

re:review

2009-10: looking back on a year at Guy's and St Thomas'

Aiming high

Our achievements
in the past year

Community caring

Thinking globally, acting locally

Education, education, education

Why training and research matter

A year to build on

Excellence is our watchword at Guy's and St Thomas' NHS Foundation Trust. We have been able to serve our patients well thanks to dedicated staff, strong financial management and our commitment to working with partners to improve services.

As we look back at the past year, we can pride ourselves on our many achievements, while learning from areas where we are not yet at the top of our game.

In a difficult financial climate, we've aimed for sound finances to underpin higher quality and more efficient services.

Our challenge now is to keep up that momentum.

We've started to transform the way we deliver services, not only to reduce costs and be more efficient, but also to drive up quality and ensure that patients are at the heart of everything we do.

We've benefited from strong relationships with stakeholders, including local primary care trusts, commercial organisations, Guy's and St Thomas' Charity and, of course, our staff, local people and patients, who are represented by our Council of Governors.

Amid the changes, we've also been working closely with King's College Hospital NHS Foundation Trust and South London and Maudsley NHS Foundation Trust and our shared university partner, King's College London, to develop one of the UK's first academic health sciences centres, King's Health Partners. This supports our ambition to bring together world-class science, teaching and health care to benefit local communities for generations to come.

Ron Kerr, Chief Executive

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Meeting our commitments to local communities and the environment.

Join us

Local people, patients and staff make up the 18,000+ Guy's and St Thomas' NHS Foundation Trust membership. Residents of Lambeth, Lewisham, Southwark, Wandsworth and Westminster can join. Anyone who has been a patient within the past five years can sign up, wherever they live.

Members

- receive mailings, including *South of the River* magazine, and can vote in elections,
- can attend our health seminars and have a say by completing surveys or sharing their views at meetings,
- may become actively involved, perhaps by standing for election as a governor or enrolling as a volunteer.



Governors are elected from the membership. From seeking patients' views to commenting on the future direction of the hospitals, governors keep managers informed about the interests of the people they represent.

Find out more

by emailing members@gstt.nhs.uk, visiting our website at www.guysandstthomas.nhs.uk or calling **0845 143 4017**.

Calls from land lines are charged at local rates; mobile call costs depend on your phone provider.

Showing patients we care

Respect and courtesy are at the heart of a campaign launched across both hospitals last summer.

Showing we care focuses on listening to and treating patients with dignity, as well as valuing the good work done by staff across both hospitals.

Top managers have traded places with junior staff to understand what life is like in clinics and wards, in a scheme called *In your shoes*.

And every Friday, Guy's and St Thomas' most senior nurses swap spreadsheets for bed sheets and work on the wards. "We manage our hospitals by making sure that senior staff are in touch with frontline care and patients' experiences of that care," said chief nurse Eileen Sills.

Monthly Courtesy, Attitude, Respect and Enthusiasm (CARE) awards have been set up as part of *Showing we care* to celebrate staff who go the extra mile.

One of the early winners was the team on Henry ward at St Thomas', congratulated for being "friendly, warm and full of attentive staff". Deputy sister Michelle El-Hares said: "Being nominated for a CARE award did make a difference and gave morale a boost."

Other moves include comment cards, which allow patients to give feedback on their care and suggest improvements.



Non-executive director Jan Oliver tries out a housekeeping assistant's job

» Patients' rights outlined in the new NHS Constitution are promoted through *Showing we care* and the hospitals' dignity campaign.

NHS inspectors rate hospitals as 'excellent'

Guy's and St Thomas' services and use of money are 'excellent', according to the government NHS inspectors that oversee hospitals in England.

The Care Quality Commission (CQC) awarded the hospitals the highest possible ratings in its annual health check, made public last autumn.

Top scores were given for safety and cleanliness, standards of care, dignity and respect, keeping the public healthy and providing good management.

The hospitals also got full marks during an unannounced

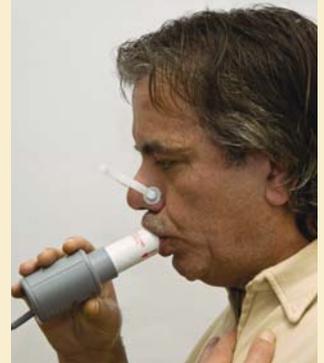


CQC hygiene inspection. Inspectors reported being impressed by the professionalism and knowledgeable attitude of staff.

Superbug rates have been slashed during the year, with MRSA blood infections down by 33 per cent to 16 and *C diff* down by 13 per cent to 73 cases.

"These achievements are thanks to a range of initiatives, from the zero tolerance approach to hand hygiene on wards, to the cleaning staff using the latest equipment to make further improvements to hygiene," said medical director Ted Baker.

Better breathing for life



Charity funds better care

Patients have benefited from improved health care thanks to Guy's and St Thomas' Charity.

Better breathing for life is a £1 million, award-winning scheme for people with chronic obstructive pulmonary disease. Healthy living classes and a 24-hour breathing-difficulties helpline enable sufferers to cope at home rather than coming into hospital.

Children who need an MRI scan at the Evelina Children's Hospital are helped by staff to overcome any fears using a picture book and DVD, *Jack's MRI Adventure*. These explain in a simple, enjoyable way what happens when the scan creates pictures painlessly of the inside of the body. They were developed with a £46,000 grant.

Diabetes and helping terminally ill patients to have better deaths are among other areas supported by the Charity.

» To find out more or make a donation, ring the Charity on 020 7188 7700 or email info@gsttcharity.org.uk

Highlights 2009-10

9 in 10
PATIENTS RATED THEIR CARE AS 'EXCELLENT' OR 'GOOD' IN A CARE QUALITY COMMISSION SURVEY.

79%
OF NURSES AND MIDWIVES WOULD RECOMMEND OUR HOSPITALS AS GOOD PLACES TO WORK.



300
VOLUNTEERS CONTRIBUTE 720 HOURS' WORK A WEEK.

£15m
HAS BEEN SPENT OVER THREE YEARS ON REFURBISHMENTS TO PROVIDE MODERN, ATTRACTIVE AND COMFORTABLE HOSPITALS.

99%
OF CANCER PATIENTS BEGIN TREATMENT WITHIN A MONTH OF THE DECISION TO TREAT.

Tough times demand 'excellent' budgeting

Managing money well has been central to our hospitals' ability to deliver high-quality, safe care in difficult times.

Guy's and St Thomas' NHS Foundation Trust ended the year with a surplus of £1.8 million, which can be invested in the hospitals.

The NHS inspectorate, the Care Quality Commission, rated the hospitals' financial management as "excellent".

The organisation's total income in 2009-10 was nearly £930 million, which included money for treating patients, as well as income for non-patient work, such as training the healthcare workers of the future and

carrying out research to improve care.

"At a time when efficiency savings have been increasingly difficult to achieve without impacting adversely on patient care, we have managed to reduce costs and increase efficiency while improving services and meeting the key NHS targets expected of us," said finance director Martin Shaw.

"But we can't stop here. We have set up a transformation board to help us rethink the way we work, so we can become even more efficient, improve our services and reinvest savings in care, at a time when the public purse strings are getting tighter."

GSTS tests positive

A pioneering pathology venture between Guy's and St Thomas' and service company Serco Group plc has celebrated its first full year in business.

GSTS Pathology is the largest independent provider of pathology services and the first of its kind in the UK. Seven million tests to determine the presence, cause and progress of patients' diseases were carried out in its laboratories in its first year.

Set up in 2009, the partnership is already delivering benefits for patients. Cervical screening times have been halved and the waiting time for blood to be taken has fallen to an average of just nine minutes.

GSTS is the largest independent provider of pathology services

Community services

Local community health services could be run by Guy's and St Thomas' from next year, following a decision by primary care trusts NHS Lambeth and NHS Southwark. Detailed plans are now being drawn up. They would make moving between hospital and community care much smoother and simpler for patients.





A pupil at Harbinger School, Tower Hamlets, takes part in the asthma study

Our focus is on making a real difference to the communities we serve

Professor Richard Trembath

Learning to be the best

Science and education drive clinical excellence, says Linda Steele

Asthma is distressing, causing breathing difficulties during an attack. In east London, where nearly one child in five is diagnosed with the condition, researchers are examining the links between childhood asthma, air pollution and vitamin D deficiency.

It's important work, undertaken by a team from our comprehensive Biomedical Research Centre (BRC) in collaboration with partner organisations.

We are proud to have one of

just five such centres in the UK, funded by the National Institute for Health Research to carry out 'translational' research. Here, the focus is on scientists and clinicians working together to develop treatments that are of direct benefit to patients.

The centre was involved in over 400 studies in 2009-10, ranging from research into improving heart disease diagnosis and treatment through better imaging, to studying how conditions such as osteoarthritis develop.

In October, we opened a faculty of translational

medicine. This brings together scientists, doctors, nurses and other health professionals to carry out research in state-of-the-art facilities, and offers them training and support in everything from conducting a clinical trial to involving patients and the public in their work.

"Our focus is on making a real difference to the communities we serve," says BRC director Professor Richard Trembath. "The Biomedical Research Centre – like our academic health sciences centre, King's Health Partners – ensures that research discoveries, such as new drugs and treatments, are developed much more quickly for patients."

King's Health Partners is also helping us to improve healthcare education and share best practice, both in the hospitals and in our partner organisations across south London.

As leading teaching hospitals, we train tomorrow's health professionals, as well as keeping our staff bang up to date with the latest treatments and ways of working.

A new hi-tech simulation and interactive learning centre at St Thomas' now complements one at Guy's. Participants practise both technical and communication skills in a safe, but realistic, environment. Team working and patient safety are key. A wide range of healthcare staff learn to deal with emergencies, such as strokes and heart attacks, using lifelike dummies that have a heartbeat and can breathe, sweat, bleed and talk.

With education and research among our highest priorities, we are at the forefront of improving healthcare training and quickly translating great research into better treatments.

£1.3m

WAS AWARDED TO PROVIDE THE UK RESPONSE TO SKIN AND NERVE DISORDER NEUROFIBROMATOSIS 1.

4,000+

PATIENTS HAVE OPTED TO TAKE PART IN COMPREHENSIVE BIOMEDICAL RESEARCH CENTRE STUDIES.

800

STUDENTS A YEAR TRAIN TO BE DOCTORS AT GUY'S AND ST THOMAS' AND KING'S COLLEGE LONDON.

1

CENTRE, BASED AT OUR HOSPITALS, LEADS THE UK'S TREATMENT OF XERODERMA PIGMENTOSUM PATIENTS.

Everyday excellence

Local hospitals, major teaching centres and internationally recognised innovators in health care, Guy's and St Thomas' NHS Foundation Trust is many things to many people. What all these elements have in common is excellence, says Gemma Peers

Our hospitals and staff are at the forefront of international health care, leading the way in research, teaching and specialist services. People from around the country and the world suffering from the rarest and most complex diseases come here for treatment. We pride ourselves on our longstanding reputation for quality and innovation.

Ours are among the busiest hospitals in the UK, with around 900,000 patients coming through our doors each year. For many, Guy's and St Thomas' are their local hospitals and staff are proud to serve the diverse communities in Lambeth and Southwark.

First-class care for patients is at the heart of everything the hospitals do, whether that is treating a broken leg, caring for a local child with asthma or carrying out pioneering heart surgery.

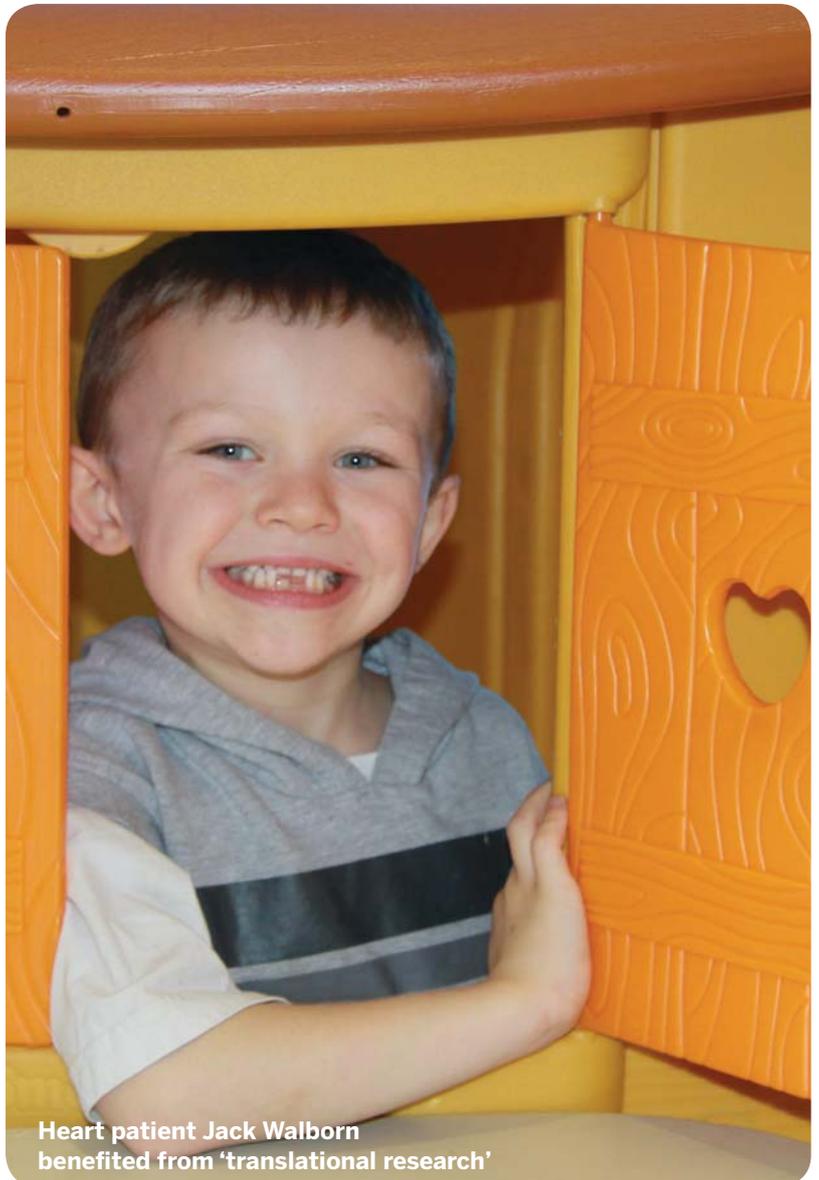
Patient care isn't only about curing an illness or fixing a broken bone – it is also about ensuring that patients are treated with dignity, compassion and respect. "We are committed to building and improving services with our patients in mind and involving them in decisions to make sure their experience is the best it can be," says chief nurse Eileen Sills.

It was really helpful to talk to other patients ,

Rosemarie Headicar, patient

The patient-centred care project for breast cancer services demonstrates this commitment. Patients and staff shared their observations and feelings about the journey from diagnosis to treatment and follow-up care. Areas for improvement were identified. One patient, Rosemarie Headicar, says: "It was really helpful to talk to other patients and to hear how each of us is coping. I came away feeling that there is a real commitment to make a difference and I'm excited to be part of something that will bring about change."

Patients also took part in developing a new cancer day unit, doing everything from testing the waiting room chairs to putting forward ideas for how services such as physiotherapy should work. A working group has been established to ensure that patients and carers are involved as we develop a new cancer treatment centre.



Heart patient Jack Walborn benefited from 'translational research'

New year, tough targets

Our staff have achieved a lot this year. But to ensure that our hospitals continue to be among the best, we have set tough challenges for the coming year, including reducing the risk of death from preventable blood clots

by improving the way patients are assessed when they are admitted to hospital.



For more about priorities for 2010-11 and achievements in 2009-10, look at www.guysandstthomas.nhs.uk/annualreport

Releasing time to care

Simple things can make a big difference. In our hospitals, we've reorganised stock cupboards so nurses can spend less time hunting for equipment and more time with patients.

Patients' bedside notes have clearly marked dividers so staff can find details quickly – freeing up time spent on administration.

Wards across the hospitals will all be using the best tried and tested ideas by

next March. "We want to give patients a good experience while they are in our care and improve on the service we deliver," says ward sister Susanne Hall.

These steps that free up nurses' time dovetail with a national initiative called *Releasing time to care*. It's all about cutting waste and finding better ways of doing everyday things so that nurses spend more time with the people who matter: patients.



Nurses are getting more time to care

Quality and safety in action



Dr Adrian Hopper with patient

Guy's and St Thomas', South London and the Maudsley's and King's College Hospital's close partnership with King's College London university – through the academic health sciences centre, King's Health Partners – ensures that our clinicians are leading the way in innovation. It also means our patients are among the first to benefit from new techniques and treatments as these move from the research laboratory to become standard medical procedures. That direct move from lab to treatment is sometimes known as 'translational' research.

Earlier this year, a patient being treated at the Evelina Children's Hospital became the first person in the world to have keyhole heart surgery using MRI scans rather than x-rays to guide the surgeons. Six-year-old Jack Walborn (pictured left) needed an operation to widen the valve in his heart and allow more blood to flow. In this operation, a cardiac catheter is inserted into a blood vessel in the arm or groin and then guided through the body towards the heart. Traditionally, x-ray imaging would be used to track the progress of the catheter through the body. But using an MRI scan means that patients are not exposed to radiation, something that is

Dr Adrian Hopper was recently named NHS Quality Champion of the Year

especially important for children, who are at higher risk from the long-term side effects of x-ray radiation.

"This work is the perfect example of translational research in action," says Professor Reza Razavi, consultant paediatric cardiologist at the Evelina. "Through collaboration between the hospital and university we have been able to transfer research from the laboratory to the bedside and ensure that patients benefit from developments as quickly as possible."

We have a strong culture not only of caring safely for patients but of striving constantly to improve that safety and the quality of our services.

Our patient safety and quality improvement programme concentrates on things such as monitoring patients' progress effectively, using antibiotics safely and putting tough policies on cleanliness and controlling infections into practice.

Associate medical director Dr Adrian Hopper and his team are leading the way in transforming the treatment of elderly patients and making sure that their care keeps getting better. Adrian (pictured above) was recently named NHS Quality Champion of the Year in recognition of his work in this field.

Transferring research from laboratory to bedside benefits patients

Professor Reza Razavi

Good for your health and good for you

What does being a responsible organisation mean for our hospitals? Michele Harris finds out

Caring for the community where you work is no longer seen as optional by successful businesses. Guy's and St Thomas' hospitals are committed to contributing to our neighbourhoods, on top of providing excellent health care. We don't just talk about this – we do it by helping local residents to work for us, encouraging nearby businesses to work with us and reducing our impact on the environment.

Our dedication to reducing our carbon footprint is recognised as leading the NHS. We have been awarded the Mayor of London's Green500 Platinum Award and the Carbon Trust Standard for our efforts.

In 2009, we installed combined heat and power (CHP) engines at both

hospitals, cutting our energy bills by £1.5 million every year.

CHP has also slashed the hospitals' annual output of global warming gas carbon dioxide (CO₂) by 11,300 tonnes – the equivalent of 17,000 passengers flying to New York.

We have invested in energy-efficient, motion-sensor lighting and upgraded inefficient boilers. We have been recycling more, throwing away less and using less water. Over 125 staff volunteers, known as environment representatives, are on the look out for ways of cutting waste and saving energy in their workplaces.

Caring about local communities means having local people in our workforce – and that's where placements and apprenticeships come in. Hospital apprenticeships target school leavers and younger job seekers and cover a wide range of careers, including



Ed Miliband MP opens the CHP unit at St Thomas'



Ann Stroud

I would recommend the work placements

Ann Stroud

nursing, maternity, facilities, administration and pharmacy.

Lee May is a mechanical engineering team leader at Guy's, managing 10 people, including apprentices. He himself started on a four-year apprenticeship. "I've always been encouraged to learn new skills and felt supported," he says.

After a hectic career in the corporate sector, working as a management consultant and business trainer, Ann Stroud

took time out to look after her two children. Once they had grown up, she wanted to go back to work.

Work placement co-ordinator Joel Ryden identified the support Ann needed to get back into work. Following a two-week work placement, Ann found a permanent job in the training department.

"I would recommend finding out about the hospitals' work placements to anyone who thinks they might not have the relevant experience and needs help getting into work," says Ann.

For more on placements or apprenticeships, ring Joel Ryden on 020 7188 8124 or email joel.ryden@gstt.nhs.uk



Lee began on a mechanical engineering apprenticeship and now trains apprentices

This magazine provides highlights from our *Annual Report and Accounts 2009/10*. To see the full publication, visit our website at www.gstt.nhs.uk/annualreport