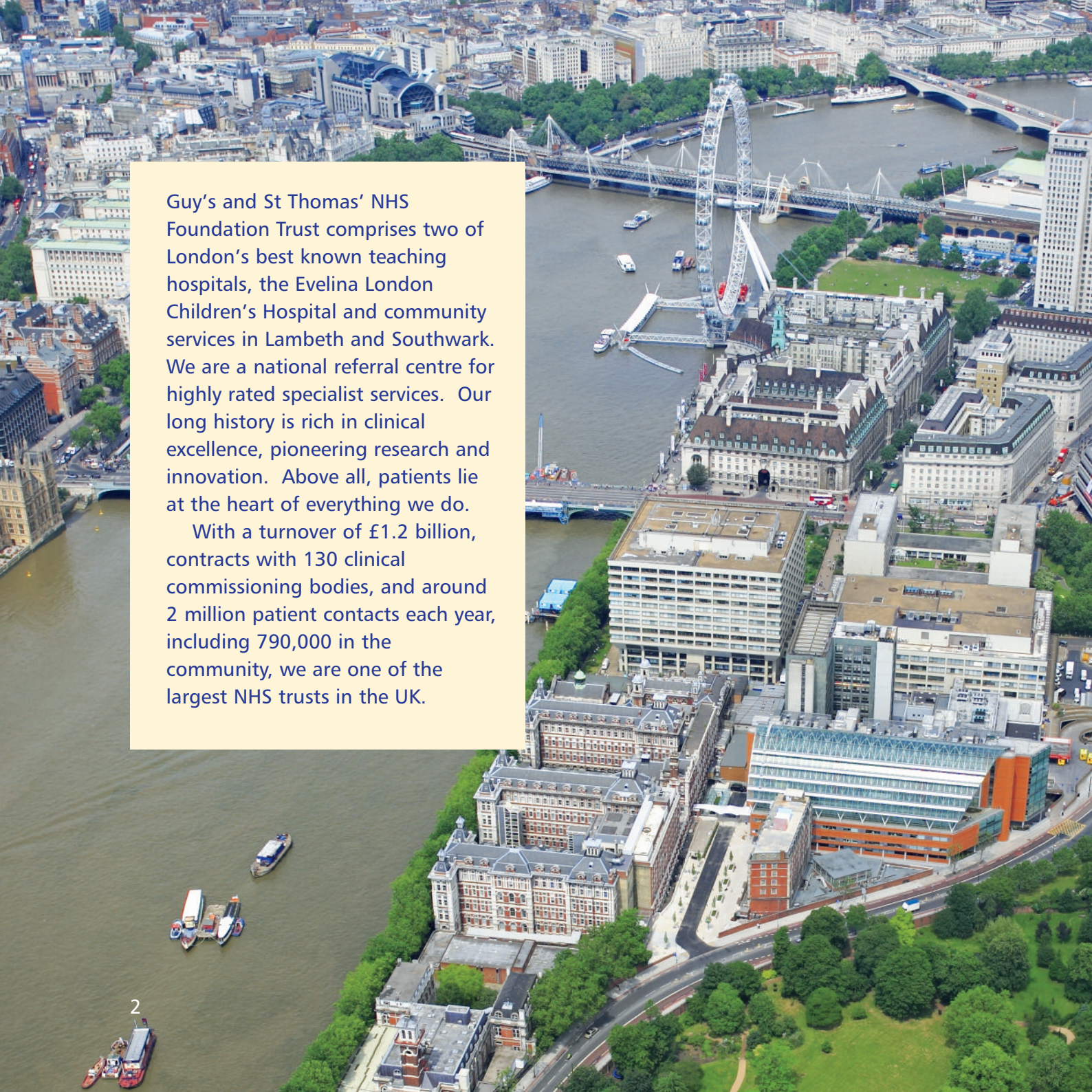




Reporting back... looking forward





Guy's and St Thomas' NHS Foundation Trust comprises two of London's best known teaching hospitals, the Evelina London Children's Hospital and community services in Lambeth and Southwark. We are a national referral centre for highly rated specialist services. Our long history is rich in clinical excellence, pioneering research and innovation. Above all, patients lie at the heart of everything we do.

With a turnover of £1.2 billion, contracts with 130 clinical commissioning bodies, and around 2 million patient contacts each year, including 790,000 in the community, we are one of the largest NHS trusts in the UK.

## How are we doing?

### Our operational performance

Guy's and St Thomas' has performed well once again, during a particularly busy and demanding year.

Our clinical services are monitored against a range of national and local standards and targets to ensure we continue to provide high quality care to all our patients.

We are proud of our excellent track record in tackling infections such as MRSA and *C.difficile* – something our patients tell us is important to them. Creating a clean and welcoming environment for our patients, visitors and staff remains a top priority. We maintain this through a zero tolerance approach to poor hand hygiene and poor clinical practice.

We work hard to diagnose and treat patients without delay, and we achieved a wide range of waiting time targets for virtually all our services. Last year, we found this difficult in a small number of specialist services and in our A&E department, where we have experienced exceptional demand, including from patients with complex needs. As a result, we are investing £19 million to improve emergency care by redesigning our A&E department and services for patients requiring emergency admission to hospital.

We agree a number of quality improvement initiatives with our commissioners, known as 'CQUIN' targets. We are pleased that we continue to achieve virtually all of these, as they are designed to directly improve patient care, for example through reducing the risk of pressure ulcers and encouraging patients to have their MMR immunisations.



We have one of the lowest mortality rates in the NHS in England, including out-of-hours and at weekends.



# Listening to our patients

We are committed to listening to our patients and learning from their feedback to make our services even better.

National and local survey results demonstrate that our performance has improved significantly. This includes our performance in areas such as the information we provide about medication, the quality of hospital food, and the care of patients when they are ready to leave hospital.

Hearing directly from patients about the things that matter to them is already helping us to make small changes that will improve their experience of care. Whilst we are proud of the services we provide, we recognise there is always more that we could do to ensure that every patient's care is exceptional all of the time.

Going forward we will step up our efforts to listen to both patients and staff, particularly those working at the frontline, as these are the people who are best placed to provide an honest view of how we are doing and what we might do better.

Patients continue to make a valuable contribution to our development plans.

Patients and stakeholders are involved in decisions about changes and developments to services and are at the heart of the design for our new Cancer Centre at Guy's.

Our 22,000 Foundation Trust members play a vital role, advising on how best to meet the needs of our patients and wider communities.



# Our commitment to high quality care

We remain firmly committed to providing high quality, safe care to all our patients. This year, the Francis Report, and subsequent reports by Sir Bruce Keogh and Don Berwick, have given us the opportunity to renew this commitment and explore what more we can do to improve the patient experience.

As we prepare for the Care Quality Commission's new inspection regime, we are determined to promote a culture of kindness and quality, with our patients at the heart of everything we do.

We will continue to improve care for our most vulnerable patients. In the CHKS Top Hospital Awards 2013, we were delighted to win the Excellence in Dementia category. With almost £1 million of additional funding from the Department of Health, we will continue to develop pioneering care environments to meet the needs of people with dementia.

We are guided in everything we do by our values: putting patients first; taking pride in what we do; respecting others; striving to be the best; and acting with integrity.

This year, we have restated these values and our pledges to patients to ensure that they all receive high quality, compassionate care.

12,000 of our 13,200 staff have watched 'Barbara's Story' – a unique and moving training film to improve our care for patients with dementia.



# Our performance against key standards

| National indicators                 |  | National standard | 2012/13 | 2011/12 | 2010/11 |
|-------------------------------------|--|-------------------|---------|---------|---------|
| A&E access                          | % patients discharged within 4 hours in A&E (all categories) <sup>1</sup>    | >95%              | 95.1% ● | 95.6% ● | 95.9% ● |
|                                     |  |                   |         |         |         |
| Infection control                   | MRSA bacteraemia reduction <sup>2</sup>                                      | <4                | 1 ●     | 8 ●     | 4 ●     |
|                                     | C.difficile acquisitions in over 2s <sup>2</sup>                             | <58               | 48 ●    | 109 ●   | 118 ●   |
|                                     | MRSA screening of emergency admissions <sup>2</sup>                          | >95%              | 94.7% ● | 92.5% ● | 95.7% ● |
|                                     | MRSA screening for planned admissions <sup>2</sup>                           | >98%              | 98.4% ● | 98.7% ● | 99.0% ● |
| 18 week referral to treatment times | % admissions within 18 weeks <sup>1</sup>                                    | >90%              | 90.2% ● | 85.4% ● | 90.4% ● |
|                                     | % non-admissions within 18 weeks <sup>1</sup>                                | >95%              | 96.8% ● | 95.4% ● | 95.6% ● |
|                                     | % incomplete pathways within 18 weeks <sup>1</sup>                           | >92%              | 92.1% ● | 82.7% ● |         |
| Cancer access                       | Urgent GP referrals seen within 2 weeks <sup>3</sup>                         | >93%              | 96.9% ● | 97.4% ● | 96.6% ● |
|                                     | Breast symptomatic referrals seen within 2 weeks <sup>3</sup>                | >93%              | 95.3% ● | 94.5% ● | 96.2% ● |
|                                     | Cancer treatments started within 1 month of decision to treat <sup>3</sup>   | >96%              | 97.1% ● | 97.2% ● | 96.2% ● |
|                                     | Cancer treatments started within 2 months of urgent GP referral <sup>3</sup> | >85%              | 82.4% ● | 83.5% ● | 79.2% ● |
|                                     | Treatments started within 2 months of referral from screening <sup>3</sup>   | >90%              | 95.1% ● | 94.1% ● | 97.0% ● |
|                                     | Subsequent surgical treatment within 1 month <sup>3</sup>                    | >94%              | 95.2% ● | 95.5% ● | 93.2% ● |
|                                     | Subsequent chemotherapy treatment within 1 month <sup>3</sup>                | >98%              | 98.8% ● | 99.2% ● | 99.6% ● |
|                                     | Subsequent radiotherapy treatment within 1 month <sup>3</sup>                | >94%              | 96.1% ● | 96.2% ● | 94.3% ● |

Data sources:  
All indicators are derived from Trust clinical and administrative systems.  
National indicators are reported through UNIFY (1), Health Protection Agency (2),  
and National Cancer Waiting Times Database (3).

● Target fully achieved

● Target partially achieved

● Target not met

| Local indicators |   | National standard | 2012/13 | 2011/12  | 2010/11 |
|------------------|---|-------------------|---------|----------|---------|
| Hospital         | Hospital mortality – unadjusted counts of deaths (monthly average)  | <90               | 82 ●    | 81 ●     | 91 ●    |
|                  | Hospital standardised mortality ratio (HSMR)                        | <85               | 70 ●    | 75 ●     | 80 ●    |
|                  | % elective operations cancelled on day of operation                 | <0.8%             | 0.62% ● | 0.50% ●  | 0.67% ● |
|                  | % cancellations not re-admitted within 28 days                      | <5%               | 1.9% ●  | 4.1% ●   | 0.0% ●  |
|                  | Patients seen within 48 hours of referral to sexual health clinic   | >99%              | 100% ●  | 100.0% ● | 100% ●  |
|                  | Ethnic coding of inpatients   | >90%              | 91.7% ● | 92.2% ●  | 91.7% ● |
|                  | Door to balloon time for primary angioplasty – % under 120 minutes  | >80%              | 82.6% ● |          |         |
|                  | Readmission rate (emergency readmissions within 28 days)            | <4.5%             | 5.2% ●  | 5.3% ●   | 5.4% ●  |
|                  | Venous thromboembolisms – % patients screened                       | >90%              | 93.3% ● | 92.0% ●  | 92.7% ● |
|                  | Patient slips, trips and falls resulting in harm (monthly averages) | <5                | 2.6 ●   | 2.1 ●    | 3.1 ●   |
|                  | Pressure ulcer acquisitions (monthly averages)                      | <12.7             | 6.4 ●   | 6.5 ●    | 13.0 ●  |
|                  | Smoking cessation referrals per month                               | >150              | 184 ●   | 184 ●    | 150 ●   |
| Maternity        | % Caesarean births  | <27%              | 29.3% ● | 27.4% ●  | 27.6% ● |
|                  | Health assessments completed within 12 weeks                        | >80%              | 94.2% ● | 93.4% ●  | 93.0% ● |
|                  | Women smoking during pregnancy                                      | <5%               | 3.7% ●  | 3.7% ●   | 3.8% ●  |
| Community        | District nurse: referral to patient contact (<24hrs)                | >95%              | 84% ●   | 86% ●    |         |
|                  | % infants breastfeeding at 6–8 weeks                                | >75%              | 76.5% ● | 76.0% ●  |         |
|                  | % new birth visits within 14 days                                   | >95%              | 95.7% ● | 91.0% ●  |         |



# Our finances

Despite the continuing difficult economic climate, the Trust performed well again financially.

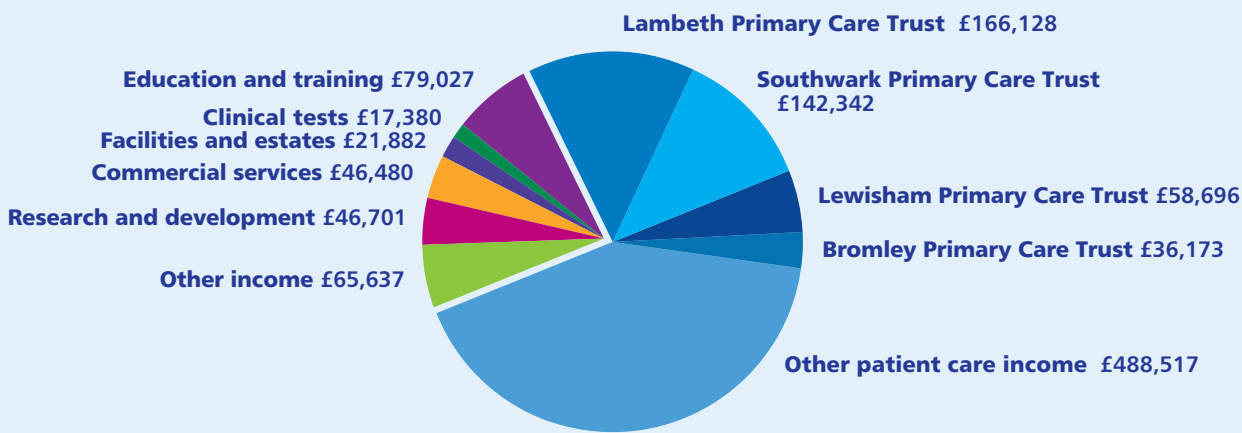
Our total income last year was £1.17 billion and we declared a surplus of £9.1 million. For technical accounting reasons, this was reduced to a deficit of £14.9 million after allowing for an impairment of £25.9 million due to the revaluation of the Trust’s buildings, exceptional items of £2.9 million and the receipt of £4.8 million for capital donations.

As a result of treating more inpatients, day cases and outpatients, we saw an increase in our income of approximately 10% last year. We are working closely with the new commissioning organisations, including Clinical Commissioning Groups, NHS England and local authorities to ensure that we continue to be able to meet demand for our hospital and community services.

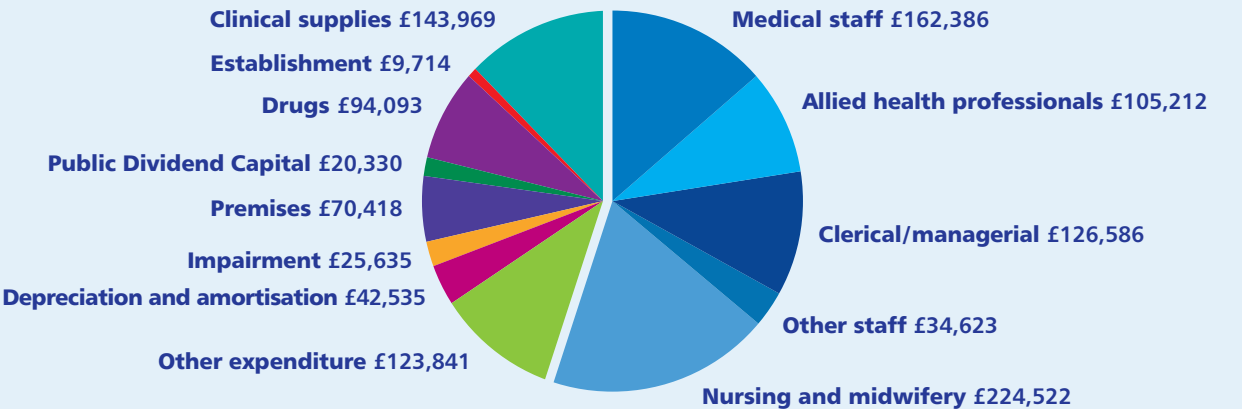
Guy’s and St Thomas’ has one of the largest and most successful commercial teams in the NHS. We are proud to provide health services to British Forces in northern Europe and we continue to develop our joint venture pathology services, GSTS. We have also established Essentia Trading, which will allow us to maximise income generation from our capital, estates and facilities expertise. Our commercial activity helps us to earn additional income which we can reinvest in our NHS services.



# Where our money comes from (2012/13 £000's)



# How we spend it (2012/13 £000's)



## Investing in our services

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

We continue to make substantial investments in a range of services, including our vascular service at St Thomas', a new sexual health centre in the community at Burrell Street, and a new satellite kidney dialysis unit near Guy's Hospital.

We have recently started construction at Guy's on our new £160 million Cancer Centre (pictured below), which will combine first-class clinical care with ground-breaking research in a landmark building when it opens in spring 2016.



**We have consistently delivered significant surpluses on an annual turnover which is now £1.2 billion.**

## Fit for the Future

Increasing the efficiency of our services while maintaining high quality, safe care for patients is a key goal for the next three years. To deliver change on the scale required to ensure that we are able to continue to invest in improvements to our buildings and services, we have established our *Fit for the Future* programme.

The success of this comprehensive programme of clinical and non-clinical efficiency work depends on sustained effort from frontline staff and managers, supported by regular briefings and visible leadership.

Our staff are already rising to the challenge of improving productivity whilst continuing to provide excellent care for our patients. For example, significant savings are being made by choosing the products we buy carefully and through improved management of stock levels in wards and departments. In the orthopaedics outpatient clinic, a new phone service allows patients to book their scan before they leave the hospital, reducing waiting times as well as the number of patients who cancel or fail to attend their appointment.

## Working together

As part of King's Health Partners, our Academic Health Sciences Centre, Guy's and St Thomas' is a pioneer in health research, and provides high quality teaching and education. To progress this partnership, we are working with King's College Hospital and South London and the Maudsley NHS Foundation Trusts and King's College London to develop a full business case that would bring together clinical services, research and education more closely. We are testing these plans carefully and will only progress them if we can demonstrate that they would benefit patients.

We strive to serve our local communities and are building strong relationships with our new commissioning and healthcare organisations. We see a third of our patients in the community, underlining the importance of our role as a provider of community services in Lambeth and Southwark.

As a major employer we are committed to providing work and training opportunities for local people, including many apprenticeships and programmes to help young people into work. We are proud to be a leader in the NHS when it comes to energy efficiency and sustainability, and we actively encourage our staff to support us through initiatives as diverse as recycling and walking to work.

## Research and education

As a major research centre, our Trust is home to a National Institute for Health Research (NIHR) Biomedical Research Centre. With our academic partner, King's College London, we also host six Medical Research Council (MRC) centres, almost a quarter of the UK total.

These facilities support our commitment to pioneering clinical research. In 2013, we were ranked third in the UK for the number of active research studies we conduct.

The Trust provides many specialist services, including children's services based in the Evelina London Children's Hospital, cancer and cardiac services. We are also home to the largest dental school in Europe at Guy's.

We play an important role in the education and training of future doctors, nurses, therapists and other healthcare workers. This year, we are renewing our efforts to embed a commitment to kindness and quality in the training of all our 13,200 staff. We have been delighted by the success of 'Barbara's Story' – a training film that has been seen by 12,000 of our staff to help them provide exceptional care to patients with dementia.



# Get involved

## Membership

We count on our members for feedback, local knowledge and support to ensure our services reflect the diverse needs of our patients and local residents.

If you have been a patient in the last five years or if you live in one of our local boroughs, you can become a member by emailing [members@gstt.nhs.uk](mailto:members@gstt.nhs.uk) or calling **0800 731 0319**.

## Fundraising

You can support us by organising your own event, sponsoring someone who is fundraising for us, giving a donation or leaving a legacy.

To get involved, visit [www.togetherwecan.org.uk](http://www.togetherwecan.org.uk) or call **020 7848 4701**.

## Volunteering

Volunteers improve the quality of life for our patients and complement the work of paid staff.

To find out more about volunteering opportunities, email [voluntaryservices@gstt.nhs.uk](mailto:voluntaryservices@gstt.nhs.uk) or call **020 7188 8399**.

For more information about Guy's and St Thomas', visit [www.guysandstthomas.nhs.uk](http://www.guysandstthomas.nhs.uk) or follow us on Twitter [@GSTTnhs](https://twitter.com/GSTTnhs).

