



StGeorgesTrust



@StGeorgesTrust



StGeorgesTrust



Annual Review 2014/15

St George's University Hospitals NHS Foundation Trust

Excellence in specialist and community healthcare



Contents

Introduction	3
St George's in numbers	4
Quality and safety – our top priority	7
Our people	8
A little help from our friends	20
Increasing our services in the community	21
Research	22
Information management and technology	23
Our financial performance	24
Caring for the future	26

Introduction

We would like to thank our staff, volunteers, members and partners for making 2014/15 such a memorable year.



▲ Miles Scott

▲ Christopher Smallwood

During this time we became a foundation trust after being authorised by healthcare regulator Monitor in February. We are now St George's University Hospitals NHS Foundation Trust.

This achievement was the result of a long period of improvement from a workforce whose energy, commitment and compassion is outstanding. It also demonstrates that we consistently live up to our values; Excellent, Kind, Responsible and Respectful.

Becoming a foundation trust means we can refocus our efforts on the development of our services, to better meet the diverse and changing needs of our patients and keep them at the heart of everything that we do.

While one of the significant high points of the year was becoming a foundation trust, like many other trusts, our finances and performance have been and remain challenging.

We ended the year with a £16m deficit instead of a planned £5m surplus which has since led to the organisation being reviewed by Monitor.

We are working with Monitor and a turnaround team to implement cost improvement programmes to improve our financial situation. As a board, we are fully committed to providing the highest quality of patient care possible whilst working hard to be more efficient.

Despite our financial position at year end, 2014/15 was a successful year at St George's in many ways.

Following on from the launch of the helipad, we celebrated the opening of several new facilities including the haematology and oncology outpatients clinic, the First Touch garden and more services in the community at the Nelson Health Centre.

News that we were successful in our bid to be part of the '100,000 genomes' project was a great boost. This three-year programme has the potential to transform the future of diagnosis and treatment for patients with cancer and rare diseases.

Our plans for the future are exciting. We will increase our collaboration with St George's, University of London; we will expand our centres of international excellence including neurosciences and cardiac sciences; we will continue to integrate and grow our community and acute services, and not least build on what we are told every week in Channel 4's '24 Hours in A&E' that we are "among the most advanced emergency and trauma services in the world".

We are immensely proud of the trust and our staff who provide the best care they can 24 hours a day, 365 days a year.

We must build on our successes and continue with the same excellent work in 2015/16.

St George's in numbers

28 governors
270 volunteers
Nearly **9,000** members of staff
20,570 members

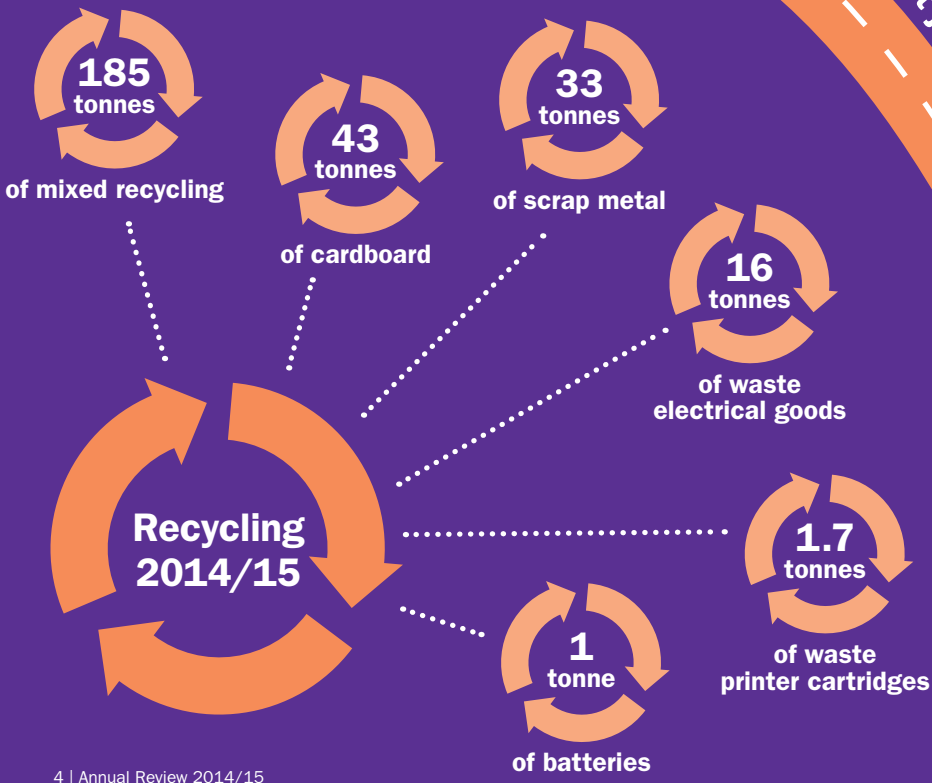
9,000 twitter followers

4,000 Facebook likes/fans



626,778 miles were travelled for patient journeys in 2014/15

108,289 patient transport journeys were undertaken in 2014/15





£5m to build the helipad (£1m donated by HELP charity appeal)

52

people celebrated working at the trust for 25 years in 2015

282

years since St George's opened its doors in Hyde Park Corner (1733)

300

single stemmed roses donated by the Queen

1,000+

people attended our Community Open Day in November 2014

Nearly 50,000 bulbs were planted at the Tooting site for spring



£1.1m

will be saved per year thanks to our partnership with British Gas

2.5million

people viewed our first episode of 24 Hours in A&E on 30th October 2014

£2m

donated by St George's Hospital Charity

In 2014/15 across the trust we used...



11,732 bottles of squash



708,250 cups of coffee



1,352,560 tea bags



19,810,750 individual waste bags (all kinds)



153,000 portions of jam



87,633,420 hand towels



8,8839,200 metres of toilet rolls

**We are one of
the 10 most
improved
trusts for
cancer patient
experience
according to a
national cancer
patient survey
released by
Macmillan
Cancer Support**



Quality and safety – our top priority

There is no single way to define quality, especially for such a large organisation with such a wide spectrum of services and with over one million patients every year.

However, what is clear is that both patients and the organisations that scrutinise us think we are a strong organisation and provide high quality services.

Over 90 per cent of our patients told the Department of Health through the Friends and Family Test that they would recommend St George's as a place to receive treatment and be cared for.

In the latest national staff survey, our staff are ranked as being among the most highly motivated in the country, are in the highest band for staff who feel proud of their trust and would recommend their friends and family receive care here.

We are one of the few trusts to report lower than expected mortality rates every year since publication started. Our mean level of performance for 'Harm Free Care' was 94.47 per cent between April 2014 and March 2015, slightly above the national average (93.79 per cent) although we did not achieve our internal target of 95 per cent.

While the number of patients acquiring C.difficile this year rose slightly, we were below our national trajectory and St George's now has one of the lowest rates of C.difficile in London.

We are one of the 10 most improved trusts for cancer patient experience according to a national cancer patient survey released by Macmillan Cancer Support. Results show that 89 per cent of our patients rate us either excellent or very good.

Other significant quality improvements include implementing a nursing and midwifery workforce programme to support recruitment and retention of staff and holding master classes to raise the awareness of the 'Duty of Candour' requirements.

While this is not an exhaustive list of our improvements, it highlights that we are making good progress and are always looking to improve the quality of care we provide across the trust.

Our people



St George's doctor receives award from the Prime Minister

Dr Na'eem Ahmed, a radiology specialist registrar at St George's, has been awarded the Prime Minister's 'Points of Light' award which w outstanding individual volunteers who are making a change in their community and inspiring others.

Dr Ahmed set up the Selfless charity, an online volunteering website encouraging young people to use their skills to give something back to society, both in the UK and overseas.

Prime Minister David Cameron said: "Dr Ahmed is a fantastic example of what a difference one person can make and, by setting up the Selfless website, he's making it really easy for other people to find opportunities to get involved too".

Penile cancer team wins national award

A specialist cancer team, based at St George's Hospital, was recognised with a Quality in Care award for its pioneering approach and care for penile cancer patients.

The dedicated multi-disciplinary team was praised for its outstanding work and transformation in penile cancer management. The team worked with the London Cancer Alliance to improve care and outcomes for patients by providing quicker screening diagnosis and treatment for cancer patients.

Judges were impressed by the team's new surgical techniques and its work with charities to improve patients' experiences.

Consultant Nick Watkin
with the team



Specialist youth workers help victims of gang-related violence at St George's

St George's staff host specialist youth workers to deal directly with young victims of gang crime.

As well as at St George's, youth workers are placed in all four major trauma centres in London to support victims and reduce youth violence in London under the major expansion of a ground-breaking project.

The £600,000 initiative is funded by The Mayor of London and funds Redthread – a youth charity – to carry out this work.

The funding means that for the first time, we will have specialists working directly with victims of gang violence being treated at the hospital.



Cutting the wait for cardiology patients

The national initiative, Listening into Action (LiA), has helped improve the cardiology team at Queen Mary's Hospital by reducing waiting times for murmur clinic results.

LiA looks at the way teams work and how they can be improved up onto deliver better outcomes for our patients and staff. The cardiology team were one of the first teams in the trust to adopt LiA as they were keen to change how results from the murmur clinic were reported.



Now the service can provide reports on a range of cases within 24 working hours.

They used the LiA approach to guide them, starting with a staff conversation which brought all the

right people together to identify and take forward the actions required to change the way the murmur clinic worked.

Staff were able to discuss their ideas, express their concerns and have since seen the fruit of their conversation.

The team quickly identified that by making the clinic physiologist-led, it could achieve a same-day service, resulting in a much faster service for patients and freeing up consultants to focus on more complex reports.

To do this the team undertook a patient survey, consulted GPs, reviewed patient pathways, arranged staff training, reviewed policies, assessed risks and agreed a business plan.

St George's celebrates the first UK Dietitians Week

Our dietitians celebrated the first UK Dietitians Week in June 2014.

The week, led by the British Dietetic Association, highlighted the expertise of our dietitians.

Throughout the week, dietitians took to social media to offer their opinions and advice. Posts ranged from simple tweets such as, "No superfood can prevent or treat cancer says oncology dietitian Michelle, don't waste your money #DietitiansWeek", which received 17 retweets, to Facebook articles on individual dietitian careers.

Over 52,000 people read the posts; an amazing achievement clearly demonstrating the power of using social media to educate and inform as well as publicise the skills available at St George's.



“No superfood can prevent or treat cancer says oncology dietitian Michelle, don’t waste your money #DietitiansWeek”

The themed week gave dietitians the chance to show that they support specialities ranging from paediatric neurology, to complex dietary management of renal disease and providing artificial nutrition support through feeding tubes.

Providing offender healthcare

Getting the balance right behind bars is what it’s all about for trust staff working at HMP Wandsworth.

The Offender Healthcare Service has been set up to improve the health of offenders whilst working in an environment designed to limit their liberty.

HMP Wandsworth is one of the largest prisons in Western Europe with a capacity for 1665 prisoners and up to 600 new prisoners entering its doors each month.

Lead Jo Darrow says: “Offenders do their time as punishment for their crimes, but healthcare provision is a basic human right that should always be dealt with separately from their sentence.”

Jo also considers the impact on public health and local communities of prisoners being released before their healthcare needs are assessed and addressed. The healthcare team work hard to reduce the risks related to the transmission of diseases and the burden of mental health problems.

During 2014/15, a consortium led by the trust won a five year contract to run the prison’s healthcare services.

Jo and her consortium partners have ambitions to create a health and wellbeing service that will become a national centre of excellence for offender healthcare services.

The stars of the show on '24 Hours in A&E'

Our emergency department staff became the new stars of Channel 4's '24 Hours in A&E' in 2014, which had previously been based at King's College Hospital.

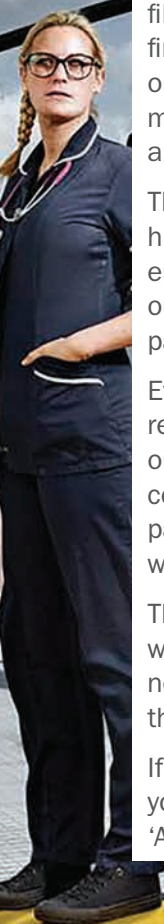
The award-winning series found a new home at St George's Hospital over the summer. After 49 days of around the clock filming and months of editing, the first St George's episode aired on 30th October 2014 with 2.5 million viewers tuning in from around the world.

The series showcases the highs and lows within our busy emergency department and how our staff work together to give patients the best possible care.

Every week, we continue to receive praise and support for our wonderful staff and the compassionate care they give to patients from those who enjoy watching the programme.

Thank you to everyone involved, without you, the series would not have been the great success that it is.

If you've missed any episodes, you can catch it online via the 'All 4' website.



**We continue to receive praise
and support for our wonderful
staff and the compassionate
care they give to patients**



New suite to improve patient experience

The Royal Albert Hall teamed up with St George's Hospital Charity to fund the refurbishment of a suite in the haematology and oncology outpatients clinic at St George's Hospital.

The Chris Cotton Suite is named after Chris Cotton, the chief executive of the Royal Albert Hall and previously a patient at St George's, who has fostered the relationship between the two organisations over several years.

Around 30 people attended the opening ceremony in September 2014 which saw Chris Cotton and Miles Scott unveil a plaque to mark the occasion, and almost 100 guests were treated to a performance by a Royal College of Music vocal quartet accompanied by a pianist.

The money, raised through public collections after shows including events promoted by Raymond Gubbay Limited, has helped create a bright and spacious suite for a better experience for patients with haematological cancers.

The refurbishment was funded by The Royal Albert Hall and St George's Hospital Charity who raised £143,000, including a significant sum from The Kay Kendall Leukaemia Fund.





Mark's miracle

Emergency department staff carried out a rare procedure to save the life of Mark McQuoid after an angle-grinder became lodged in his chest causing severe damage to his heart.

He was minutes from suffering a fatal cardiac arrest and the decision was taken to perform a resuscitative thoracotomy which carries less than 10 per cent chance of survival.

After emergency consultants performed the procedure, the cardiac surgeons sutured his wounds and took him to theatre to ensure no further surgical intervention was required.

The intensive care unit looked after him before he was transferred to a cardiac ward. Before the advent of major trauma centres, like St George's, Mark would have certainly

have died. After only a week, he was able to go home.

Dr Bhanderi says: "It takes everyone in the chain to be on point and focused for these patients to not only survive, but to go back to an independent life."

**Dr Bhanderi says:
"Everyone involved in the care of trauma patients at St George's should be very proud."**

Arts team collaborate with Sir Quentin Blake

The renowned and much-loved children's illustrator, Sir Quentin Blake, arrived at St George's Hospital in Tooting in December 2014 to unveil his collection of specially drawn dragons.

Sir Quentin, who has drawn characters for books such as Matilda, The Twits and the BFG, was invited to help with the decoration of the Dragon Centre's main corridor which runs through the children's outpatient department.

Overall, Sir Quentin donated ten dragon illustrations to St George's Hospital, including dragons being examined by doctors, sitting in wheelchairs and others with children wearing slings and casts, reading books and drawing pictures. Large reproductions of these illustrations now grace the walls of the Dragon Centre for patients and relatives to enjoy for years to come.

Sir Quentin said: "As far as these drawings are concerned, they hope to be reassuring, they hope to be interesting and make you think about children in the same situation."

The Arts at St George's project was supported by the St George's Hospital Charity.



**Sir Quentin said:
“As far as these drawings
are concerned, they hope
to be reassuring.”**



“Over 1000 visitors were welcomed to the St George’s site for a fun-packed day of activities.”

St George’s hosts community open day 2014

The trust teamed up with St George’s, University of London to host the community open day in November 2014.

Over 1000 visitors were welcomed to the St George’s site for a fun-packed day of activities.

Visitors were spoilt for choice with over 60 stands to explore including a variety of hospital services, university researchers and local organisations while our younger visitors were able to check out nursing as a possible career and practice their skills at the teddy bear hospital.

There were also a number of guided tours where visitors were invited to take a behind-the-scenes glimpse at the workings of the hospital in the sterilisation centre, simulation suite and for some lucky competition winners, a trip up onto the helipad.

As well as the science and healthcare activities, family entertainment included face painting, a magician, dance performances and a special screening of ‘24 hours in A&E’ with the production team on hand to answer questions.





A little help from our friends

At St George's, we have nearly 300 volunteers who make a significant difference to those visiting the trust. Whether it's to help guide visitors in the right direction or to support staff, we would like to thank our volunteers for the fantastic work they offer.

Maryanne, who volunteers in the gardens at St George's, wrote a letter sharing her experience in the hope it would inspire others.

She wrote:

"I never knew I would experience so much happiness working as a volunteer here at St George's.

I help with the gardens and receive compliments all the time, more than I have ever received before in my whole life! Everyone tells me that they find the gardens uplifting, beautiful and encouraging.

What they don't know is what an absolute joy it is to be doing something for the hospital in such a pleasurable way: the plants seem to love me back the more I look after them. It is a very mutual exchange.

I am very proud to be part of the gardening team and if anyone feels even remotely tempted to volunteer in any way at St George's, I really encourage you to try. It is very rewarding, even if it is just helping someone find their way around more easily it makes a difference, sometimes a huge difference to that person struggling."

If you are interested in volunteering, please call 020 8725 1452.





Increasing our services in the community

We now offer outpatient and diagnostic services at the new Nelson Health Centre in Merton.

The centre, which opened in Spring 2015, offers an alternative to hospital based treatments and is especially convenient for patients who might live nearer the Nelson Health Centre than St George's.

St George's provision will cover a range of specialties from dermatology to

respiratory to trauma and orthopaedics. The Nelson Health Centre will also include general practice, mental health and community services.

We are working with Moorfields Eye Hospital NHS Foundation Trust, who will provide ophthalmology services, and Merton Clinical Commissioning Group.

Research

We are committed to innovating and improving the healthcare we offer and a key way we do this is through research. Our clinical staff keep abreast of the latest developments and through clinical trials, patients are offered new drugs and devices and better clinical care evolves.

Our partnership with St George's, University of London, aims to bring new ideas and solutions into clinical practice. Clinical teams are working with scientists to investigate the cause of diseases and develop better ways to diagnose and tailor treatments for patients.

We have been heavily involved in the advance of new vaccines, on potential new treatments for vascular dementia and on better diagnostics for a range of infectious pathogens.

In 2014, the trust funded clinicians to progress their ideas into research protocols. To be successful, these proposals will be externally reviewed with the hope they will be funded by research-grant awarding bodies.

There were 194 National Institute for Health Research (NIHR) trials open and recruiting in St George's during 2014, with 9,021 patients taking part. This was an increase from 2013 where 3,994 patients took part in 182 research trials.

In December 2014, we were announced as one of 11 genomic medicine centres in England who are being funded by NHS England to support the ground-breaking '100,000 genomes' project. We are working in partnership with three other trusts, two universities, and two genetics-focussed patient organisations, to form the Genomics Network Alliance.



Information management and technology

Information management and technology play an essential role in supporting the delivery of safe high quality care to our patients. 2014/15 saw enhancements and new features introduced.

Integrated clinical information programme (iCLIP)

We introduced more clinical content to the acute clinical information systems as part of iCLIP which encompasses electronic prescribing and medicines administration (ePMA) and documentation. It is live in 44 per cent of hospital inpatient beds.

The first UK hospital to implement an electronic 'end-of-bed' charting solution in a critical care setting that integrates with the hospital's electronic medical record. One of the first trusts in the country to use barcode scanning as part of patient and drug identification.

OpenRio

OpenRio provides electronic patient records in the community setting. We are now working to introduce the ability to access information in patient home visits.

Electronic document management (EDM)

EDM electronically stores a scanned copy of health records, allows us to view records anywhere that care is being delivered while moving us closer to being a 'paper-light' organisation.



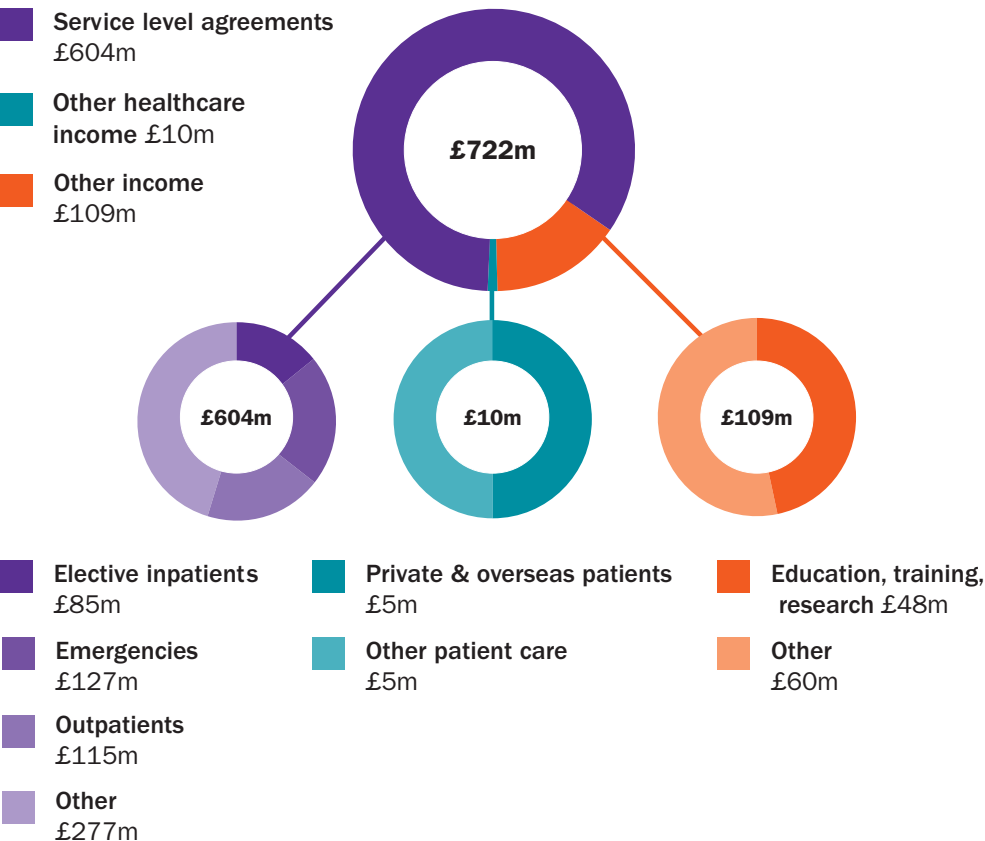
EDM is now deployed across maxillo-facial and chest medicine outpatient areas following a successful deployment across paediatrics.

The clinical portal

We are in the first phase of bringing all our clinical systems together to the end user via a single portal interface. It is currently live supporting South West London Pathology.

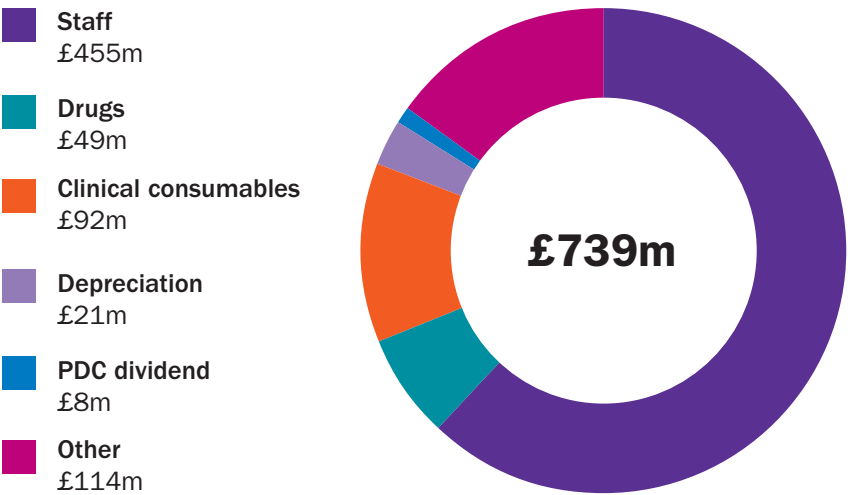
Our financial performance

Income 2014/15: £722m



Income 2014/15: £722m					
	£m	%		£m	%
Service level agreements	604	84%	Elective inpatients	85	12%
			Emergencies	127	18%
			Outpatients	115	16%
			Other	277	38%
Other healthcare income	10	1%	Private & overseas patients	5	1%
			Other patient care	5	1%
Other income	109	15%	Education, training, research	48	7%
			Other	60	8%

Expenditure 2014/15: £739m



Expenditure 2014/15: £739m

	£m	%
Staff	455	62%
Drugs	49	7%
Clinical consumables	92	12%
Depreciation	21	3%
Public Dividend Capital (PDC) dividends	8	1%
Other	114	15%

Caring for the future

For 2015/16, we refreshed our quality improvement strategy which centres on the three essential domains of patient safety, experience and outcomes. We agreed six new commitments against each domain.

Improving patient safety

We will:

- create reliable processes to reduce avoidable harm
- establish strong multi-disciplinary teams who communicate clearly across boundaries through development forums for clinical governance leads
- give timely and relevant feedback to teams to enable staff to be knowledgeable about patient safety
- promote a culture of zero tolerance through challenging unsafe practice
- promote an open and transparent culture where we listen and act on staff concerns through the Patient Safety Forum and ongoing development/monitoring in relation to the Duty of Candour
- encourage the involvement of patients in patient safety initiatives through the roll out of the patient safety booklet/films

Improving patient experience

We will:

- involve people who use our services through further improvement work in relation to the complaints function and monitoring of key metrics
- use feedback as a vehicle for continuous improvement adopting best practice where possible through triangulation

- ensure that our patients are cared for in a clean, safe and comfortable environment through use of the clinical audit programme and ensure that findings are acted upon
- ensure that our most vulnerable patients are listened to and protected from harm through introduction of the dementia and delirium team and monitoring of the clinical care for individual patients.

Improving patient outcomes

We will:

- evaluate clinical audit results and act on findings to ensure audit contributes to improvements for patients
- support staff to improve outcomes by provision of training and expert support
- communicate outcomes, promoting shared learning and prioritisation of improvement projects
- evidence that we are clinically effective and implementing evidence based best practice
- fully participate in national clinical audits and use results to improve local practice aspire to achieve best practice across all clinical areas so patients have the best possible outcome.

