and Medical SDEC. All type performance exceeded the national target and operating plan delivering 81.8% against the 4-hour standard for August, the second month to hit the target.

3.2 The front door flow has improved to reduce crowding in ED, streaming only 22% of all attends to ED.

3.3 Delays in LAS handover at 30 minutes reduced significantly, with performance at 97.9% for 30 mins and 83.3% for 15 mins.

4. Financial performance

4.1. Year to Date (YTD) Deficit

The year-to-date position for the first three months of the year was a £1.5m deficit, £1.5m adverse against the breakeven plan, this includes £1.5m expected variance to plan due to the phasing of delivery for the Trust's cost improvement plans.

4.2 Income Performance

The Trust's income position is largely in line with our plan. Elective Recovery Fund (ERF) activity is capped in 2025/26 and other activity is blocked. The YTD ERF over performance as at Month 3 is valued at £1.2m, however due to the cap this is not recognised within the position.

4.3 Pay Costs and Use of Temporary Staffing

The Trust has continued to see the trend of reducing temporary staffing spend, with agency costs representing 1.4% of the total pay costs. As well as reducing pay costs due to delayed recruitment and reduced temporary cover.

Pay costs remain over budget for Medical and HCA staffing groups, however this has reduced in Month 3 which is believed to be a result of the pay control panels, and the first month of this financial year without bank holidays.

4.4 Forecast

As at Month 3 the Trust is forecasting to deliver its plan, therefore there is a need to recover the £1.5m YTD deficit.

4.4 Cash and Better Payments Practice Code (BPPC)

Following funding received for 2024/25 activities, The Trust is in a stronger cash position at the start of this year. There is however a need to catch up on payments owed to suppliers. In the short term this will result in reduced performance for the BPPC as older invoices are reported as paid. This performance measure will improve later in the year.

5. People

5.1 Launching Great Big Thank You Week and Cheer Awards

We are launching a Great Big Thank You Week to celebrate our staff. This will be a week-long occasion at the start of December, packed with exciting events to celebrate the hard work and dedication of our staff and volunteers. We will also be hosting new Cheer Awards to recognise our staff with a number of awards and a celebration event.

5.2 New public-nominated CARES Award

Our CARES Awards are now open for public nomination, allowing patients and visitors to easily tell us if they have had a good experience and want our staff to be recognised for doing a good job. Nominations are accepted online, with staff recognised in a monthly recognition breakfast celebration with the Executive Team at the Trust.

5.3 Health, wellbeing and staff inclusion information event

Colleagues were invited to a Health and Wellbeing Event in September, with information and guidance from our Wellbeing Team, Freedom to Speak Up Guardian, Stop Smoking clinic and Health and Safety Team.

6. Equity, diversity and inclusion (EDI) update

6.1 National Inclusion Week

During National Inclusion Week, the Trust paid tribute to the wealth and expertise of our diverse team at our Trust by sharing the individual stories of staff reminding us of the role of inclusion in the work place and why it matters.

6.2 South Asian Heritage Month

We marked South Asian Heritage Month (from July to August) across the Trust with a celebration of diverse cultures, histories and identities. Our events included:

- **Flavours of Home** – an online culinary showcase with staff presenting a favourite South Asian dish, showing how it was made and reflecting on the story behind it.
- **Traditional Dress Day** – staff were invited to come to work wearing traditional South Asian dress to represent their South Asian heritage.
- **South Asian Menus in our restaurants** - South Asian-inspired dishes were available on our menus during the month of celebration.
- **Stories of Connection: a culture share webinar** - Staff from different South Asian backgrounds shared short stories about identity, heritage. Followed by a live Q&A and discussion.

7. Trust highlights

7.1 Summer event for our young cancer patients

Our Paediatric Oncology Team at Hillingdon Hospital hosted a heart-warming summer party for patients and families. The event was held in the facilities at Hewens College.

7.2 Hip patients benefit from our improvement work

Teamwork, excellent care, close monitoring and good data have helped drive significant improvements in our hip fracture care, making us second best in London and seventh in England. In addition, length-of-stay for our hip fracture patients is now below national average.

7.3 'Pharmacy First' pilot exceeds expectations

We have led a London-first pilot to redirect patients from an Urgent Treatment Centre (UTC) pathway to our community pharmacists. The pilot measured the feasibility and effectiveness of a Pharmacy First referral pathway from a UTC setting.

The pilot involved staff leading a successful re-direction of patients with minor illness from urgent and emergency care services to community pharmacists. The pilot

has already exceeded our expectations, demonstrating the potential to release UTC capacity, reduce pressure and waiting times, and improve access to timely care.

7.4 Additional translation tool supports better patient care

A new translation tool, CardMedic, is being used in our hospitals. It can help patients and staff overcome communication barriers, providing instant access to thousands of clinically interpreted interactions in over 50 languages and multiple accessible formats. This includes sign language, Easy Read, and Read Aloud, helping to create more inclusive and effective care.

7.5 Day of hernia surgery using Da Vinci surgical robot

Surgery teams cleared a High-Intensity Theatre List of seven hernias in a day, using the Trust's Da Vinci surgical robot. The success of the day reduced waiting lists of similar surgical cases through maximum efficiency in theatre and rapid throughput.

7.6 Laser prostate procedure is another first

Urology surgeons, anaesthetists, nurses, operating department practitioners and other colleagues performed a Thulium Laser Enucleation of the Prostate (ThuLEP), a minimally invasive process to treat an enlarged prostate. This can give the patient significant and lasting relief from symptoms.

The procedure, using the laser instead of making an incision to remove obstructive tissue, reduces the risk of bleeding with lower risk of complications. It was a first for our Trust and was carried out in the theatres at Hillingdon Hospital.

7.7 Annual Members' Meeting

Our Annual Members Meeting was held on Wednesday 16 July 2025, where Foundation Trust members, partners, stakeholders and members of the public were invited to attend. During the evening the presenters reflected on the past year and presented how the Trust is working to improve care and support our communities.

7.8 Formal opening of our Jubilee Rehabilitation Garden

Patients, staff and guests were invited to the Jubilee Rehabilitation Garden for its formal opening ceremony. The garden, created next to the Jubilee Building at Hillingdon Hospital, is the work of garden designer Tom Stuart-Smith, assisted by a team of Trust volunteers who helped with the planting and ongoing maintenance.

8. Updates from the Council of Governors (COG)

8.1 The Council of Governors (CoG) formally convened in public on 16 July 2025 as part of the Annual General Meeting. During the session, the CoG received the Annual Report and Accounts, the Auditor's Annual Report, and a summary of our performance and innovation throughout the 2024/25 financial year.

8.2. The Council of Governors (CoG) attended a well-received briefing on the Dementia pathway, which was positively received by attendees.

8.3 In September 2025 the CoG approved the extension to the terms of office for Non-Executive Director - Nick Gash. Nick will continue his tenure on the Hillingdon and

Imperial Board until 13 October 2028, ensuring continuity and ongoing expertise for both Trusts.

8.4 The CoG and Hillingdon board approved a one year extension to those governors who were offered a two year term in the 2023 election process. This extension aligns all governor terms of office to 3 years and ensure continuity as the NWL APC establishes a formal group structure with the appointment on a single accountable officer.

8.5 We would like to extend our sincere thanks to all our governors for their continued commitment and contributions. Recognition and celebrating success.

9. Recognition and celebrating success

9.1 London Maternity and Neonatal Excellence Awards 2025

Dr Tristan Bate, Consultant Neonatologist and Clinical Lead in the Trust, was nominated for the London Maternity Neonatal and Excellence Awards 2025 in the 'Compassionate leadership award' category. This award honours individuals who have demonstrated exceptional leadership in education, research, and training, inspiring the next generation and fostering a culture of kindness, inclusion, and continuous improvement.

9.2 Radiologist Allan Andi rated a top tutor

Dr Allan Andi has been recognised at the 2025 Imperial College School of Medicine Education Awards as one of three recipients of the Excellence in Tutoring Award. Nominated by students across the entire school, the award acknowledges tutors who have provided exceptional support, advice, and guidance throughout the academic year.