

Poole Hospital
NHS Foundation Trust
Annual Review
2011/12

Quality,
innovation &
a healthy future

Welcome

Welcome to Poole Hospital NHS Foundation Trust's annual review, which provides a summary of our performance during the financial year 2011/12.

Perhaps the most significant event of 2011/12 was our release from 'significant breach' of our foundation trust authorisation, which we were placed in by our regulator, Monitor, in July 2010.

Monitor's original decision came in response to disappointing financial performance in 2009/10. Following that decision a new chief executive, executive and non-executive directors were appointed and I am very pleased to report that the organisation has now returned to financial health. Staff working at Poole Hospital at all levels and areas have made a significant contribution to this improved position, delivering cost savings in this financial year alone of around £10m, and their efforts are noted with sincere thanks.

Returning to a financially stable position is not the end of the story, however. Nationally, the NHS today faces a number of serious challenges and locally, we must ensure that we can continue to provide safe and sustainable clinical services to the local population.

That is why in late 2011, our board of directors, and that of The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust, decided to move to a formal phase in an exploration of merger between the two organisations. We believe that merger gives us the best opportunity to continue to provide, and develop further the excellent clinical services for which both hospitals are highly regarded.

Elsewhere, we were pleased to note the outcomes of some key independent reports and patient surveys, which commended our performance in areas ranging from outpatients services to standards of hygiene. In 2011/12 we became the only acute trust in the country to enjoy full practice development unit status across our entire range of services – independent endorsement that our services are progressive and patient focused.

Finally, one of the last events of the financial year, the Poole Hospital Awards, were held in late March. This was a wonderfully uplifting occasion, in which exceptional staff, volunteers and fundraisers were honoured, and which served to remind us all why the NHS is so highly regarded by our communities.



Angela Schofield

Chris Bown
Chief Executive

Angela Schofield
Chairman

Highlights of the year

TRUST'S STARS SHINE IN ANNUAL AWARDS

Staff, volunteers and fundraisers who go the extra mile were recognised at the 2011/12 Poole Hospital Awards. More than 130 guests heard heartfelt tributes from colleagues, patients and relatives who nominated in the recognition scheme. With a record number of nominations received, the judging panel's job was harder than ever. Sandbanks Ward, which cares for patients with cancer, was named patient care team award winners. Their nomination, from a patient's relative, described staff on the ward as 'outstanding.' "I am in awe of the team on Sandbanks ward - there is undoubtedly something special about this group of talented and caring individuals that needs to be recognised," was how one nominator explained the care staff on Sandbanks provide.



ACCLAIM FOR INNOVATIVE UNIT

Poole Hospital's Rapid Access Consultant Evaluation (RACE) unit was commended in a major report in 2011. The Dr Foster Hospital Guide, published in November, highlighted the work of the unit in supporting faster and more senior intervention in acutely ill elderly patients. Consultant opinion is available seven days a week, leading to faster initiation of treatment plans and reductions in the length of time patients spend in hospital, and clinicians are supported by comprehensive multidisciplinary teams.

The results have been dramatic – the average length of stay for elderly patients at Poole Hospital has reduced from 14 days to just eight, while half of all patients are assessed and safely discharged with comprehensive care plan in 48 hours.

A FORWARD THINKING TRUST

Poole Hospital became the only acute Trust in the country to receive coveted independent accreditation for its entire range of clinical services in 2011/12.

Practice Development Unit (PDU) status is awarded to health services found to be progressive, patient-centred and high quality following a rigorous assessment process. Surgery and trauma, outpatients and oncology and palliative care received their accreditation in late 2011, joining the children's unit, older people's medicine, acute medicine and emergency care which already held PDU status. PDU accreditation is awarded by Bournemouth University's school of health and social care.

PATIENT ENVIRONMENT GETS TOP MARKS

Patient areas at Poole Hospital and the privacy and dignity afforded to patients were rated 'excellent' in the annual Patient Environment Action Team (PEAT) report.

The survey awarded patient environment, including cleanliness, lighting, furnishing, car parking and signage, five out of five. The report also awarded full marks to the Trust for our commitment to patients' privacy and dignity, looking at areas including the confidentiality of patient information, visiting hours, the assistance available with personal care and the provision of faith services. The overall award for food, including choice, availability, nutrition, quantity and presentation, was four out of five.



HIGH QUALITY WOMEN'S HEALTH SERVICES

Poole Hospital's women's health outpatient services were brought together in one location with the opening of the Harbourside Gynaecology Centre in November 2011.

The new centre offers comprehensive treatments for a range of women's health problems in a relaxed and calming environment, complete with breathtaking harbour views. Until the centre opened, the individual services, including the emergency assessment and early pregnancy units, were found in a range of locations around the main hospital. Now the modern and bright centre brings all these services together in one place to provide a range of clinics and diagnostic services. The centre also offers specialist treatments that are found in just a handful of other hospitals in the south of England, including those for complex menopausal problems.

OUTPATIENT CARE AMONGST THE BEST

The standard of care in Poole Hospital's outpatient clinics was rated amongst the best in the country in a survey carried out by the Care Quality Commission.

Patients placed the hospital in the top 20 per cent of trusts when asked to rate the overall care they received, and rated the hospital particularly highly in questions about their consultation with a doctor and their appointment overall. The hospital was also one of the best performing on waiting times, ranking in the top 20 per cent in questions concerning how long patients were told they would have to wait, and how long they waited after the stated appointment time.



Staff across the hospital have displayed dedication and commitment during a period of financial challenge

Our performance

In 2011/2012, the Trust delivered both continued financial recovery as well as strong performance against all key operational, quality and clinical standards. This culminated in the Trust being released from significant breach by our regulator, Monitor, in January 2012 and an improved 'amber/green' governance rating by the end of the financial year.

Staff at all levels and across all disciplines are to be commended for their hard work and determination in delivering continued high quality services in a period of challenging financial constraints.

Significant work was carried out throughout the year to strengthen performance against the key targets including improvement work in the areas of accident and emergency, trauma, cancer and stroke services. The 18 week referral to treatment standard was achieved in 11 of the 12 months.

A major achievement has been the reduction in bed days lost due to delayed transfers of care through both focused work within the Trust as well as effective partnership working with our primary, community and social care colleagues. The net result of this work is a reduction of 38 per cent in lost bed days and the impact has been experienced directly by patients.

A further significant work programme has been to continue to focus on reducing the overall length of stay for our patients by improving our bed management and operational flow processes under the banner of 'right patient, right bed, first time'. This programme focuses on

reducing delays in patient pathways, reducing the number of patient moves and those who 'outlie' from their specialty ward.

We have also sought to improve our patients' experience through the development of seven day services to support the progress of care for all our patients over an extended period, with both therapy and pharmacy services establishing an extended working model to provide cover on Saturdays and Sundays in 2011/2012. There is further work to do in this area, which is built into the programme for 2012/2013.

Elsewhere, numerous examples of how we are improving the experience of our patients can be found in 2011/12, including the continued development of the Rapid Access Consultant Evaluation (RACE) unit, the appointment of acute physicians working on our acute assessment unit (Ansty), the development of the medical investigations unit (MIU) and the productive operating theatre (TPOT) project.

FACTS & FIGURES

During 2011/12, we gave care to:

- 46,534 inpatients
- 23,680 day patients
- 67,148 new outpatients
- 118,635 follow-up outpatients
- 55,288 patients attending our emergency department
- Over 4,600 babies who were delivered in our maternity unit.

A healthy future

In November 2011, the Board of Directors at Poole Hospital NHS Foundation Trust and the Board of Directors at The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust made a decision to draw up a business plan for merger. This decision marks an exciting opportunity for the provision of healthcare in the local area. Both organisations have a reputation for clinical quality and patient care, and there are many benefits to staff and patients in bringing the two together, including:

- Providing consultant-led care 24 hours a day, seven days a week
- Developing centres of excellence
- Making services more responsive to patients and GPs
- Meeting the new quality standards required by the medical Royal Colleges and other bodies
- Achieving the efficiency challenges facing the NHS.

As separate organisations, it would be very difficult to begin to realise these benefits, achieve sustainability or meet the challenges facing the NHS.

Looking ahead

Our Annual Plan for 2012/13 sets out our aims and objectives for the coming year. You can find this on our public website at www.poole.nhs.uk/publications. Our key objectives for 2012/13 are to:

- Maintain and improve service quality
- Achieve operational standards and targets
- Achieve a financial surplus maintaining Financial Risk Rating 3
- Implement priority clinical service improvements
- Implement priority capital investments
- Achieve a merger with The Royal Bournemouth and Christchurch Hospitals, subject to licensing
- Commence a major fundraising appeal
- Continue to build on the trust as a centre for education, training, research and innovation
- Develop and improve workforce engagement and employee relations.

If you require this document in larger print, as an audiotope or translated, please call 01202 442408



The human touch

December 2011 saw the launch of a new initiative to help us to improve still further the experience our patients have in hospital.

We know that at Poole Hospital the vast majority of our patients enjoy a good

patient experience and benefit from excellent clinical care. The Golden Rules, part of the Human Touch campaign, seeks to ensure staff follow some simple steps that will ensure we get it right for every patient, every time.

THE GOLDEN RULES

Never walk by any patient who needs help or is in distress without giving or seeking help. On every contact with every patient ask, observe, check, and follow the Golden Rules:

Greet the patient and find out how they are feeling

Observe the patient - do they look comfortable, do they have adequate pain relief?

Listen to the patient and their relatives, and address their wishes and concerns

Drink - always ensure the patient can reach a drink and the call bell before you leave

Explain what you're doing and ensure the patient understands why you're doing it

Never walk though closed curtains without asking permission first

Respect for all - regardless of race, religion, gender, sexual preference or ability

Understand how your behaviour, language or attitude may seem to patients or colleagues

Look out for problems and take ownership - don't assume someone else will

Empathise with patients and colleagues - what is it like to be in their shoes?

Share good practice so that everyone can benefit

FULL ANNUAL REPORT AND ACCOUNTS

Our full annual report including accounts for 2011/12 is available at www.poole.nhs.uk/publications. You can also request a printed copy from our communications department on 01202 442408.

