



## The Guy's and St Thomas' Story

Key facts and strategic direction

# Contents

Our mission, vision and values	3
Our background	4
Exceptional performance	5
Vital statistics	6
St Thomas' Hospital	8
Guy's Hospital	11
Community services	14
Population served	16
Our strengths	18
● Committed to quality for patients	19
● Nationally recognised adult specialist services provider	20
● Integrated services for local people	22
● Centre of excellence for women, children and young people	23
● Major centre for planned surgery	24
● Pre-eminent research hub in south London	25
● Major employer, educator and trainer	26
Trust objectives 2013/14	28

This document tells the Guy's and St Thomas' 'story' and provides a snapshot of what we do – the role that we play in London, information about the high standards that we set ourselves, and details about the scale, complexity and diversity of what we do.

# Our mission, vision and values

## Mission – why are we here?

To provide world-class clinical care, education and research that improve the health of the local community and of the wider populations that we serve.

## Vision – what are we trying to achieve?

To be a high quality, high performing and innovative integrated academic healthcare organisation; and the major centre for a wide range of highly specialist services and associated research in south London as part of King's Health Partners.

## Values



King's Health Partners is one of only five AHSCs in the UK and brings together an unrivalled range and depth of clinical and research expertise, spanning both physical and mental health. Our combined strengths will drive improvements in care for patients, allowing them to benefit from breakthroughs in medical science and receive leading edge treatment at the earliest possible opportunity.

For more information, visit [www.kingshealthpartners.org](http://www.kingshealthpartners.org)

# Our background

## Consolidation of expertise

The Trust was formed in 1993 from a merger of Guy's and St Thomas' Hospitals. The following decade saw a major programme of service reconfiguration involving the consolidation of specialist and elective services, including some specialist services from other hospitals (cardiac from the Brook, radiotherapy from King's) and the closure of Guy's A&E, bringing together two of London's most well known and successful teaching hospitals. The Trust established its role as the pre-eminent specialist provider in south east London. The opening of Evelina London Children's Hospital in 2005 was the most recent element of the post-merger changes.

## Service transformation

From 2003, the Trust launched service transformation programmes for kidney disease, sexual health and stroke services, with the support of Guy's and St Thomas' Charity. Crucially, these spanned organisations across south London, with the Trust playing a key role as a system leader, working to redesign patient pathways across primary, secondary and tertiary care, with the active involvement of patients.

In 2004, the Cancer Programme was launched in collaboration with King's College London, with the support of Guy's and St Thomas' Charity. This reflects a recognition that excellence in cancer services and research is an essential component of all leading academic healthcare organisations.

In 2009, the Trust started to explore opportunities to acquire community services to enable it to deliver seamless care across the whole patient pathway and be better able to meet the needs of our local population, particularly older people and people with long term conditions. In April 2011, Lambeth and Southwark's community services joined the Trust. We have also helped to establish Southwark and Lambeth Integrated Care (SLIC), a major programme with local partners to promote joined-up health and social care.

## Clinical academic integration to enable innovation

Working in partnership with King's College London has become increasingly important over the past decade. The School of Medicine has increased research income by more than 60% over the past five years. In 2007, the Trust was awarded one of the five National Institute for Health Research (NIHR) comprehensive Biomedical Research Centres to focus on translational research, renewed in 2012.

In 2009, King's Health Partners Academic Health Sciences Centre was accredited to drive a programme of clinical academic integration, culminating in the February 2013 decision to explore the case for closer organisational integration.

The Trust recognises the need to find radically different ways to deliver care to meet changing population needs and the economic climate. It pursues service transformation and integration in this context.



# Exceptional performance

- Guy's and St Thomas' NHS Foundation Trust consistently has **one of the lowest mortality rates in the NHS in England**, including out of hours and at weekends
- We are one of the best performing NHS trusts for infection prevention and have **met challenging targets to reduce MRSA and *C.Difficile* year on year**
- We were the **best performing London teaching hospital in the 2011 national outpatient survey and in the 2012 national inpatient survey**
- Inpatients who completed the **Friends and Family Test questionnaire in August 2013 gave Guy's and St Thomas' a score of 78** (Scores can range from -100 to +100, with +100 being the best)
- In the 2012 national inpatient survey Guy's and St Thomas' NHS Foundation Trust was scored as **one of the best trusts for communication with patients when they were admitted to hospital**, the information it provides about medication, the quality of hospital food, and the care of patients when they are ready to leave hospital
- The latest NHS staff survey shows that **82% of our staff would recommend the Trust to their friends and family if they needed treatment (national average 64%) and 74% of staff would recommend the Trust as a place to work (national average 55%)**
- The NIHR Clinical Research Network in July 2013 ranked Guy's and St Thomas' as **one of the top NHS trusts in the country for patients taking part in clinical research studies** (third for quantity of research and sixth for number of patients involved in studies)
- **88% of cancer patients rated their treatment at Guy's and St Thomas' as excellent or very good** in the national Cancer Patient Experience Survey published in September 2013
- **82% of 1,000 Guy's and St Thomas' community services patients surveyed in 2013 said their care was excellent or good**

# Vital statistics

## More than 2 million patient contacts each year:

- 790,000 in community services
- 168,300 inpatients
- 956,000 outpatients
- 176,000 A&E attendances
- 6,800 babies born.

## More than 1,000 inpatient beds:

- 665 beds for adults at St Thomas'
- 288 beds for adults at Guy's, including 30 dialysis beds
- 144 beds for children in Evelina London
- 46 specialist cots for babies
- 88 intensive care beds, including high dependency across both hospital sites
- 58 beds in our community facilities.

## Other facilities:

- 44 operating theatres (5 dedicated to children's services)
- 4 MRI, 5 CT, and 2 PET CT scanners
- 6 cardiovascular interventional facilities
- 263 dental chairs
- 170 dialysis stations, 143 of which are in satellite units closer to where patients live
- 32 chemotherapy chairs.

## Community services:

- We provide community healthcare in 27 centres across Lambeth and Southwark, as well as in people's homes.

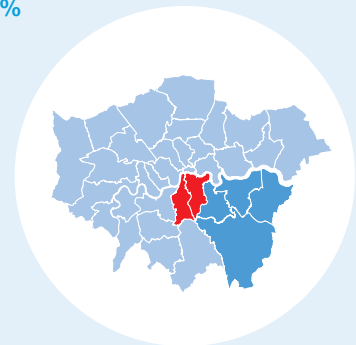
## Where our outpatients come from:

**Lambeth and Southwark 47%**

**Lewisham, Bromley, Bexley, Greenwich 19%**

**Rest of London 22%**

Rest of UK 12%



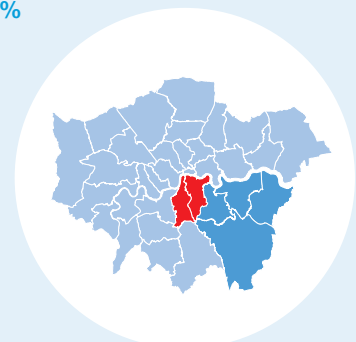
## Where our inpatients come from:

**Lambeth and Southwark 44%**

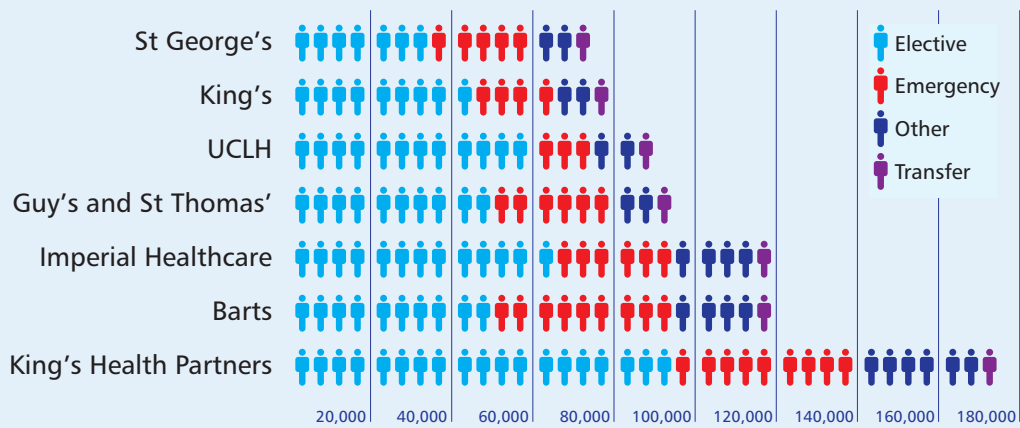
**Lewisham, Bromley, Bexley, Greenwich 21%**

**Rest of London 17%**

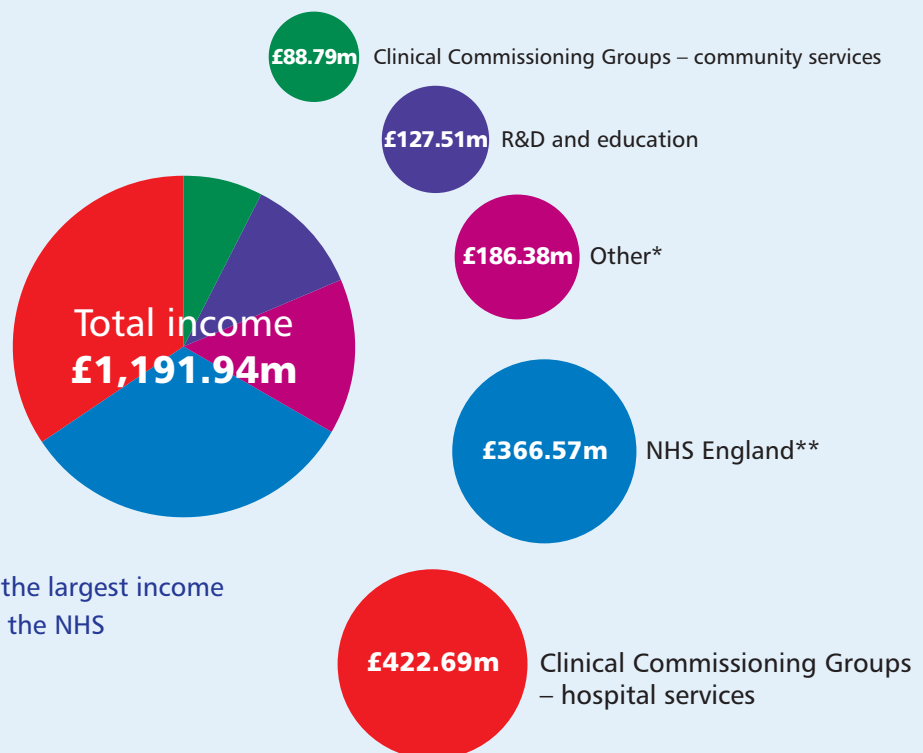
Rest of UK 18%



**London major specialist providers:  
Based on reported treatment spells Nov 2012 - Apr 2013\***



\*All specialities, excluding regular day attenders



**Our income**

Guy's and St Thomas' has the largest income of any Foundation Trust in the NHS

\* 'Other' includes funding from local authorities.

\*\*NHS England funding is mostly for specialist services, but includes some community services funding.



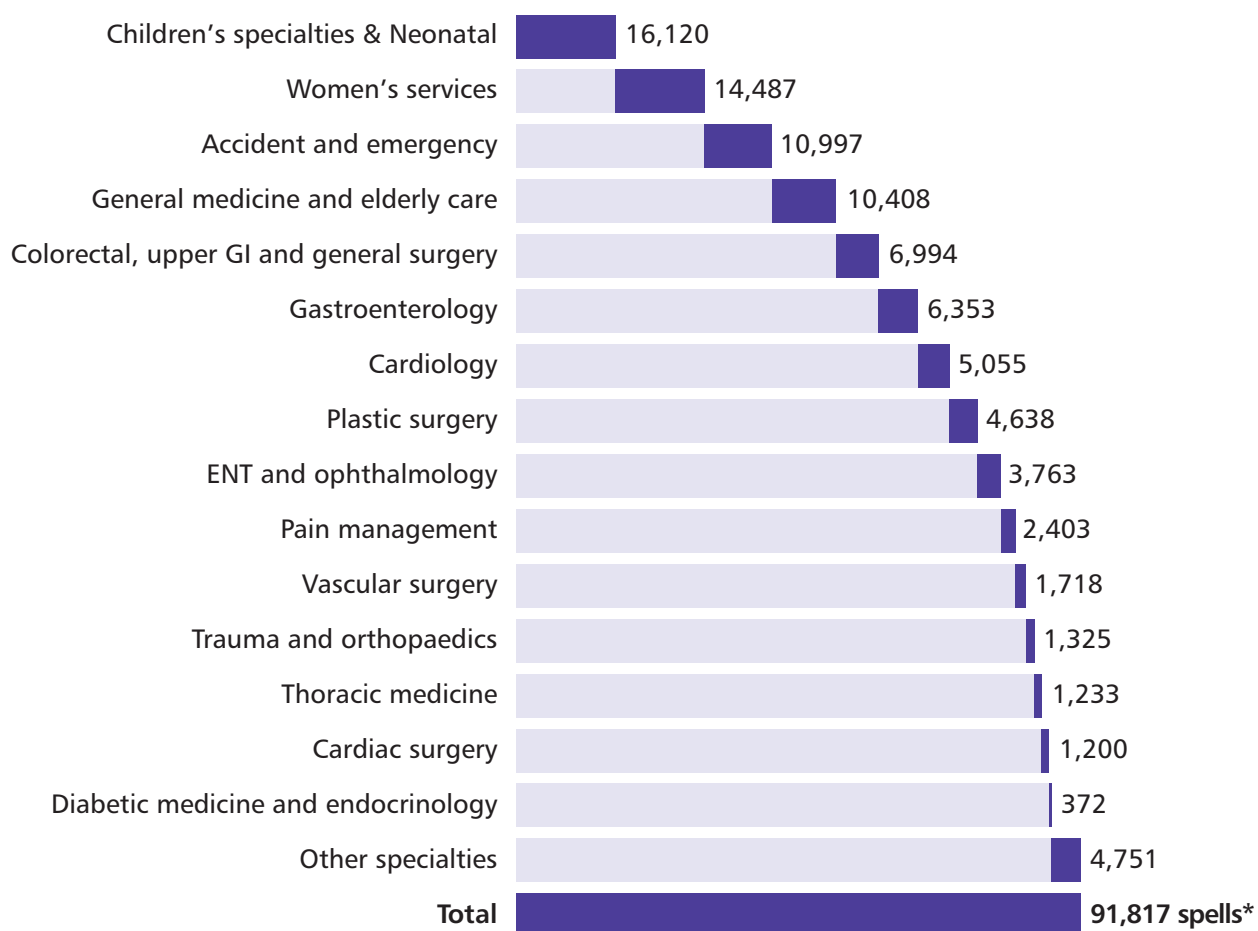
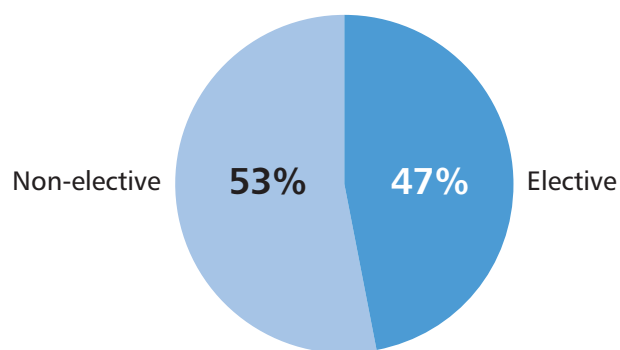
# St Thomas' Hospital

- A major emergency and specialist hospital: 53% emergency, 47% elective.
- 58% of non-elective work comes from Lambeth and Southwark, but an additional 30% comes from other London boroughs reflecting our location in the heart of London.
- Main inpatient specialties are children's services, women's services, acute medicine and elderly care, cardiovascular, critical care, colorectal, upper GI and general surgery, plastic surgery, gastroenterology and ophthalmology.
- Home of Evelina London Children's Hospital serving south London, Kent, Surrey and Sussex and beyond. One of only two dedicated specialist children's hospitals in London and the only one co-located with women's and adult services.
- One of the largest, most comprehensive and most specialised critical care services in the NHS. We run the London and south east retrieval service, retrieving 72 adult patients in 2012/13, 42 of whom required specialist Extracorporeal membrane oxygenation (ECMO) treatment. We provided 720 ECMO bed days last year.
- One of the largest maternity services, delivering 6,800 babies per year and providing care for many women with complex needs.
- The largest vascular surgery and endovascular service in London, and a centre of expertise in interventional cardiology and specialist electrophysiology.
- Major research expertise on-site in women's services, cardiovascular and immune disease, and home to the UK's largest twins research registry and the largest academic imaging sciences department, including the clinical PET centre, which is currently being redeveloped.
- Home of St John's Institute of Dermatology – one of the world's leading centres for patients with skin disease.





## 2012 Inpatient Activity – St Thomas' and Evelina London

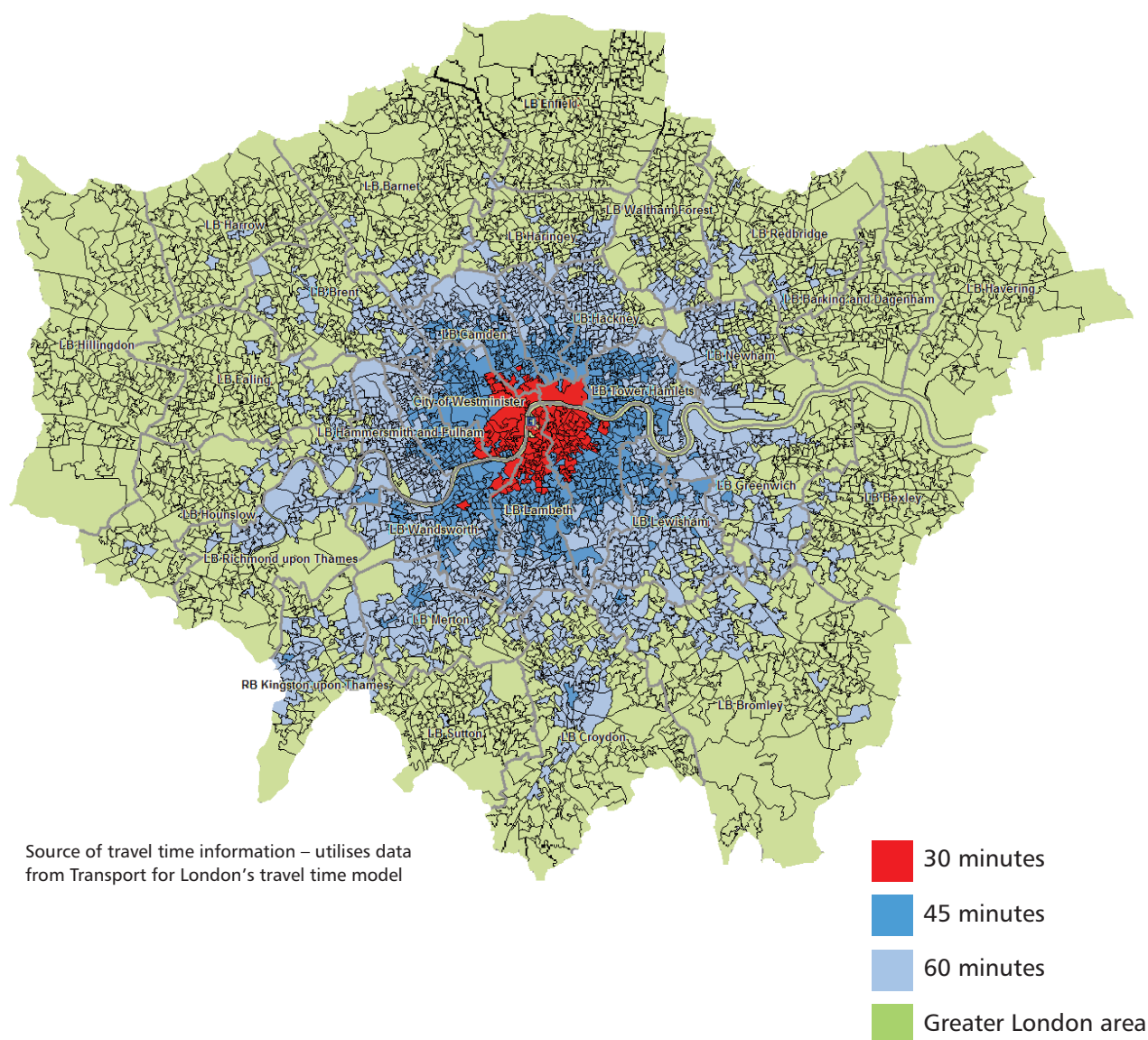


\* A spell relates to the whole of an inpatient stay, from admission to discharge

**921**  
Beds

## St Thomas' accessibility – public transport

St Thomas' is close to numerous transport hubs, with a significant population catchment area within a 60-minute travel time on public transport



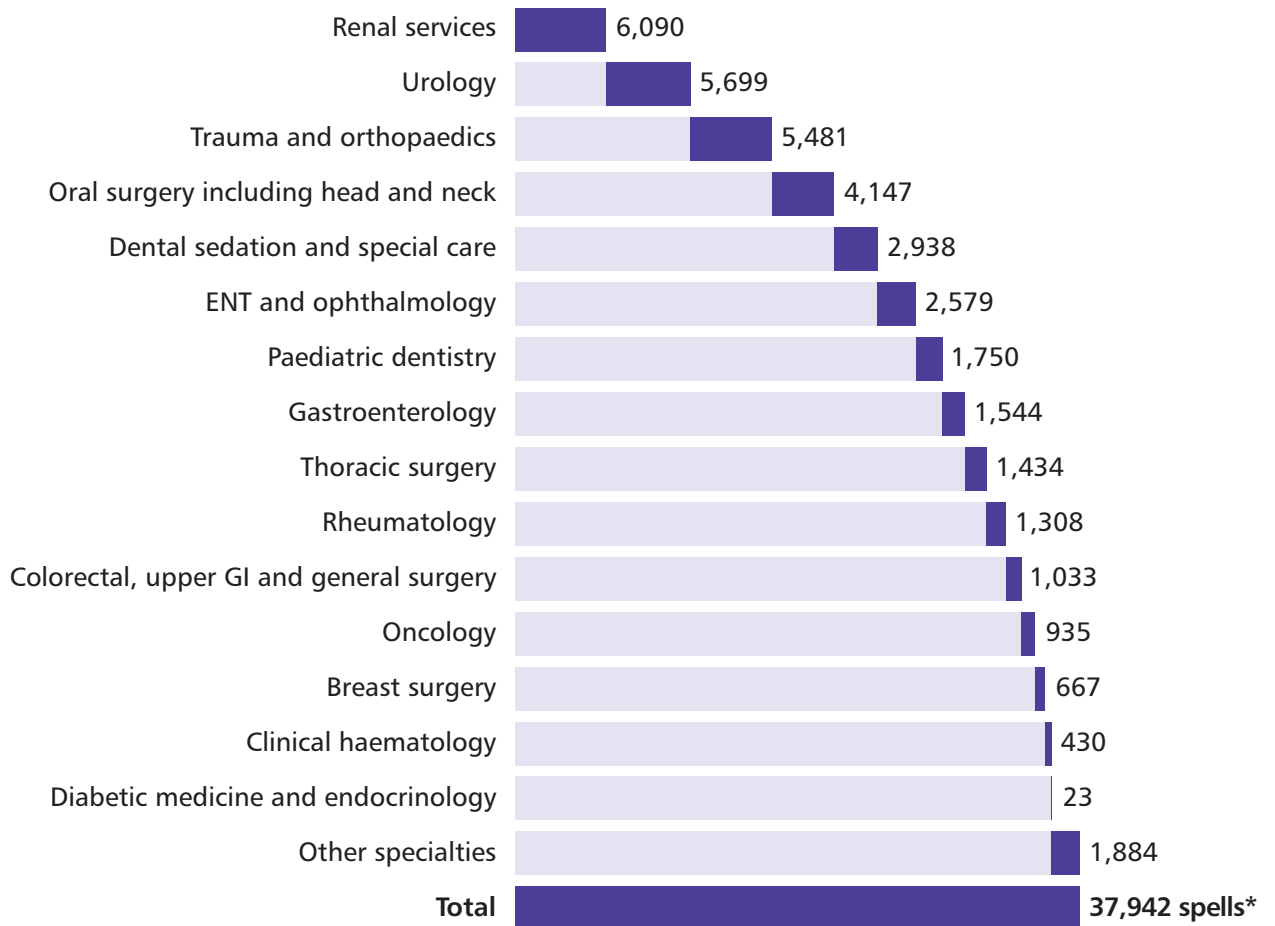
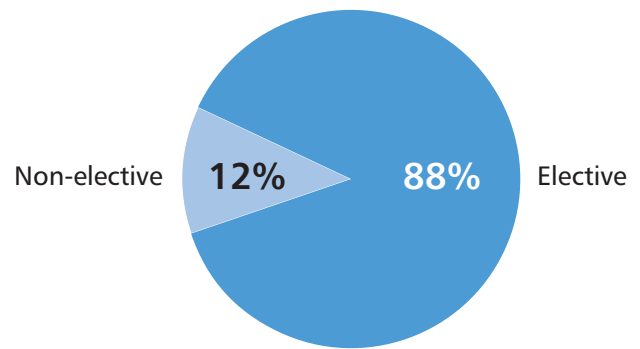
Note: Times above are average travel time on public transport including time allowances for transport interchanges and average walking times at both ends of journey

# Guy's Hospital

- The only major elective hospital site in south London: 88% of activity is elective.
- Dental is the largest outpatient specialty and renal is the largest inpatient specialty. Other major specialties are urology, orthopaedics, ENT and cancer, including radiotherapy and breast and lung surgery.
- Non-elective admissions are predominantly specialist – renal, cancer, clinical haematology.
- Only 32% of elective activity and 40% of non-elective activity serves the local population in Lambeth and Southwark, reflecting the specialist nature of our work.
- 19% of elective and 16% of non-elective activity is from outside London.
- Construction has started on a new £160 million Cancer Centre at Guy's due to open in 2016.
- Guy's is the main site for the King's College London Health Schools, and home to the Biomedical Research Centre and three Medical Research Council (MRC) Centres, including the MRC Centre for Transplantation.
- The Dental Institute at Guy's trains the majority of the 700 undergraduate and 200 postgraduate King's College London dental students.



## 2012 Inpatient Activity – Guy's Hospital



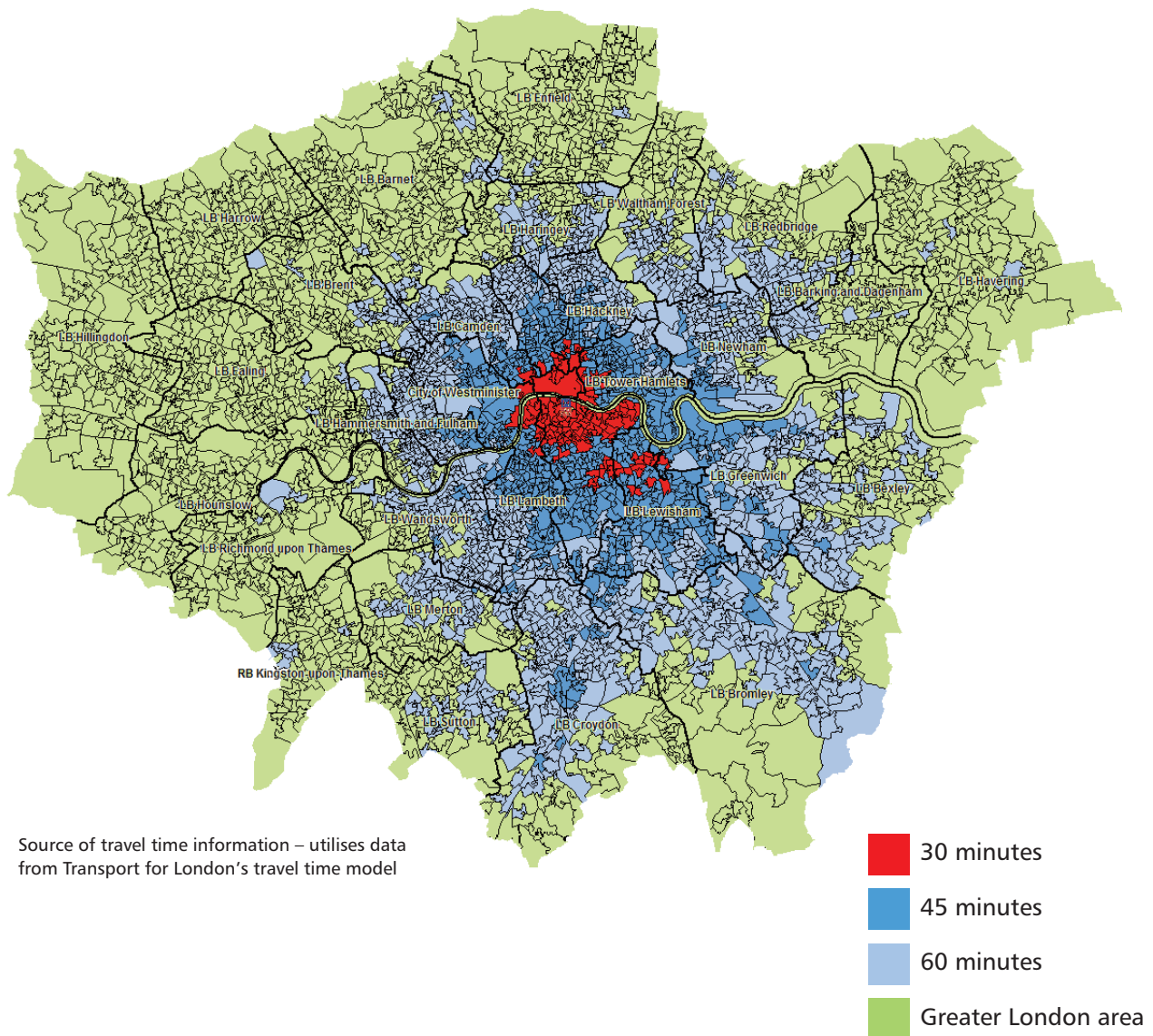
\* A spell relates to the whole of an inpatient stay, from admission to discharge

**254**  
Beds



## Guy's accessibility – public transport

Due to its central location near the London Bridge transport hub, Guy's has access to a wide population, including from Kent.





# Community services

On behalf of King's Health Partners we manage adult and children's community services in Lambeth and Southwark. Since 2011, our initial focus has been on the integration of the two boroughs' services and supporting priority programmes such as Southwark and Lambeth Integrated Care (SLIC).

## Child and family services

- Health visiting
- School nursing
- Family nurse partnerships
- Nutrition and dietetics
- Support for looked after children and child protection
- Community paediatrics
- Occupational therapy
- Speech and language therapy
- Children with complex needs
- Audiology

## Early intervention and specialist services

- Reproductive and sexual health
- Health improvement including health checks, stop smoking, alcohol advice
- Adult learning disability services
- Outreach into schools and communities
- Health inclusion team

## Adult services

- District nursing
- Home ward
- End of life care
- Foot health
- Nutrition and dietetics
- Heart failure clinics
- Multiple sclerosis
- Care home support
- Diabetes care and support
- Continence support and advice
- Intermediate care beds
- Sickle cell and thalassaemia
- Learning disabilities services

## Rehabilitation and therapies

- Neurological rehabilitation pathway, including stroke services
- Complex rehabilitation pathway, including falls services
- Musculoskeletal physiotherapy pathway
- Supported discharge
- Rapid response, including enhanced response
- Specialist medical clinics such as older persons, stroke and falls
- Reablement services – integrated with social care
- Amputee rehabilitation at Bewley Close

We provide a full range of services to support people in their homes, working closely with our partners in primary care and social services. We aim to intervene early to prevent deterioration in order to avoid hospital admissions and help people to return home as soon as possible. Our nursing and rehabilitation teams support prompt discharges home following a hospital stay with rehabilitation or nursing support. We provide end of life care for those who wish to die at home.

We offer the full range of universal children's services, as well as specialist children's services. The multi-disciplinary teams include community paediatricians, occupational therapy, physiotherapy, speech and language therapy, complex care nursing, HIV/Aids, audiology and newborn hearing services.

We provide an innovative range of health improvement services, including health checks, stop smoking services and alcohol advice.

The Bowley Close Rehabilitation Centre provides assistive technology, orthotics and prosthetics, and we have opened a new dedicated amputee rehabilitation unit at Lambeth Community Care Centre.



## Lambeth

- 1 **Akerman Health Centre**  
Patmos Road, Brixton SW9 6AS  
Tel: 020 3049 6400
- 2 **Clapham Manor Health Centre**  
86 Clapham Manor Street  
Clapham SW4 6EB Tel: 020 3049 5600
- 3 **Elmcourt Health Centre,**  
214 Norwood Road  
Tulse Hill SE27 9AW Tel: 020 3049 5700
- 4 **Gracefield Gardens Health and Social Care Centre**  
2-8 Gracefield Gardens, Streatham  
SW16 2ST Tel: 020 3049 5030
- 5 **Lambeth Community Care Centre (Amputee Rehabilitation Unit)**  
Monkton Street, Kennington SE11 4TX  
Tel: 020 3049 6910
- 6 **Mary Seacole Centre**  
89 Clapham High Street  
London SW4 7DB Tel: 020 3049 5318
- 7 **Mary Sheridan Centre**  
5 Dugard Way, Renfrew Road  
Kennington SE11 4TH  
Tel: 020 3049 5960
- 8 **Mawbey Brough Health Centre**  
39 Wilcox Close, Vauxhall SW8 2UD  
Tel: 020 3049 6800
- 9 **Minnie Kidd House (Inpatient Unit)**  
51A Hazelbourne Road  
Clapham SW12 9NU  
Tel: 020 3049 5820
- 10 **Moffat Health Centre**  
65 Sancroft Street, Vauxhall SE11 5NG  
Tel: 020 3049 5210
- 11 **Pulross Intermediate Care Centre (Inpatient Unit)**  
47 Pulross Road, Brixton SW9 8AE  
Tel: 020 3049 5500
- 12 **Streatham Hill Primary Healthcare Centre**  
41A-C Streatham Hill, Streatham  
SW2 4TP Tel: 020 3049 5858
- 13 **Vauxhall Riverside**  
St George Wharf, Wandsworth Road  
SW8 2JB Tel: 020 3049 4006
- 14 **Whittington Centre**  
11-13 Rutford Rd, Streatham SW16 2DQ  
Tel: 020 3049 5505

## Southwark

- 1 **Albion Health Centre**  
87 Albion Street SE16 7JX  
Tel: 020 3049 7100
- 2 **Artesian Health Centre**  
138 Grange Road  
Bermondsey SE1 3GF  
Sexual health Tel: 020 3049 7967  
or Tel: 020 3049 7950  
Foot health Tel: 020 3049 7938
- 3 **Aylesbury Health Centre**  
Taplow House, Thurlow Street  
SE17 2UN Tel: 020 3049 8700
- 4 **Bermondsey Health Centre**  
108 Grange Road SE1 3BW  
Tel: 020 3049 7200
- 5 **Bowley Close Rehabilitation Centre**  
Farquhar Road  
Crystal Palace SE19 1SZ  
Tel: 020 3049 7700
- 6 **Consort Road Clinic**  
221 Consort Road SE15 3SB  
Tel: 020 3049 7250
- 7 **Dulwich Community Hospital**  
East Dulwich Grove SE22 8PT  
Office: 020 3049 8800
- 8 **The Gaumont House Surgery**  
153 Peckham High Street SE15 5SL  
Tel: 020 3049 7933
- 9 **Lister Health Centre**  
101 Peckham Road SE15 5LJ  
Tel: 020 3049 8310
- 10 **Sunshine House: Southwark's Child Development Centre**  
27 Peckham Road SE5 8UH  
Tel: 020 3049 8100
- 11 **Surrey Docks Health Centre**  
Downtown Road  
Surrey Quays SE16 6NP  
Tel: 020 3049 7410
- 12 **Townley Road Health Centre**  
121 Townley Road  
East Dulwich SE22 8SW  
Tel: 020 3049 7470
- 13 **Walworth Road Clinic**  
Larcom Street SE17 1RT  
Tel: 020 3049 8600

# Population served

Department of Health health profile indicators demonstrate that Lambeth and Southwark are significantly worse than the England average for 50% and 42% of 32 health indicators respectively.

In the most recent multiple deprivation statistics, Lambeth is the 14th most deprived local authority and Southwark is 25th on the index of multiple deprivation out of 326 areas in England.

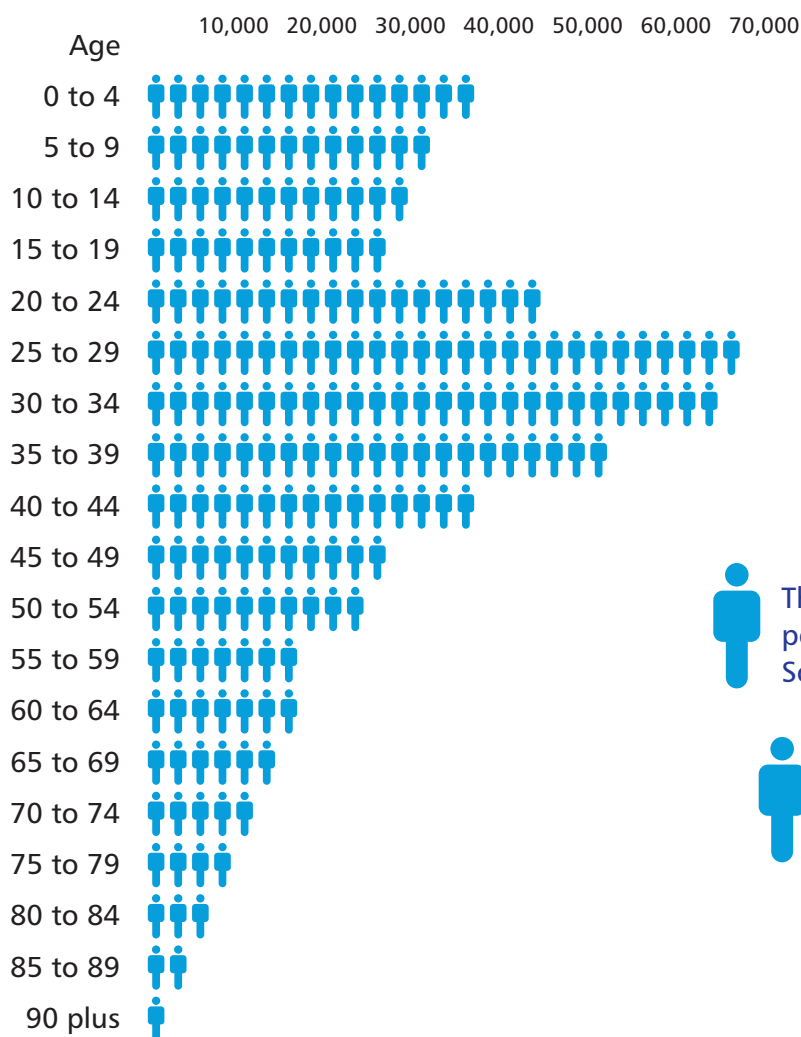
Of particular note are high levels of teenage pregnancy, early death from smoking, cancer, heart disease and stroke, childhood obesity and drug misuse. In addition there are high levels of deprivation, including children experiencing poverty, violent crime and homelessness.

	Lambeth	Southwark
Children (aged 0-15) living in income deprived households	39%	36%
Older adults (aged 60+) living in income deprived households	35%	33%
Local authority housing that falls below "decent home standard"	over 50%	30%
Percentage of adults considered physically active	9.5%	10.9%
Rates of violent crime are high (27 per 1,000 population compared to national average of 15 per 1,000 population)		
Adults with increasing or higher risk alcohol use	1 in 5	1 in 4
Problem drug use is 1.7 times greater than national average		

Indicator	England average	Lambeth	Southwark
Deprivation	19.9	51.9	57.1
Homelessness	1.86	5.17	3.97
Drug misuse	9.4	16.7	16.2
Obese child (year 6)	18.7	24.7	26
Smoking related death	216	272.3	266.9
CVD/stroke early death	70.5	90.2	79.5
Cancer early deaths	112.1	137.9	122.4

## Our local population

### Age distribution of population in Lambeth and Southwark (2011)



There was an 11% growth in the populations of Lambeth and Southwark from 2001 to 2011.



A further 1–12% growth in population is expected between 2011 and 2021.



Both boroughs experience high population turnover, especially in the 16–24 age group.

Source of data –  
Greater London Assembly (GLA)  
Population & Migration 2011

# Our strengths

The Trust has a number of important, inter-related roles, at the heart of which lies our commitment to high quality care for patients. These roles are set out below and described further on the following pages.





# Committed to quality for patients

## Clinical outcomes

### **Mortality**

Our Summary Hospital-level Mortality Indicator (SHMI) is one of the lowest in London and the NHS. Ongoing work is focused on patient safety and quality which aims to ensure that all our patients receive the highest quality care. We also have a low mortality rate at weekends which is a marker of consistent, safe care both in and out of normal working hours, and contributes to our below average SHMI score.

### **Cardiac arrest**

We have very low levels of cardiac arrests on our wards – sustained year on year.

### **End of life care**

The AMBER care bundle developed at the Trust is recognised as a key initiative to improve end of life care in hospital. It is currently being rolled out to 30 hospitals in England and across stroke networks in England.

## Safety

### **Medicines safety**

We are the highest reporter of medicines incidents amongst acute trusts in England, reflecting our open culture.

### **MRSA bacteraemia**

We had only one case in 356 days in 2012/13, reflecting our strong focus on infection prevention and control.

## Patient experience

We were the best performing London teaching trust in the national outpatient survey in 2011 and the national inpatient survey 2012.

We are in the top quartile nationally of non-specialist trusts for both our inpatient and staff surveys.

93% of our patients rated their care as excellent or very good in the national outpatient survey 2011. 90% patients completing our local outpatient survey in 2012-13 said they always had confidence and trust in our staff.

In the 2013 national Cancer Patient Experience Survey, 88% of our patients rated their care as excellent or very good.

An innovative staff education programme aimed at raising awareness of patients living with dementia – ‘Barbara’s Story’ – has been seen by 12,000 staff and won many national awards.

Our maternity services have achieved CNST Level 3 which is a key measure of patient safety and 80% of women completing our local maternity survey in 2012-13 rated their care as excellent or very good.

In a 2010 young people’s survey, commissioned from the Picker Institute, more than 95% of parents and children rated the outpatient care they received positively and 93% rated their inpatient care positively. In 2012-13 our children’s outpatient and inpatient services were both rated as excellent or very good by 90% of young patients and parents completing our local surveys.

82% of patients taking part in our 2013 community services survey rated their care as excellent or good. 84% of patients felt they were involved in decisions about their care and 96% felt they were always treated with respect and dignity.

# Nationally recognised adult specialist services provider

## Cancer

- Major centre providing surgical and medical cancer care for south east London, including breast, lung, prostate, head and neck, colorectal, haematological tumours and palliative care.
- National centre of excellence for chemotherapy and a specialist radiotherapy provider.
- Regional centre for thoracic surgery.

## Cardiovascular

- Designated heart attack centre.
- Largest vascular provider in UK following centralisation within King's Health Partners.
- Leading Transcatheter Aortic Valve Implantation (TAVI) centre in London and one of the largest in the UK.
- Only cardiovascular centre in London to provide care from foetal diagnosis, through childhood to adulthood, and through adult life.
- One of four centres in the UK dealing with vascular malformations.
- One of five national thoracic aortic services.
- Second largest centre in London diagnosing and treating families with inherited cardiac diseases.
- Largest pacing lead laser extraction service for patients with intra-cardiac defibrillators in London and south east.
- Accredited acute arrhythmia service for London and south east.

## Kidney disease

- First centre in the UK for living donor transplants and one of the largest kidney transplant programmes in Europe, undertaking 276 transplants in 2012/13. We are a centre for combined kidney-pancreas and pancreas transplants and carried out 24 simultaneous pancreas-kidney transplants during the same year.
- NHS Blood and Transplant transfusion 'supercentre' for highly complex care including transplanting across blood groups (HLA and ABO); patients with HIV and laparoscopic donation.
- We provide a full range of peritoneal and haemodialysis therapies at home and through our network of satellite dialysis units for 650 patients a year.

## Dental

- Largest education provider of the King's College London Dental Institute, the largest dental school in Europe, training 20% of all dentists qualifying in the UK.
- National minimal intervention salivary service.

## Immune diseases

- St John's Institute for Dermatology is a UK leader in genetic and skin disorders.
- Largest lupus centre in UK.
- Largest paediatric and adult allergy centre in UK.

## Genetics

- Comprehensive integrated clinical and laboratory service serving four million people in south east England.
- National lead in genetic and skin disorders at St John's Institute of Dermatology.
- National centre for Alport's Syndrome, rare muscular dystrophies and chromosome breakage syndromes.

## Blood disorders

- Largest Haemophilia Comprehensive Care Centre for adults and children in the UK.
- Lead provider of south east London haemophilia network.
- Centre for Haemostasis and Thrombosis is largest centre in London for adult and paediatric thrombophilia services.
- Sickle cell service for largest sickle cell patient population in Western Europe.

## Imaging

- Large PET centre – more than 4,000 PET CT scans a year.
- One of largest comprehensive nuclear medicine services in UK.
- One of very few centres offering specialist musculoskeletal imaging, lung VQ SPECT CT, and radionuclide therapy.
- Broad range of interventional radiology including vascular, stenting, ablation therapy and liver interventions.

## Critical care

- One of largest, most specialised and most comprehensive critical care services in the NHS.
- National respiratory failure centre (one of five services nationally) providing extracorporeal membrane oxygenation (ECMO) – cardiac and respiratory support for people with heart and lung failure.
- The Lane Fox Unit provides an internationally recognised complex home ventilation and weaning service, including pioneering research and teaching in chronic respiratory failure.

## Other specialist services include:

- The INPUT pain management centre provides a unique residential pain service. Our pain service is one of only a few services in the world that has particular expertise in neuromodulation and spinal stimulator implantation.
- National centre for robotic urological surgery.
- Regional centre for antidotes.
- Tertiary centre for endobronchial ultrasound (EBUS).
- Bone density service across south east England through osteoporosis unit.
- Leading site in London for neurofibromatosis.
- Our surgeons perform a third of all UK children's kidney transplants.
- Medical Eye Unit, a tertiary referral centre for difficult ophthalmic cases related to medical diseases.

# Integrated services for local people

We provide clinical services from 77 sites, including Guy's, St Thomas' and Evelina London. Our teams work in people's homes, in schools, children's centres, and community clinics and centres and provide outreach into local neighbourhoods.

## Prevention and early intervention

The Trust is a key partner in **Southwark and Lambeth Integrated Care (SLIC)**. A range of interventions aim to identify people at risk of going into hospital and to provide support to prevent this.

Our **Community Three Boroughs Service** works across Lambeth, Southwark and Lewisham to provide healthcare to people who may not have equitable access to services, such as the homeless, asylum seekers and refugees. These groups often have poor physical and mental health, high rates of airborne diseases such as TB, and high rates of blood borne viruses such as hepatitis and HIV.

## Treatment

We have developed a **specialised community based heart failure** service and have recently developed a novel pathway for heart failure patients attending the A&E department at St Thomas' who are rapidly diagnosed and triaged into acute heart failure beds for cardiac management.

The **Proactive Care of Older People Undergoing Surgery (POPS)** service supports older patients who need to have an operation, helping with medical problems and also with emotional and practical needs. The aim is to ensure that patients are as fit as possible for their operation and prepared for going home after surgery.

We also provide primary dental care including a **Dental Academy at Norwood Hall**, South London.

## Admission avoidance

Our community services have developed the **Home ward** and the **Rapid Response Service** to provide nursing and social care in people's own homes. These services, which provide acute medical treatment and urgent therapy at home, are

currently being expanded and rolled out across Lambeth and Southwark.

## Rehabilitation

The **Lane Fox Unit** at St Thomas' is an internationally recognised complex home ventilation weaning and rehabilitation service. It provides the first home ventilation outreach service into people's homes.

The **Guy's orthopaedic outreach team**, developed in partnership with Johnson and Johnson, is the first home outreach team for acute orthopaedic care. The team works to enable the safe, planned discharge of patients who have had a knee or hip replacement two to three days after their operation.

Our **Community Head and Neck Team (CHANT)** provides groundbreaking services for head and neck cancer patients across six south east London boroughs. Specialist speech and language therapists, dietitians, physiotherapists and nurses deliver care in people's homes and are fully integrated with the hospital team.

The specialist doctors, nurses and therapists in the **Integrated Respiratory Team (IRT)** work with people with Chronic Obstructive Pulmonary Disease (COPD), asthma and those requiring long-term oxygen therapy. Patients with COPD receive specialist care in the hospital or community seven days a week with home visits and a telephone support service.

## End of life care

We developed the **AMBER care bundle**, which is designed to improve the quality of care of patients who are at risk of dying in the next one to two months, but who may still be receiving active treatment.

The Proactive Elderly Advance Care plan tool advises on the level of care for older frail patients at the end-of life, and has been shown to reduce hospital readmissions from nursing homes.

# Centre of excellence for women, children and young people

St Thomas' is the only hospital in London to have highly specialised women's and children's services co-located with an A&E, Neonatal Intensive Care Unit (NICU) and Paediatric Intensive Care Unit (PICU), and alongside specialised adult services.

## Women's health

- We deliver 6,800 babies a year – the second largest maternity unit in London with the highest CNST quality and safety rating at level 3
- Our Assisted Conception Unit has one of the most successful pregnancy rates in the country – co-located with the largest Pre-implantation Genetic Diagnosis (PGD) centre in the UK
- Co-located children's cardiology, perinatal and maternity services to increase detection and improve outcomes for babies with congenital heart disease
- Specialised female genital mutilation service – one of only a few such services in the NHS
- Dedicated dermatology, lupus, renal and cardiac maternity services
- Extensive community midwifery service provided from more than 30 sites
- Award-winning domestic violence service
- Largest preterm birth clinic in the world with research and education facilities co-located.

## Child health

- Second largest provider of children's services in London, which have grown more than 50% in the past eight years
- Providing full, integrated pathways of care from a comprehensive portfolio of highly specialised care to local services, including caring for children at Evelina London Children's Hospital, in the community and in patients' homes
- Evelina London provides highly specialised care regionally and nationally – 69% of children admitted live outside Lambeth and Southwark

- Highly renowned cleft and metabolic medicine services
- One of two children's hospitals in south London to be a specialist surgical centre co-located with critical care, specialised anaesthetics and ear nose and throat (ENT)
- Largest neurology service in Europe, including integrated neurodisability services for local children – our One Small Step service is one of only a few such services in the UK, using animation techniques to support children with conditions affecting their mobility
- One of the largest and most specialist children's Intensive Care Units (PICU), integrated with the South Thames Retrieval Service (STRS) and transferring 800 critically ill children a year
- As part of the national Safe and Sustainable Review, identified as one of the proposed specialist cardiac surgical centres in London, scoring highest in a recent national peer assessment
- One of the largest neonatal units, undertaking 20% of UK's neonatal patent ductus arteriosus ligation surgery
- Evelina Newborn Imaging Centre – part of the Centre for the Developing Brain, a major neonatal research facility in collaboration with King's College London
- Comprehensive children's renal and urology services, including a specialised transplantation service and a unique regional medical bladder service
- Only co-located children and adult allergy and dermatology service in the UK.



# Major centre for planned surgery

Guy's and St Thomas' is the largest provider of elective surgery in the NHS\*

**47% activity at St Thomas' is elective, including:**

- Complex children's surgery
- Gynaecology procedures
- Gastrointestinal surgery
- Cardiac surgery
- Vascular surgery
- Plastics
- Ophthalmology.

**Guy's Hospital is the Trust's major elective centre and 88% of activity is elective, including:**

- Orthopaedics
- Urology
- ENT
- Dental
- Cancer.

**Elective orthopaedics centre at Guy's provides a comprehensive range of routine, specialist and complex procedures including:**

- Complex foot and ankle surgery
- Spinal surgery
- Hip and knee replacement
- Complex limb arthroplasty.

Standardised processes and 'super-lists' led to a 38% increase in theatre throughput between 2010 – 2012.

Average length of stay for elective patients has reduced by 33% to 3.4 days.

Cancellations on the day of surgery have reduced by half to 0.7%.

\*11/12 HES data elective inpatient spells

# Pre-eminent research hub in south London

## Activity and income

- We have the third largest number of studies in the country for NIHR non-commercial research activity, and are the sixth largest recruiter to studies in the country
- Our Biomedical Research Centre (BRC), Bioresource and Clinical Research Facilities are jointly receiving NIHR awards of £65.4m from 2012 to 2017
- Our research income is significant, with £3.2m of Comprehensive Clinical Research Network income and £3.8m of Research Capability Funding.

## National awards

- In 2007 we were chosen as one of five National Institute for Health Research (NIHR) comprehensive Biomedical Research Centres and this was renewed in 2012. We are also an NIHR Clinical Research Facility, with adult facilities on both the St Thomas' and Guy's sites, imaging research facilities across both sites, and a children's research facility in the Evelina London Children's Hospital.
- We are an NIHR Healthcare Technology Cooperative for Cardiovascular Disease.
- There are three Medical Research Centres linked to the BRC:
  - Asthma UK centre for Allergic Mechanisms of Asthma
  - Environment and Health
  - Transplantation.

## Research hub

- We host a wide range of research facilities and organisations, including:
  - The NIHR London South Comprehensive Local Research Network
  - NIHR South East London Cancer Research Network
  - NIHR Primary Care Research Network (Greater London)
  - NIHR Medicines for Children Research Network (jointly with Great Ormond Street).
- We also host the:
  - Primary Care Research Governance office
  - The NIHR Research Design Service
  - The national Technology Strategy Board Cell Therapy Catapult Centre
  - Quintiles, who occupy a floor of the Guy's Tower, are the largest first-in-man clinical trials organisation in the world.

# Major employer, educator and trainer

## We have:

- 13,200 staff
- 1,343 undergraduate doctors, dentists and nurses
- 533 postgraduate doctors and dentists
- 77 other medical trainee posts
- 330 trainee allied health professionals
- 60 apprentices
- 557 active Principal Investigators
- Education and training is a significant component of our business:
  - We receive £75 million a year for education
  - We are the Medical and Dental Education Commissioning (MDEC) programme's lead centre for five specialties across south London and two across south east London, and are bidding for 22 further specialties in phase three
  - We are an active member of Health Education South London (HESL)
  - With our partners, we train 20% of all dentists qualifying in England.

## NHS staff survey:

- In 2012 we were the highest scoring integrated acute and community trust for the proportion of staff who would recommend their organisation as a place to work or to be treated
- We were in the top 20% for overall staff engagement, staff motivation, team working, relevant training, learning and development, communications with senior managers, support from immediate managers and other indicators.

## Part of our community

- 39.3% of our staff live locally
- We have helped more than 350 local young people into employment through apprenticeships and work placement schemes
- We aim to work with 85% of our local schools over the next year.



# Trust objectives 2013/14

## 1 Provide our patients with an excellent experience of care and be the UK leader in reducing avoidable harm

Publish clinical and patient reported outcomes on a quarterly basis in line with the National Outcomes Framework.	Establish a programme of work to optimise the organisation of the clinical workforce across the hospital sites 24 hours a day.
Improve dementia care by screening patients to identify dementia and supporting carers by providing every carer of a person admitted with a diagnosis of dementia, with relevant advice and information.	All staff will receive training on the needs of older people and people with dementia through roll-out of 'Barbara's Story'. Each clinical directorate will implement action plans from the lessons learned during training.
Reduce harm incidents by embedding the 'safety thermometer' across all wards areas, striving to achieve zero avoidable hospital acquired grade 4 pressure ulcers and a 10% reduction in avoidable falls causing patient harm.	Deliver the roll-out plan for the NHS Friends and Family Test, ensuring a minimum of 20% of all inpatient and A&E patients provide feedback on the quality of their care.
Reduce avoidable venous thromboembolism (VTE), including ensuring 95% of our adult inpatients receive a VTE risk assessment on admission.	Following the Francis Inquiry into Mid Staffordshire NHS Foundation Trust, respond to and implement relevant recommendations.
Zero incidence of MRSA bacteraemias.	Reduce the number of complaints referred to the Ombudsman.
Achieve a 31% reduction in <i>C.difficile</i> incidence, as set by the NHS Commissioning Board.	Implement local actions from Compassion in Practice, the national vision for nursing.
Undertake an assurance process, using the safety acuity tool, to ensure nursing staffing levels are safe 24 hours a day, seven days a week.	Improve patient experience and the hospital environment by starting construction of the emergency floor to implement the new Emergency Care Pathway, subject to FBC approval.
Improve our patient experience performance, based on our national and local survey results.	Achieve national access standards (18 week referral to treatment, Cancer 2 week wait, 6 week diagnostics).
Ensure there are zero 'never events'.	

## 2 Increase the efficiency of our clinical and corporate services in order to make the best use of our resources

Deliver the <i>Fit for the Future</i> Programme to improve efficiency, quality and safety.
--



### 3 Ensure that we have a robust financial strategy to safeguard the Trust's future

Deliver our income plan.
Deliver our Cost Improvement Programme (CIP).
Reduce corporate and overhead costs by 10%.
10% increase in financial contribution to the Trust from commercial activities.
18% increase in financial contribution to the Trust from Essentia external functions.

### 4 Progress key service changes and developments, working with partners to innovate and to enhance seamless care

<b>Emergency Care:</b> Assess and develop plans to meet the London Quality and Safety Standards.	<b>Cardiovascular services:</b> Be designated as an adult congenital heart disease (ACHD) centre for England.
Ensure the Trust has plans in place by March 2014 to respond to expected changes in emergency care and maternity patient flows arising from the proposed service changes in outer south east London.	Implement new models of cross-site working, to improve both the local provision of services and the smooth transfer of patients between sites when specialist care has been required.
<b>Cancer Services:</b> Develop a business case to increase the capacity of radiotherapy services in outer south east London through satellite or alternative services, based upon demand and capacity modelling.	Complete the transfer of vascular services to the King's Health Partners Vascular Centre, based at St Thomas' Hospital.
Develop a commissioner-supported, King's Health Partners co-ordinated model for chemotherapy delivery across south east London with Guy's and leading on solid cancers.	<b>Community and Integrated Care:</b> Agree with commissioners and implement the future model for delivery of integrated acute and community health services.
Commence construction of the new Cancer Centre on the Guy's Hospital site, continuing to drive the transformation of pathways of care.	Implement the new older persons care pathway as part of Southwark and Lambeth Integrated Care (SLIC).
Be an active leader and member of London Cancer Alliance, delivering all agreed changes in priority pathways and cross-cutting programmes.	Develop a new model of care for long term conditions as part of the SLIC.
<b>Children's services:</b> Have plans in place to enable the Trust to accommodate the expected changes in congenital heart services by April 2014.	Develop a business case for a new model of integrated children's care to improve quality, access and sustainability.
Agree the Outline Business Case for the next stage of the Evelina London Children's Hospital development.	Roll out and mainstream admission avoidance schemes, working with our partners within King's Health Partners and local authorities.
Work with our partners to establish a Children's Specialist Integrated Care Network for south London and surrounding counties.	<b>Planned care centre at Guy's Hospital:</b> Develop and implement plans to grow major joint replacement activity.
Deliver the Health Visitor implementation plan, growing Health Visitor numbers, as agreed with commissioners.	Increase the proportion of King's Health Partners urological cancer work undertaken at Guy's Hospital.

## 5 Improve critical Trust infrastructure to meet the needs of clinical services

Achieve successful, clinically-led implementation of e-noting, e-prescribing, e-handover, e-rostering and community IT infrastructure projects.

Through our Information Strategy, deliver planned investment in business intelligence and information management to provide clinical services with improved prospective data and information to drive decision-making.

Deliver the Trust capital plan to budget and timetable.

Ensure our IT system architecture is resilient and better able to support clinical service delivery and innovation across both hospital and community settings without disruption.

## 6 Continue to develop King's Health Partners and deliver key elements of our education and research strategies

Secure AHSC re-accreditation, in line with national timescales.

Develop the full business case for King's Health Partners organisational integration.

Improve the quality of education and assessment, measured through an improvement in the feedback collected from students during their placements and induction at Guy's and St Thomas'.

Increase recruitment of patients into NIHR portfolio studies, maximising NIHR Comprehensive Local Research Network (CLRN) income.

Increase the breadth and value of NIHR grant awards, initiatives (such as bio-resource) and infrastructure grants (such as HTCs and CLAHRCs).

Consolidate and exploit the research platforms provided by the BRC and CRF to maximise our potential in generating high quality translational research outputs.

Develop education and training plans to inform Health Education South London investment which supports our clinical services strategy implementation.

## 7 Develop staff skills, knowledge and competence so that staff can raise standards for our patients

95% of staff have an annual appraisal which includes: a) an assessment against Trust values and behaviours framework and b) a development plan which supports both personal/professional development and service transformation.

Ensure robust, quality assured systems are in place to support evaluation of our doctors' fitness to practice and support all doctors to achieve revalidation through annual engagement in enhanced medical appraisal.

Through the 'Who cares if you're not there?' campaign, raise attendance levels to over 97%.

Be in the top quartile in the national NHS staff survey.

Develop and implement training plans for our unregistered clinical workforce, such as nursing assistants, to ensure they have the right skills and support to contribute to clinical teams.

Support staff to maintain and improve their own health and act as a good role model to patients and their families.

## 8 Work with our local community, and with global health partners, to provide support and mutual benefit

### Local employment

Engage with 85% of local schools.

Monitor the destination of people who have been on structured work placements (traineeships) within the Trust, aiming to ensure 70% progress into employment or education.

Double the number of local people who have access to work placements and experience to 700 people a year.

Increase the number of apprenticeships we offer.

### Corporate social responsibility

Build on our volunteer programme to increase the number of activity co-ordinators, mealtime volunteers and outpatient advocates who support vulnerable patients or patients who are on their own.

Continue to reduce carbon emissions to make progress to make a 10% reduction by 2015/16.

### Global Health

Successfully deliver the children's nursing and biomedical engineering programmes in Zambia.



**Guy's and St Thomas' NHS Foundation Trust**

Guy's Hospital Great Maze Pond London SE1 9RT

St Thomas' Hospital Westminster Bridge Road London SE1 7EH

Tel: 020 7188 7188

[www.guysandstthomas.nhs.uk](http://www.guysandstthomas.nhs.uk)