

2 February 2015

Christopher Smallwood
Chairman
St George's Healthcare NHS Trust
St George's Hospital
Blackshaw Road
London
SW17 0QT

Via e-mail

Dear Christopher

St George's Healthcare NHS Trust ("the Trust"): Application for NHS foundation trust status

I wrote to you on 30 January 2015 under separate cover in relation to the Trust's authorisation as an NHS foundation trust. This letter deals with certain matters which emerged during the scrutiny of your application.

A&E 4 hour performance target

Monitor's Board found that the Trust meets the criteria for authorisation as set out in section 5.3.2.3 of "Applying for NHS foundation trust status: A guide for applicants" dated 1 October 2013 - 'How is the applicant performing against the quality performance threshold'.

However, the Trust failed to achieve the A&E 4 hour performance target in Q3 of 2014/15, as well as in three of the previous four quarters. Under the Risk Assessment Framework (RAF) this would trigger a potential governance concern.

The Trust has developed an action plan - the "SGH Delivery Plan – urgent and emergency care 95% operational standard" ("the Plan") and ECIST has supported the Trust in developing and implementing actions. We understand you agreed with ECIST in December that further intensive support is no longer necessary as the Trust has built up sufficient internal experience to implement the action plan going forward. Although winter pressures have caused the Trust to fall below its planned trajectory, there has been an upwards trend in performance over recent weeks. We

understand you anticipate sustained compliance with the four hour performance target from March 2015. The Trust's Plan identifies actions that are fully within its internal control and those that will require the support of its local health economy (LHE) partners.

Although Monitor has decided to authorise the Trust, it is important that the Trust continues to embed the planned changes and deliver the actions in the Plan which are the Trust's responsibility, within the timescales indicated, and continues to work collaboratively with partners in the LHE.

Monitor's Board expects the Trust Board to provide Monitor with formal assurance that progress is being made towards meeting the A&E four hour target on a sustainable basis.

Reporting to Monitor

We understand that you are already implementing improvements in the areas set out above. To enable us to evaluate this, we expect your Board to provide monthly formal assurance to your Monitor Provider Regulation relationship team that you are making progress with the Plan.

This information should be in the form of your existing internal governance reporting on delivery of the Plan, rather than creating new or additional information. We would expect this information to be submitted on a monthly basis until it is agreed with your relationship team that it is no longer required. Your relationship team will follow up on this reporting by exception.

In order to provide us with the assurance that you are delivering the Plan, the information submitted to us should cover the following areas:

1. Performance against the Trust's planned trajectory.
2. An overview of the factors affecting performance including commentary on the demand faced by the Trust.
3. An update on the actions being taken by the Trust as set out in the Plan. This should include an update on actions to improve capacity and flow through the hospital.
4. An update on future versions of the Plan, including new actions and revised timescales.
5. Progress made by LHE partners in implementing the actions in the Plan for which they are responsible.

These actions are required in addition to on-going compliance with all of the conditions of the Trust's licence and to the reporting requirements set out in the Risk assessment framework of 27 August 2013 (Appendix C updated April 2014).

Notwithstanding these important issues, we should like to congratulate you and your team on the hard work and your successful application. We wish you well for the future.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Bennett', with a long, sweeping horizontal stroke extending to the right.

David Bennett

Chief Executive

cc: Baroness Joan Hanham CBE – Chair
Mark Turner – Regional Director - London, Provider Regulation
David Flory – Chief Executive, NHS Trust Development Authority

