



Guy's and St Thomas'
NHS Foundation Trust

Summary
Annual Report
2016-17

Reporting back

2016-17 was another extremely busy year for Guy's and St Thomas' with rising demand for our services. We performed well both operationally and financially and have celebrated many exciting developments across the Trust.

The new £160 million Cancer Centre at Guy's opened in Autumn 2016, bringing most treatment and research together in one state-of-the-art building.

Our major redevelopment of the Emergency Department (A&E) at St Thomas' is also continuing. Patients and staff have been at the heart of these and many other service improvements.

Throughout the year our staff continued to go the extra mile to care for our patients. Many were involved in our response to the terrorist attacks on Westminster Bridge in March and at London Bridge in June 2017. Their swift action and bravery was a credit to the Trust.

Our staff worked extremely hard to respond to the exceptional rise in

The Cancer Centre at Guy's is the **first in Europe** to provide all radiotherapy treatment above ground level – improving patient experience and providing more access to natural light.



demand for services and remain focused on delivering high quality care. We continue to receive positive feedback from patients about the quality of the services we provide, both in our hospitals and in the community.

Sound finances

Despite the challenging financial climate across the NHS, we exceeded our original financial plan by £38.2 million. This resulted from increased income, savings and efficiencies, and the delivery of key targets that allowed us to receive the majority of our Sustainability and Transformation Funding as well as bonus payments for exceeding our financial plan.

At the start of the year we set a £73.7 million Cost Improvement Programme (CIP) which was delivered through a range of efficiency measures and earning additional income.

This was a very positive achievement and a tribute to the considerable efforts and commitment of our staff. This strong financial performance will enable us to continue to invest in service improvements to benefit our patients.

The year in numbers

2.4 million patient contacts

103,000 day cases

88,000 inpatients

1.2 million outpatients

More than 800,000 patient contacts in community services

204,000 A&E attendances

6,659 babies born

Our people

15,300 staff

24,800 Foundation Trust members

£1.5 billion annual turnover

Our performance

In 2016-17, we treated more patients than ever before.

Over the past year we saw a 17% increase in GP referrals and a 14% increase in referrals for specialist care from other hospitals. Urgent GP referrals for suspected cancer followed a similar pattern.

The number of patients using our emergency services continued to grow and there were several occasions during the year when the Emergency Department (A&E) recorded its busiest day. Demand for emergency care reached unprecedented levels across London making it very difficult to meet the target that 95% of patients should be diagnosed, treated and discharged within four hours.

The number of people choosing to be treated at the Trust also increased – at a level considerably above the 5% growth rate we planned for. Because of this it has proved difficult for us to achieve the ‘referral to treatment’ target,

that 92% of patients are seen within 18 weeks.

We’re working hard to tackle these increases in demand for our services. Our Emergency Floor development at St Thomas’ is increasing our capacity to provide urgent care. Through our community services and partnership working we are reducing the need for patients to come into hospital wherever possible, for example by increasing the support for patients in their own home.

After many years of planning, in Autumn 2016 we opened the new Cancer Centre at Guy’s, and a smaller centre at Queen Mary’s Hospital in Sidcup opened in May 2017. At Sidcup,

As part of our commitment to **improve care for patients nearing the end of their life** and their families and carers, we launched pal@home – a 24/7 nursing service that brings together our adult community and palliative care teams.

To **improve care for older patients** we have expanded our 'strength and balance' classes across Lambeth and Southwark and these services now form a key part of our falls prevention service. Our frailty unit is now open seven days a week and the Enhanced Rapid Response and @home teams are working well and helping to keep patients out of hospital.

we also opened a new Kidney Treatment Centre. These new centres will enable patients to be treated closer to home. They also increase our capacity to provide cancer care and kidney dialysis, although a significant rise in the number of patients referred to us has made it difficult to achieve the national cancer waiting time targets.

We recognise the impact this has on our patients and are working hard to speed up the time it takes for patients to be diagnosed and start treatment. We

In May 2016 we launched '**Always Safe**', a major new patient safety campaign led by our Chief Medical Officer, to raise staff awareness of serious incidents and Never Events, and to encourage feedback from staff about how to improve safety. The campaign had an immediate impact and we reported fewer Never Events in 2016-17, while at the same time continuing to encourage staff to report incidents.

are working closely with neighbouring hospitals which refer patients to us for specialist treatment, as we often find it difficult to begin treatment within 62 days when patients are referred to us late in their clinical pathway.

Reducing healthcare associated infections remains a key priority. We saw an almost 30% reduction in cases of *C.difficile*, with only two cases resulting from a lapse in care. Cases of MRSA remain low and our levels of surgical



site infections remain below the national average.

We continue to receive high levels of positive feedback from our patients and the Friends and Family Test tells us



that 97% would recommend our inpatient care.

National targets

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

		Performance Target	2016/17
Infection control	<i>C.difficile</i> acquisitions (including cases deemed not to be due to a lapse in care and cases under review)	51	36 ●
Referral to treatment times	% incomplete pathways less than 18 weeks (in aggregate)	92%	90.4% ●
A&E access	95% A&E patients waiting less than 4 hours	95%	88.1% ●
Cancer access initial appointments	Urgent cancer referrals seen within 2 weeks	93%	91.4% ●
	Symptomatic breast patients seen within 2 weeks	93%	90.2% ●
Cancer access initial treatments	% cancer patients treated within 62 days of urgent GP referral	85%	66.9% ●
	% patients treated within 62 days of screening referral	90%	83.5% ●
	% patients treated within 31 days of decision to treat	96%	94.9% ●
Cancer access subsequent treatments	Surgical treatments within 31 days	94%	90.2% ●
	Chemotherapy treatments within 31 days	98%	97.6% ●
	Radiotherapy treatments within 31 days	94%	93.4% ●
Community care information completeness	Referral to treatment information completeness	50%	64.7% ●
	Referral information completeness	50%	76.0% ●
	Activity information completeness	50%	73.0% ●

See 'Our Quality Story' on the Trust website for more information.

An engaged workforce

The Trust was proud to achieve the highest score in England for staff engagement for the second year running in the 2016 national NHS Staff Survey. This is particularly welcome as we know there is a positive link between an engaged workforce and high quality patient care.

It is very encouraging 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%.

Procurement

The Trust's Procurement team has a positive record of transformation and is planning a new Amazon-style ordering system and an integrated supply chain in which clinical supplies, medicines and other consumables will be managed by a single team – removing duplication, releasing space, reducing stock levels and freeing up clinical time.

Equality and diversity

The Trust serves and employs people from the diverse communities of Lambeth and Southwark, as well as from further afield. We strive to reduce inequalities and drive improvements in experience across our workforce and patient population. As part of our wider accessibility strategy, we've launched a new DisabledGo accessibility guide to make it easier for patients and staff with disabilities to use our sites.

Evelina London

We are continuing to develop a network of children's services across south east England. By supporting expert care closer to home and improving access to our specialist services, Evelina London will provide better care to children and young people, particularly those with complex needs. We have begun a major programme of work to increase our capacity including the creation of a new cardiology ward and a critical care unit.





Commitment to research and education

We remain a committed member of King's Health Partners. Our combined clinical, research and educational expertise benefits patients nationally and internationally. In 2016-17 we were proud to top the national league table for the overall number of participants in research studies and are continuing to deliver the ground-breaking 100,000 Genomes Project.

Fit for the Future

We have continued to build our Trustwide improvement programme which has delivered numerous quality, safety and efficiency improvements, including more than £236 million in cost savings since 2013. We are focused on developing a culture where 'everyone does improvement' and staff feel empowered to deliver change as we know that frontline staff often have the best ideas to improve care and increase efficiency.



Investing in IT

Following a comprehensive review, we are developing a new strategy that will place IT and digital technology at the heart of the organisation. To support this we have appointed a new Board level Director responsible for ensuring the Trust benefits from digital and information technology in the years ahead. We are also investing in faster, more secure IT infrastructure and we are the first NHS Trust to upgrade to Windows 10.

Hospital environment

The Trust continues to perform well in the Patient-Led Assessments of the Care Environment (PLACE). Last year we achieved a score of 99.4% for cleanliness, with the other elements measured also scoring highly.

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.

For more information about Guy's and St Thomas', visit www.guysandstthomas.nhs.uk

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