

Guy's and St Thomas'

NHS Foundation Trust



# How are we doing?

Reporting back on 2010/11





## Reporting back

Our hospitals and services lie at the very heart of the communities we serve and our priority is to offer high quality, safe and patient-focused care to every patient we treat.

We are also proud of our reputation for strong financial management as this allows us to invest in our services and our staff for the benefit of local people, as well as patients who travel to our hospitals from outside the local area.

As part of an Academic Health Sciences Centre, known as King's Health Partners, we are committed to placing research and clinical innovation, as well as teaching and education, alongside the delivery of clinical care. In this way we are able to provide the latest treatments and best possible services to our patients, and we also play an important role in training the health professionals of tomorrow.

As an NHS Foundation Trust, we benefit from an active Council of Governors and a diverse membership who take a particular interest in our services and help us to ensure that we are meeting the needs of our patients.

## Our operational performance

Our clinical services are assessed against a wide range of targets and other performance measures each year, and we continue to perform well.

We are proud of our excellent track record in tackling infections such as MRSA and *C.difficile*, particularly as we know how important this is to our patients. Controlling the spread of infection remains a top priority and we take a zero tolerance approach to poor hand hygiene.

Creating a clean and welcoming environment for patients and visitors, as well as a good workplace for our staff, is also a priority.

We are keen to listen to patients' views and learn from their feedback so we can make our services even better. Patients are closely consulted about service changes and new developments.

We continue to work hard to ensure we diagnose and treat all patients without delay, and we have achieved a range of waiting times targets for most services. We have found this difficult for some orthopaedic patients as the number of people wanting to be treated in our hospitals continues to exceed our capacity for some operations.

In common with other specialist cancer centres, we have also found it difficult to meet the 62 day referral to treatment target for cancer patients, particularly where patients have been referred to us from other hospitals quite close to the 62 day maximum wait. We continue to look at ways to improve our performance in these areas.

Last year we agreed a number of quality improvement initiatives with our local Primary Care Trusts, known as 'CQUIN' targets. We are pleased that we achieved the vast majority of these as they are designed to directly improve patient care, for example through the screening of all patients to reduce the risk of blood clots, and by encouraging patients to give up smoking.



By signing pledge cards, thousands of staff renewed their commitment to best practice as part of this year's infection control campaign

## Our financial performance

Guy's and St Thomas' performed well once again financially, although 2010/11 was a tough year as we sought to balance delivering safe and high quality care with the achievement of demanding national and local performance targets.

Our income last year was £992 million and, despite the difficult economic environment, we are pleased that we were able to achieve a surplus of £22.5 million. This was reduced to a final reported surplus of £17.9 million following the revaluation of our buildings. This is money that will allow us to reinvest in our services, buildings and equipment in future years.

We recognise the need to work more efficiently and last year we continued to work hard to improve our processes and reduce costs. Through the efforts of our staff we successfully delivered savings of £55.9 million against an extremely ambitious savings plan of £78 million.

In wards, outpatient clinics and operating theatres, as well as in the departments that support our clinical services, we are introducing new systems and technology that will help us work more efficiently and better meet the needs and expectations of our patients, for example when booking or changing an appointment.



Our research studies are focused on tackling major health problems, including obesity and heart disease

## Investing in our future

We are always seeking to improve what we do, whether through health research that aims to deliver better treatments through the training and education of our staff, or through investment in new facilities for our patients.

We recently opened a new cancer day unit at Guy's, as well as an Education Centre close to St Thomas'. We have also opened a state-of-the-art Simulation and Interactive Learning Centre to support multi-professional training in a 'safe' environment where staff use real life,

scenario-based training to practise everything from dealing with a clinical emergency to caring for older patients.

Last year also saw the creation of an 'experimental medicine hub' at Guy's - an important milestone for both the Trust and King's Health Partners as it brings together vital research activity across five floors of the Guy's Tower. These facilities will make it easier for our doctors and nurses to collaborate with their scientific colleagues, and to involve more of our patients and local population in ground-breaking research studies.

## Part of the community

After months of careful planning, 1 April marked the successful coming together of our hospital services with community services for local people in Lambeth and Southwark. This will provide exciting opportunities to deliver seamless care for patients - in the right place and at the right time - and staff will also benefit from the chance to share learning and work together.

We are proud to be an NHS leader when it comes to caring for the planet and tackling climate change as these are regarded as some of the most important factors globally that impact on peoples' health.

Last year our Combined Heat and Power Units saved £1.7 million in energy costs, as well as considerably reducing our carbon emissions. We received a national award for sustainable purchasing, and we now buy many goods and services locally. Through the support of our staff, we reduced electricity consumption by 10%, reduced waste to landfill by 18%, and increased recycling by 54%.

Project SEARCH is giving local students with learning difficulties new opportunities to develop their skills and gain vital work experience that will help them into work. Further afield we continue to develop links with hospitals in Africa so our staff can share their skills and expertise.



We were delighted to welcome 1,500 local community services staff who transferred to our organisation this year



Partnerships with local organisations also continue to flourish and, as part of King's Health Partners, we are working closely with local GPs and others to improve services for frail older people and people with long term conditions.

## Our commitment to quality

Quality and patient safety remain our key priorities. Our areas for quality improvement are chosen in close consultation with our staff, governors, local GPs and partner organisations so we know that these reflect the things that are most important to patients and local people.

We have also listened to the views of patients and their families in developing a comprehensive plan to drive up the quality of our services, and we will make information about how we are doing available to patients so that they can make informed choices about receiving care from us.

We know that our patients value kindness, courtesy and respect, as well as clinical excellence. We therefore continue to develop a culture that supports these values by training frontline staff and giving them the time to understand their patients' needs.

We are expanding the ways in which patients can tell us what they think, so that we can continually monitor and improve their experience.

It is particularly important that we treat our most vulnerable patients with dignity and respect.

We are improving care for older people in our hospitals and in the community, for example, by preventing harm from falls and by focusing on dementia care and how we treat patients at the end of their lives. We are also improving care for people with learning disabilities.



**Our monthly CARE awards enable us to acknowledge and thank outstanding staff from all parts of the organisation**

The following pages provide an overview of how our hospitals performed last year. To see our full annual report and accounts, and our quality accounts, please visit [www.guysandstthomas.nhs.uk](http://www.guysandstthomas.nhs.uk)



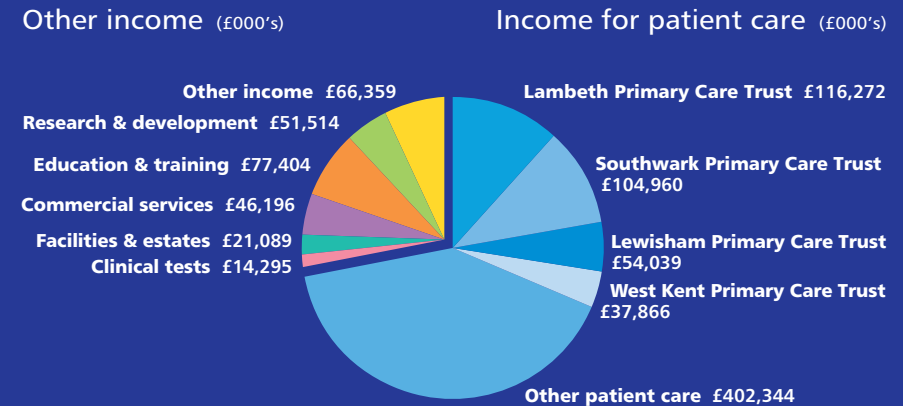
## Vital statistics

- We saw 620,000 outpatients, 81,000 inpatients, 67,000 day case patients, and 168,000 A&E patients.
- Having integrated community services, our turnover will be over £1 billion a year.
- The National Institute for Health Research (NIHR) has awarded our Biomedical Research Centre £58.7 million funding over the next five years. This will support an ambitious and exciting programme of translational research that will directly benefit our patients through new and better treatments and improved health outcomes.
- With 12,000 staff we are one of the biggest employers in Lambeth and Southwark, and our diverse and talented workforce continues to drive our success.
- We are proud to have one of the most extensive apprenticeship schemes in the NHS, with over 200 apprentices in a wide range of roles.
- We have over 18,000 members who help guide our work and we actively involve patients in shaping our services and what we do.
- Through the support of our staff, we reduced electricity consumption by 10%, reduced waste to landfill by 18%, and increased recycling by 54%.

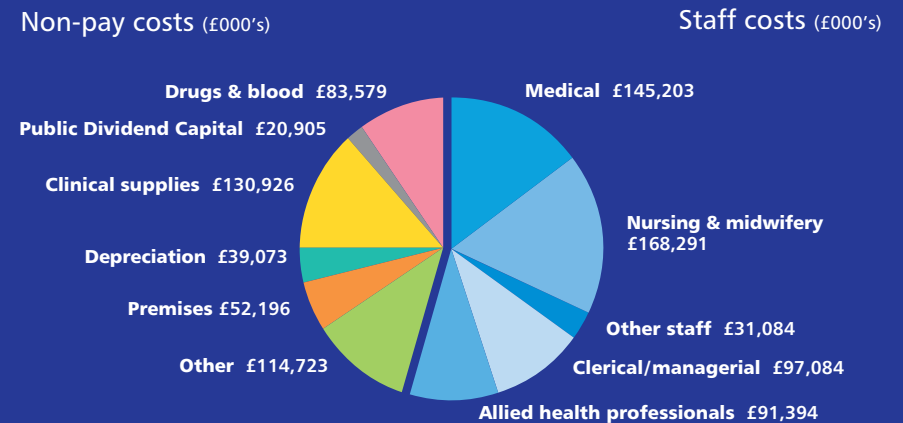


Our successful apprenticeship programme provides training for local people and regularly results in long term employment

## Where our money comes from



## How we spend it



# Our performance against national and local targets

Existing commitments		National standard	2010/11	2009/10	2008/09
A&E access	% patients discharged within 4 hours in A&E and MIU	>95%	*95.9%	97.6%	98.2%
Cardiac access	Patients seen within 2 weeks for rapid access chest pain	>99%	100.0%	100.0%	99.7%
	Patients waiting more than 3 months for revascularisation	<1%	0.3%	0.0%	0.0%
Cancelled operations	% elective operations cancelled on day of operation	<0.8%	0.67%	0.70%	1.17%
	% cancellations not re-admitted within 28 days	<5%	0.0%	0.9%	1.2%
Transfers of care	Inpatients with delayed transfer of care (monthly average)	<2%	0.5%	0.5%	0.3%
Health and well-being	Patients seen within 48 hours of referral to GUM clinic	>99%	100.0%	100.0%	99.8%
	Ethnic coding of inpatients	>90%	91.7%	91.9%	91.2%
Clinical quality	Call to balloon time for primary angioplasty – % under 150 minutes	>80%	87.2%	58.1%	n/a
MRSA screening	% compliance with MRSA screening for elective admissions (Jan-Mar)	100.0%	99.0%	93.4%	n/a



National priorities		National standard	2010/11	2009/10	2008/09
Infection control	MRSA bacteraemia reduction (to 9 for 2010-11)	<9	4	16	24
	C.difficile acquisitions in over 2s reduction (to 91 for 2010-11)	<91	118	73	84
18 week referral to treatment times	% admissions within 18 weeks	>90%	90.4%	90.6%	90.2%
	% non-admissions within 18 weeks	>95%	95.6%	96.2%	96.1%
Cancer access	Urgent GP referrals seen within 2 weeks	>93%	96.6%	97.0%	n/a
	Breast symptomatic referrals seen within 2 weeks	>93%	96.2%	93.2%	n/a
	Cancer treatments started within 1 month of decision to treat	>96%	96.1%	99.4%	99.5%
	Cancer treatments started within 2 months of urgent GP referral	>85%	79.2%	85.2%	n/a
	Treatments started within 2 months of screening programme referrals	>90%	96.5%	99.0%	n/a
	Subsequent surgical treatment within 1 month	>94%	93.3%	97.8%	n/a
	Subsequent chemotherapy treatment within 1 month	>98%	99.9%	99.6%	n/a
	Subsequent radiotherapy treatment within 1 month (Jan-Mar)	>94%	*94.3%	n/a	n/a
Infant health	Smoking during pregnancy	<5%	3.8%	4.8%	5.0%
	Breastfeeding initiation	>90%	90.6%	87.0%	90.8%
Clinical quality	Stroke care – patients with more than 90% of their stay in a stroke unit	>90%	94.5%	82.1%	n/a

Clinical quality		Local target	2010/11	2009/10	2008/09
Infection control	% clinical staff compliant with hand hygiene (monthly audit)	>98%	97.7%	97.5%	99.0%
	MRSA screening of non-elective admissions (Jan-Mar)	>97%	*95.7%	n/a	n/a
	MRSA acquisitions from clinical specimens	<80	27	28	67
	GRE bacteraemias (per month)	<2 / mth	0.0	0.4	0.8
Clinical indicators	Hospital mortality – unadjusted counts of deaths (monthly average)	<100	91	93	99.8
	Standardised mortality ratio	<85	81.0	82.6	79.6
	Readmission rate (all emergency readmissions within 28 days)	<4.5%	5.4%	4.7%	4.6%
	Venous thromboembolisms – % patients screened (Jan-Mar)	>90%	*92.7%	n/a	n/a
	10% reduction in patient slips trips and falls with harm (per month)	<5	*3.1	n/a	n/a
	Pressure ulcer acquisitions – 10% reduction (per month)	<22.5	*13.0	n/a	n/a
	Smoking cessation referrals per month	>150	150.4	120.0	n/a
	% caesarean births	<27%	27.6%	28.4%	n/a
Maternity	Health assessments completed within 12 weeks	>80%	93.0%	87.0%	n/a
	Dedicated midwife during labour	>90%	98.0%	99.0%	n/a

\* New targets in 2010/11

*"Quality and patient safety remain our key priorities. By listening to our patients we will ensure that we continue to improve our services in the ways that matter to them and will make a real difference."*

Eileen Sills, Chief Nurse and Director of Infection Prevention and Control

# How you can support the hospital

If you have any ideas about how we can continue to improve the care we provide, please email [showingwecare@gstt.nhs.uk](mailto:showingwecare@gstt.nhs.uk)



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

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

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London SE1 7EH

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