



Summary
Annual
Report
2015-16

Reporting back

2015-16 was another challenging year for the Trust, but one in which we performed well both operationally and financially.

It was an exceptionally busy period, as we saw planned activity increase significantly in many services, with similar increases in attendances at our Emergency Department at St Thomas'. Despite struggling to achieve some national performance standards, we continued to receive positive feedback from patients about the quality of the services we provide, both in our hospitals and in the community.

In September 2015, Guy's and St Thomas' services were assessed by the Care Quality Commission (CQC), achieving an overall rating of 'Good'. This is a significant achievement given the size and complexity of the Trust, and is a tribute to the commitment and effort of our 15,000 staff.

The Trust was also rated 'Outstanding' for caring services and 'Good' for effectiveness, responsiveness and being well-led. The CQC identified a number of areas requiring improvement, and we have worked hard to address these through a detailed action plan.

During 2015-16, we continued to progress many quality and service improvements, including through our ambitious capital investment programme. We completed a number of developments, including a major external refurbishment of the 11 storey East Wing at St Thomas'.

We also relocated the St John's Institute of Dermatology to Guy's as part of a new ambulatory centre for rheumatology, lupus and related diseases, and we continued to make good progress with the new £160 million Cancer Centre at Guy's which will open to patients in autumn 2016.

At the beginning of the year, for the first time, we decided to set a deficit budget due to significant uncertainty in the external environment. Following adjustments for capital donations and impairments, the Trust ended the year with an £11 million deficit, £8 million better than the £19 million deficit we had planned for.

Through cost savings and efficiencies, as well as extra income arising from additional activity, we delivered savings of £93 million last year. This reflects the efforts of staff across the

organisation who engaged in collective efforts to improve our financial position.

Our performance

The Trust's performance is monitored against key national standards, and our Board of Directors regularly reviews progress. The table overleaf shows our performance against a range of key national standards and targets.

During the past year, we have experienced a significant increase in demand for planned care – up 10% compared with 2014-15. This demand caused our waiting lists to grow and more patients had to wait longer than 18 weeks for their treatment following referral.

We met the required 'referral to treatment' target (92% of patients waiting less than 18 weeks for their treatment to begin) for most of the year, but were not able to maintain this during December and January. As a result, our clinical teams focused on treating those patients who had waited the longest, we improved our administrative processes, and we increased capacity through additional evening and weekend clinics and operating lists.

Our Emergency Department recorded its busiest year ever, with over 175,000 attendances, and our

staff faced the additional challenge that we are also part way through a major transformation project to improve the whole of the Emergency Floor. While we struggled to consistently achieve the target that 95% of patients are diagnosed, treated and discharged or admitted within four hours, we were one of the better performing trusts in London.

High demand for our services made it difficult to meet the target that 99% of patients should wait less than six weeks for a diagnostic test. And we also struggled to meet the two week waiting time for reviewing patients with suspected cancer from December to March, in some cases because patients chose to wait longer for their diagnostic procedure rather than attend at the time we offered them.

In recent years we have not always been able to meet demand for specialist cancer treatments in some surgical specialties, therefore failing on a number of occasions during the year to provide these treatments within 31 days of a decision to treat, or within 62 days of the initial referral. However, we have increased surgical capacity in key services, such as urological robotic surgery, and this will allow us to treat additional patients and meet these standards more consistently in 2016-17.

This year, the opening of two new cancer centres – at Guy's Hospital and at Queen Mary's

Our year in numbers

2.3 million patient contacts

96,000 day cases

86,000 inpatients

1.1 million outpatients

over 800,000 in the community

201,000 A&E attendances

6,961 babies born

Our people

15,000 staff

23,138 Foundation Trust members

£1.3 billion annual turnover

Hospital, Sidcup – will also provide greater capacity and exceptional facilities for patients and staff.

We continue to have very low levels of hospital acquired infections and are committed to reducing these further. There were 51 reportable cases of C.difficile infection, against a target of no more than 51 cases during the year. All cases were investigated, and only four of these cases were thought to be due to a 'lapse in care' such as inappropriate antibiotic prescribing.

Patient recommendation to friends and family is another key indicator of the quality of care we provide. This year, the Trust again received high levels of positive recommendations, particularly for inpatient care and day care treatment.

The willingness of our staff to recommend the Trust as a place to be treated, and as a place to work, are also strong positive indicators where we consistently score higher than average.

National targets

		Target	2015/16
Infection control	Reportable cases of C.difficile infection	51	51 ●
Referral to treatment times	% of patients waiting less than 18 weeks for their treatment to begin	92%	92.3% ●
A&E access	A&E patients waiting less than 4 hours	95%	92.8% ●
Cancer: access to initial appointments	Urgent cancer referrals seen within 2 weeks	93%	92.8% ●
	Symptomatic breast patients seen within 2 weeks	93%	95.0% ●
Cancer: access to initial treatments	% cancer patients treated within 62 days of an urgent GP referral	85%	69.4% ●
	% patients treated within 62 days from a screening referral	90%	88.8% ●
	% patients beginning their first treatment within 31 days of diagnosis	96%	94.3% ●
Cancer: access to subsequent treatments	% surgical treatment within 31 days	94%	91.6% ●
	% chemotherapy treatment within 31 days	98%	98.7% ●
	% radiotherapy treatment within 31 days	94%	96.0% ●
Community care information completeness	Referral to treatment information completeness	50%	63.2% ●
	Referral information completeness	50%	85.5% ●
	Activity information completeness	50%	83.9% ●

Other notable highlights

Hello my name is...

During the year, all staff received a distinctive yellow **#hellomyname** badge. The badges are helping change the way that staff and patients engage with each other by making our staff more approachable and raising patients' confidence in approaching staff.

A positive workforce

High levels of employee engagement improve patient experience, safety and outcomes, so we were delighted that Guy's and St Thomas' achieved the top ranking for staff engagement in trusts in England in the 2015 national NHS Staff Survey.

Also very encouraging is that 89% of staff would recommend the Trust as a place to be treated, compared to a national average of 68%, and 79% of staff would recommend the Trust as a place to work, compared to a national average of 58%.

Supporting diversity

We are proud of our diverse workforce, which reflects the communities we serve in Lambeth and Southwark, and we continue to participate in a number of initiatives to widen access to employment for local people. A dyslexia support group is helping staff with learning difficulties through training provided by the British Dyslexia Association; a dedicated strategy is helping homeless people and those with disabilities into employment; and an expanding range of apprenticeships are now available across the Trust.

Delivering safe care

In May 2016 we launched 'Always Safe', a major patient safety campaign to raise staff awareness and to get feedback from staff about how to improve safety.

This is already helping us learn lessons and share best practice across different parts of the organisation. It also supports our aim to create a culture of openness where staff feel confident to raise concerns.

Specific improvement programmes last year focused on care for patients suffering from serious infections, acute kidney injury or dementia.

Our hospital mortality rating remains amongst the best in the country, a strong indicator that we are providing good, safe care to our patients.

Evelina London celebrates

Evelina London celebrated 10 years in its new building at St Thomas' in October 2015, giving us the perfect opportunity to thank all of Evelina London's patients, supporters and staff, both in the hospital and the community.

An additional cause for celebration was Evelina London Children's Hospital achieving an 'Outstanding' rating in our CQC inspection, the first children's hospital in the country to do so.

Caring in the community

This year, our @home and other community-based initiatives helped reduce hospital admissions through A&E, and increased opportunities for patients to be cared for in their own home.

Joining up care

The Local Care Record is a major step forward in how we share information between healthcare professionals. It joins-up patient records from GP practices in Lambeth and Southwark with those from Guy's and St Thomas', King's College Hospital and South London and Maudsley NHS Foundation Trusts, all part of King's Health Partners Academic Health Sciences Centre.

Launched in February 2016, the Local Care Record enables healthcare professionals to view a patient's medications, previous treatments, test results and other clinical information at the touch of button.

Feedback has been overwhelmingly positive. Local GP Dr Adrian McLachlan says: "This is something my GP colleagues and I have been really excited about, and it is already adding clinical value, helping us improve safety and the quality of care we provide to our patients."

Researching new treatments

Guy's and St Thomas' carried out a wide range of research last year, often focusing on our specialist services, such as allergy, dental, women's health, cardiovascular disease and kidney transplantation.

During 2015-16, over 31,000 patients took part in research approved by our research ethics committee, with over 1,100 clinical research studies active during the year. As part of King's Health Partners Academic Health Sciences Centre, research and education are at the heart of what we do, delivered alongside the best possible clinical care.

Environmentally friendly

We remain committed to minimising our environmental impact, and our aim is to be one of the most sustainable healthcare organisations in the UK.

During the year, we were delighted to be awarded the Carbon Trust's Standard for Waste in recognition of our work to reduce and correctly handle waste, receiving the highest score ever achieved. We currently recycle 32% of our waste, and 56% of our non-medical waste, and we plan to improve this even further.

Get involved

Become a member

If you have been a patient in the last five years or if you live in one of our local boroughs, email members@gstt.nhs.uk or call **020 7188 7346**.

All members are welcome to attend health seminars throughout the year.

Fundraise

You can support us by organising your own event, giving a donation, leaving a legacy or volunteering. Visit www.supportgstt.org.uk or call **020 7848 4701**.

Volunteer

Email voluntaryservices@gstt.nhs.uk or call **020 7188 8399** for details.

