



The pictures in this report are taken from a short film that aims to encourage our staff to support our exciting vision for corporate social responsibility to see the film visit our website.

# Patients at the heart of what we do

## Review of 2011/12



## Reporting back

Guy's and St Thomas' hospital and community services staff are proud to be at the heart of the communities they serve in south east London.



The Trust is proud of its corporate social responsibility programme.

We work hard to create employment opportunities for our local community.

We seek to provide excellent health care for our patients locally, as well as those who travel to our hospitals from further afield.

With around 12,500 staff, we are a major local employer and therefore able to play an active part in the local economy. We provide both educational opportunities and jobs for local people, and we seek to buy goods and services locally wherever possible.

We strive to build close and effective partnerships and, during the past year, we have worked hard to build strong relationships with the new clinical commissioning groups – groups of local GPs who 'commission' health services for the local population.

Through King's Health Partners – our Academic Health Sciences Centre – we work closely with King's College Hospital and South London and Maudsley NHS Foundation Trusts and our university partner, King's College London.

Our shared vision is to bring together healthcare delivery, teaching and research in ways that offer our patients and local communities access to the very best, clinically proven treatment

We also have a unique focus on bringing together physical and mental health care so that we care for the whole person and, through the integration of community services, we have exciting opportunities to break down the traditional boundaries between hospital and communities services.

Our most important priority is to ensure that every patient receives high quality, safe care, provided with dignity and respect. In doing so, we continue to benefit from the advice of our Council of Governors, who ensure that we understand and focus on meeting the needs of our patients and diverse local communities.

The past year has been one of many achievements, which include:

- the successful integration of Lambeth and Southwark community services in April 2011, with around 1,500 new staff joining the Trust;
- favourable inspection reports from the Care Quality Commission, confirming that the Trust meets essential standards of quality and safety;
- recognition that we are among the best performing London hospitals according to the latest national inspection of patient food, hospital environment, cleanliness, privacy and dignity;
- the launch of our first equality objectives and a new vision for corporate social responsibility;
- the award in August 2011 of £58.7 million from the National Institute for Health Research (NIHR) for our Biomedical Research Centre over the next five years.

## Our operational performance

Throughout the year we worked hard to balance patient safety, quality and efficiency with achieving excellent patient outcomes and maintaining performance against a range of national and local targets.



During the year we held health and well being road shows for our staff.

We are proud to have developed links with overseas health organisations.

We saw significant improvements against the national cancer targets, but it was a difficult year with respect to our performance against the new referral to treatment measures.

Our workload increased significantly, and we treated around 10 per cent more inpatients and patients needing day case treatment overall. To meet increased demand and to help to tackle our longest waits, we increased our capacity in services such as endoscopy and radiotherapy.

We continue to work hard to ensure that all patients are seen within 18 weeks. However, midway through last year, we identified that we had more people than expected waiting over 18 weeks for treatment in a small number of specialist services.

In our determination to treat these patients as quickly as possible, and to ensure that long waits don't build up again, we have increased capacity. However, by tackling this issue promptly and because of the way that the target is measured, we failed to achieve the target for inpatient referral to treatment times last year.

We don't want any patient to wait longer than necessary for their treatment, and more than half of all patients needing inpatient treatment were seen within seven weeks.

Last year saw significant improvements in our performance against the national cancer targets and we achieved all except the 62 day referral to treatment target. In common with trusts receiving referrals from other hospitals, we find it difficult to achieve the target if patients are referred to us late in their pathway and close to 62 days, but we are working hard with these other hospitals to reduce delays.

We continued to have low levels of hospital acquired infections, including *C.difficile*, norovirus, MRSA and surgical site infections. However, we were disappointed to have eight MRSA blood infections last year, against a target of no more than seven cases. A zero-tolerance approach to hospital acquired infection remains our absolute priority.

With our local primary care trusts and specialist commissioners, we agreed a number of quality improvement initiatives, known as 'CQUIN' targets. We were pleased to have achieved the majority of these as they help us to improve patient care, for example by reducing pressure sores, increasing levels of childhood vaccination locally, and providing better care for patients nearing the end of their life.

## Our financial performance

We performed well financially again last year, despite the continued difficult economic environment. We declared a surplus of £17.6 million for the financial year, before accounting for an impairment – a technical adjustment – of £6.2 million due to the revaluation of the Trust's buildings, which reduced the reported surplus to £11.4 million.

The successful integration of community services in Lambeth and Southwark into the Trust increased our income by £92.8 million, and our total income last year was £1.1 billion.

Along with the rest of the NHS, we experienced a tough year as we sought to provide the highest standards of care whilst also achieving efficiency savings.

Our staff continued to work hard to improve efficiency and productivity and during the year achieved savings of £30 million. Although our surplus was below the demanding target that we set ourselves, we believe this was a good performance.



Our commitment to quality

As part of our commitment to high quality and safe services, last year saw the launch of a trust wide quality strategy which draws together all our work to make sure every patient has a positive experience in our care.



Our 12,500 staff provide the best possible care for our patients. Over 400 volunteers help with a broad range of tasks.

We were inspected by the Care Quality Commission (CQC) on five occasions. Along with favourable reports from the CQC inspectors, which confirmed that we met all the essential quality and safety standards, we were shown to be among the best performing London hospitals in a national inspection of patient food, hospital environment, cleanliness, privacy and dignity.

However, we are not complacent and know that there is always more that we can do to make our services even better. To help us to be even more responsive to patients, we are using computerised questionnaires on the wards and in outpatient clinics so that we can see immediately how patients feel about their care, and we can act quickly if there’s a problem. We want every patient to feel their experience with us is as good as it can be.

We are delighted that the Evelina Children’s Hospital was chosen as one of seven centres in England to provide specialist children’s cardiac services, including surgery, following an extensive national review. We are also delighted that as part of this process, the Evelina was the most highly rated service in England.

Investing in our future

Our financial performance continues to allow us to invest in service improvements, our facilities and new equipment and IT systems.

We are proud to have one of the most ambitious investment programmes in the NHS over the next few years as this will allow us to provide the best possible care and treatment to our patients.

One of the most exciting elements of our capital investment programme continues to be the Cancer Treatment Centre at Guy’s and we have worked closely with patients and local people in developing the detailed designs.

We are also delighted to have opened a new outpatient centre at St Thomas’ which will transform the experience of patients attending medical and general outpatient appointments, making their visit easier and more comfortable, while also allowing our staff to manage the clinics more efficiently.

We have over 19,500 members who help guide our work and we actively involve patients in shaping our services and what we do.

We reduced our electricity consumption by 6 per cent, cut the amount of water we use by 14 per cent, and increased our overall waste recycling from 22 to 32 per cent.

Patients will also benefit from the decision to centralise all planned and most emergency vascular surgery at St Thomas’, this will bring our services together with those at King’s College Hospital to create one of the largest vascular services in London and a leading centre for research, as well as allow us to provide exceptional clinical care.

Last year also saw work begin on the re-cladding of Guy’s Tower, a major undertaking that will make the building fit for the future and more energy efficient.

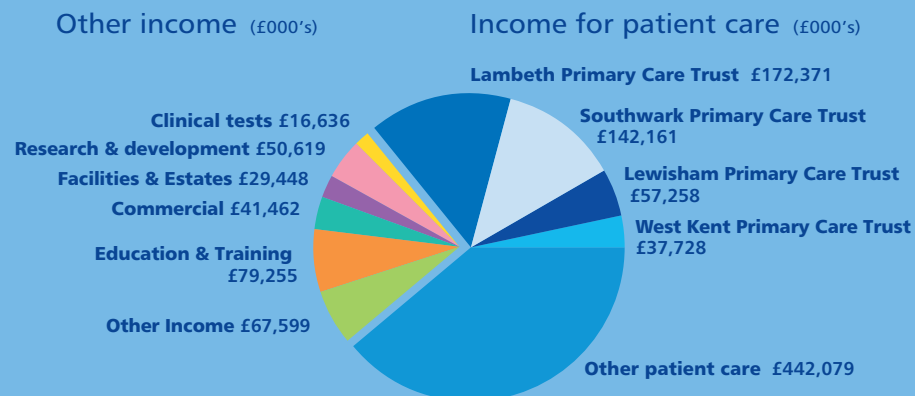
Our performance against national and local targets

		National standard	2011/12 Final	2010/11 Final	2009/10 Final	<div><div></div>Target fully achieved</div> <div><div></div>Target partially achieved</div> <div><div></div>Target not met</div>
A&E access	% patients discharged within 4 hours in A&E and MIU	>95%	95.6%	95.9%	97.6%	
Cancelled operations	% elective operations cancelled on day of operation	<0.8%	0.50%	0.67%	0.70%	
	% cancellations not re-admitted within 28 days	<5%	4.1%	0.0%	0.9%	
Health and well-being	Patients seen within 48 hours of referral to GUM clinic	>99%	100.0%	100%	100.0%	
	Ethnic coding of inpatients	>90%	92.2%	91.7%	91.9%	
Clinical quality	Call to balloon time for primary angioplasty – % under 150 minutes	>80%	92.2%	87.2%	58.1%	
Infection control	MRSA bacteraemia reduction	<7	8	4	16	
	C.difficile acquisitions in over 2’s	<155	121	118	73	
	% clinical staff compliant with hand hygiene (monthly audit)	>98%	98.9%	97.7%	97.5%	
18 week referral to treatment times	% admissions within 18 weeks	>90%	85.4%	90.4%	90.6%	
	% non-admissions within 18 weeks	>95%	95.4%	95.6%	96.2%	
Cancer access	Urgent GP referrals seen within 2 weeks	>93%	97.4%	96.6%	97.0%	
	Breast symptomatic referrals seen within 2 weeks	>93%	94.5%	96.2%	93.2%	
	Cancer treatments started within 1 month of decision to treat	>96%	97.2%	96.2%	99.4%	
	Cancer treatments started within 2 months of urgent GP referral	>85%	83.5%	79.2%	85.2%	
	Treatments started within 2 months of screening programme referrals	>90%	94.1%	97.0%	99.0%	
	Subsequent surgical treatment within 1 month	>94%	95.5%	93.2%	97.8%	
	Subsequent chemotherapy treatment within 1 month	>98%	99.2%	99.6%	99.6%	
	Subsequent radiotherapy treatment within 1 month	>94%	96.2%	94.3%		
Infant health	Smoking during pregnancy	<5%	3.7%	3.8%	4.8%	
	Breastfeeding initiation	>90%	93.7%	90.6%	87.0%	
Clinical indicators	Hospital mortality – unadjusted counts of deaths (monthly average)	<90	81	91	93	
	Standardised mortality ratio (earlier years re-based)	<85	79.1	72.3	93.6	
	Readmission rate (emergency readmissions within 28 days)	<4.5%	5.3%	5.4%	4.7%	
	Quality of stroke care – % patients with >90% stay in stroke unit	>90%	91.7%	94.5%	82.1%	
	Venous thromboembolisms – % patients screened	>90%	92.0%	92.7%		
	10% reduction in patient slips trips and falls with harm (per month)	<5	2.1	3.1		
	Pressure ulcer acquisitions – 10% reduction (per month)	<12.7	6.5	13.0		
	Smoking cessation referrals per month	>150	184	150	120	
Maternity	% Caesarean births	<27%	27.4%	27.6%	28.4%	
	Health assessments completed within 12 weeks	>80%	93.4%	93.0%	87.0%	
	Dedicated midwife during labour	>90%	98.0%	98.0%	99.0%	

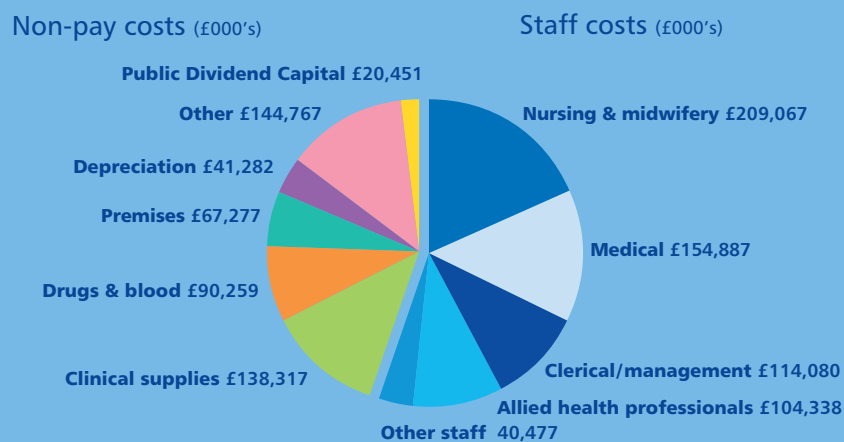
Community services	Target	Q1	Q2	Q3	Q4
District nurse: referral to patient contact (<24hrs)	>95%	60%	58%	82%	86%
Health visitor – % infants breastfeeding at 6 – 8 weeks	>75%	65%	72%	72%	76%
Health visitor new birth visits within 14 days*	>95%	80%	85%	89%	91%

\* figure excludes where receipt of birth notification is greater than five days.

## Where our money comes from



## How we spend it



## Working for our communities

In April 2011, we successfully integrated Lambeth and Southwark community health services, with around 1,500 staff joining the Trust. This is already allowing staff to find new and better ways to work together in the interests of patients, for example, by developing Home ward and the Enhanced rapid response services, both of which seek to ensure that patients are cared for at home, rather than in hospital, wherever possible.

We were also delighted that Guy's and St Thomas' Charity have confirmed £10.4 million for the continued development of the Integrated Care Programme that seeks to bring together hospital, community, mental health and local authority services with those provided by GPs. The aim is to offer patients the right care, in the right place at the right time – with an initial focus on older people and those with long-term conditions.

**Last year we saw 647,500 outpatients and 83,500 inpatients, as well as 74,000 day case, 171,500 A&E and 672,701 community patients.**

**Nearly nine out of 10 outpatients and eight out of 10 inpatients said we always treated them with dignity and respect.**

As part of our responsibility to local communities, we were pleased to be among the first hospitals in England to work with the Prince's Trust to reduce youth unemployment by offering work placements to unemployed local people aged 16 to 25.

We are also proud to be an NHS leader when it comes to saving the environment. Last year, our combined heat and power units saved nearly £2 million, helping us to reduce our carbon

emissions and ensure that we are on target to cut emissions by one fifth by 2015. We now buy 100 per cent recycled paper, and are committed to cutting the amount of construction waste we send to landfill by 80 per cent.

**77 per cent of staff would recommend the Trust as a place to work.**