

Annual Review



Living our values every day

Welcome

This review presents a summary of our performance over the year, and looks ahead to 2016/17. At the heart of what we do is The Poole Approach, our unique philosophy of care which was refreshed during the year and pledges that we will provide 'friendly, professional, person-centred care with dignity and respect for all'. As you will see in this review this approach is embedded in all our activities and remains fundamental to all we do.

In looking back over the year, it is very encouraging to see that we have performed extremely well, delivering nearly all our key objectives for the year. **We have met key clinical targets, maintained short waiting times, and remain one of the top performers in the country for cancer services.** However, in common with many other trusts nationally, we did not achieve the four hour A&E target – although our performance continues to be better than many others across the country, in the face of ever-increasing demand.

Again, like many other NHS Trusts, we face significant financial challenges, but as in previous years, we have maintained our track record of delivery. We reported a final operating deficit of £6.3 million, a slight improvement on our plan for the year. This included delivering a substantial cost improvement programme, whereby savings were made without compromising on standards of care or operational performance. In the longer term, we expect to establish sustainable services by working with others to implement the final recommendations of Dorset's Clinical Services Review.

Meanwhile, **safety remains at the forefront of all our work** and we have continued to make great strides in this area, since joining the 'Sign Up To Safety' campaign in 2014. This targets avoidable patient safety incidents, and in the same way as many other NHS trusts, we have committed to reducing harm by 50 per cent by the end of 2017.

You will see in this review our excellent performance in this year's NHS Staff Survey. We are thrilled that our staff provided such a positive endorsement for the organisation. The commitment and dedication of our staff was also reflected in our annual Poole Hospital Awards evening earlier this year, which showcased examples of excellence from across the hospital.

Another significant achievement during the year was the positive assessment by the Care Quality Commission (CQC), who inspected the hospital during January and February. Their report showed that we are a **'well-led'** trust, with inspectors finding us 'good' in 31 of the 39 indicators. The Poole Approach was also noted as 'outstanding practice'. This report is hugely encouraging – particularly when we consider our challenged financial position, and all the organisational changes that have taken place over the past two and a half years. **Our ambition is to deliver an 'outstanding' quality of service to our patients**, and our first priority will be to focus on turning our overall 'requires improvement' rating to 'good'.

Looking ahead, the work associated with Dorset's Clinical Services Review continues to be an important feature of our forward planning. Whatever the outcome of the review, **our priority continues to be developing a sustainable future for the services provided by Poole Hospital, whilst at the same time, continuing to deliver the safe, high quality care for which we are renowned.**

We know that there will be further challenges in 2016/17. However, we have a very strong board and leadership team, excellent staff, committed governors and fantastic volunteers, fundraisers and supporters, which means that we can look forward to the future with confidence.



Angela Schofield Chairman (left)
Debbie Fleming Chief Executive (right)

Our performance

Despite the many challenges of a busy year, our staff once again demonstrated a clear and passionate focus on providing high-quality patient care, and we are very proud of the performance against key indicators this year.

The overwhelming theme across the hospital was the **increased demand** for services. The number of patients choosing us for their treatment and care remained high, and we in turn expanded services where possible to meet this demand through an agreed investment plan.

In the delivery of cancer care we remain dedicated to providing patients and their families with the **highest quality services**. This is evidenced by our performance in the National Cancer Patient Experience Survey, which ranked Poole Hospital among the top performing trusts in the country for the fourth consecutive year. We also continue to be one of the best in the country against cancer waiting time targets.

The trust's performance against the 18-week referral to treatment waiting time standard **compares favourably with the national position**, despite the challenges in dealing with an increased number of patients waiting to be seen.

The increased demand on our services meant that the year was **incredibly challenging for our emergency department**. We were consistently busy throughout the year, particularly so in the winter months, with increased demand restricting our ability to meet national A&E targets.

Overall, our staff worked extremely hard to manage these pressures and remained committed to maintaining high standards and improving the experience of our patients throughout this busy year. The commitment of our staff to ensuring patients continued to receive high-quality care was reflected in feedback in the Friends and Family Test results, with **95% of patients** who responded stating they would be 'extremely likely' or 'likely' to recommend us to friends and family.



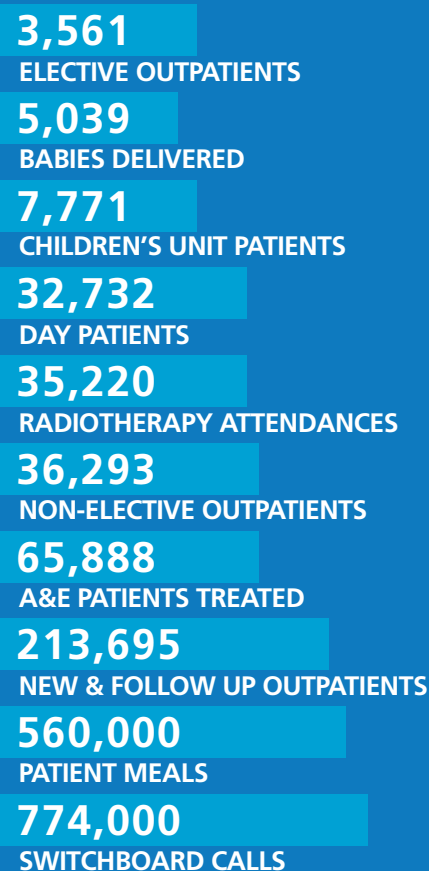
Financial performance

Despite the financial challenges, the trust **has performed well against its plans for 2015/16** and now plans to implement its agreed strategy for 2016/17.

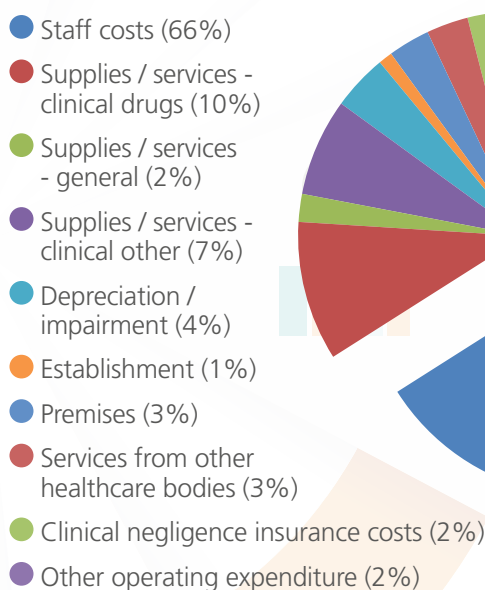
At year-end, the trust showed an operating deficit of £6.3m. This compares with a planned £6.7m deficit agreed before the start of the year by our board of directors and our regulator, with 2015/16 representing year two of a two-year plan pending the outcome of Dorset's Clinical Services Review.

During the twelve months to 31 March 2016 **we received just over £226 million in income**. This represents an increase of almost 5% on last year, with comparative income rising by just over 3% during the period.

This year in numbers



How we spent our money



A values-led organisation

Our vision is to provide excellent person-centred emergency and planned care to the people we serve, and the hospital has a unique philosophy which underpins that vision. The Poole Approach has been in place for more than 20 years and pledges that we will strive at all times to provide friendly, professional, person-centred care with dignity and respect for all. It is a unique set of values that guide staff every day.

In 2015 we asked staff, patients and the public whether the underpinning values remained valid. Nearly 2,000 people took part. Using this feedback the Poole Approach was translated into five value themes: compassionate, open, respectful, safe and accountable.

Many of our highlights of the year show this unique approach in action.



We are **compassionate**

Staff honoured in Ebola fight

Three Poole Hospital staff members received specially minted medals in September in recognition of their efforts to fight Ebola in West Africa. Biomedical scientists Nathan Bourne and Lucy Jones and biomedical support worker Louise Redcar, travelled to Sierra Leone to use their pathology expertise to diagnose cases of the deadly disease.

Working in hot, dusty and basic conditions, they processed samples received from patients with Ebola-like symptoms to determine if the illness was present. Across the region, during the epidemic more than 11,000 people are reported to have died from the illness - almost 4,000 of these in Sierra Leone - from more than 27,000 reported cases.

An incredible gift of world-leading robotic cancer treatment

Cancer patients throughout Dorset are benefiting following a huge £3.5m gift to Poole Hospital. The donation by Robert Braithwaite CBE DL, founder of Sunseeker International, announced in October enabled the purchase of a state-of-the-art surgical robot system which has been given to the Trust. The da Vinci surgical robot system enables the latest advanced keyhole surgery techniques to be used to treat a range of conditions, with our patients being the first in the UK to benefit from this system. Initially used to treat patients with rectal cancer, its scope includes the treatment of gynaecological and head and neck cancers. Future plans will include the treatment of non-cancerous conditions, such as endometriosis.

Multi-million pound investment in county's cancer services

Radiotherapy treatment will be brought much closer to home for cancer patients in the west of Dorset with the announcement in August of a multi-million pound joint initiative between Dorset County Hospital and Poole Hospital. Patients in the west of the county needing specialist radiotherapy have always had to travel to the facility at Poole, but now a state-of-the-art satellite radiotherapy treatment centre is to be built in Dorchester and is due to open in late 2017.

This major development has been funded by a very significant donation by Poole-born businessman Robert White who was treated for cancer at the Dorset Cancer Centre and sadly lost his battle in November.



Nathan, Lucy and Louise receive their Ebola medals from Debbie Fleming



Robert Braithwaite CBE DL (left) and Mr Tas Qureshi

We are open

A culture of learning

The CQC assessment in January and February found that Poole Hospital staff were encouraged to report incidents. Their report noted that 'the Trust overall had a culture of safety where incidents were mainly appropriately reported and followed up. Learning was shared and changes made as a result of this to improve the safety of services.'



Behind the scenes at our open day

Best ever in staff survey

Poole Hospital received its strongest ever endorsement as a place to work by its own staff, in the national NHS Staff survey.

Findings from the survey, in which all staff within the hospital were asked a series of work-related questions, placed Poole Hospital in the top 20 per cent of all Trusts nationally in almost half of the 32 question areas. In 2014, the Trust appeared in the top 20 per cent of Trusts in just three areas.

Local residents invited to go 'behind the scenes' at our Open Day

The public was invited to attend the Poole Hospital Open Day in July, for a chance to find out more about the hospital and the broad range of services it provides, as well as behind the scenes tours in areas such as the hospital theatres, endoscopy department and pathology labs. There was also a chance to visit interactive stands, see how our equipment is used in the neo-natal unit and critical care department and to try on a chemical, biological, radiological and nuclear warfare (CBRN) suit.

We are respectful

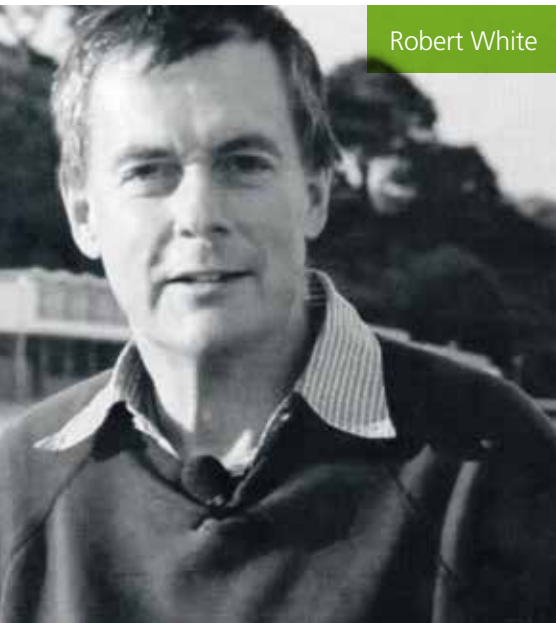
Healthcare Science Week a great success

Healthcare Science Week was a great success with events throughout the period in mid-March. The week provided an opportunity to raise awareness of the important work our 250 healthcare scientists do at the hospital.

Topics and demonstrations included pathology, cytology, clinic neurophysiology, gastrointestinal physiology, clinical engineering, cardiac physiology, maxillofacial prosthetics, medical physics and radiotherapy physics.

Trust says #hello to national campaign

During the year we built on our endorsement of the #hellomynameis campaign. The campaign was the brainchild of Dr Kate Granger, a hospital consultant in elderly care from Yorkshire, designed to improve patient experience. Frustrated with the number of staff who failed to introduce themselves to her when she was in hospital, her campaign idea reminds staff to go back to basics and introduce themselves to patients properly. Although Kate sadly died in August 2016, her campaign endures, making a real difference in reminding us to put the patient at the heart of everything we do.



Robert White



The Healthcare Science Week proved a great success



“These are tremendous figures and once again reflect the high quality of care patients receive in Poole Hospital.”

Tracey Nutter
Director of Nursing and Patient Services

99.3%
RATING
FOR CLEANLINESS

Source: PLACE 2015

We are **safe**

Sign up to
SAFETY

Sign up to Safety

As part of the enhanced drive to continually improve patient safety the trust signed up to the national Sign up to Safety campaign at the end of 2014. During the year we appointed an additional Assistant Director of Nursing with specific responsibility for patient safety, and whose role strengthens our governance around safety.

A number of Sign up to Safety topics were identified for 2015-2017, including improving patient engagement, learning from experience, leadership and the competent safety community as well as handover and discharge.

Poole Hospital rated highly

Figures published in September showed that Poole Hospital performed above the national average in a range of non-clinical activities which impact on the patient experience of care such as cleanliness, ward food and the environment. Not only did we score much better than the national average but better than other hospitals in the county in most of the assessed areas.

The figures are contained in the annual national Patient- Led Assessments of Care Environment (PLACE) which reflects the assessments of patients. These were carried out in May 2015 by 11 patient assessors, supported by six staff, at Poole Hospital.

We are **accountable**

Key priorities of the board

The board has continued to focus, as a key priority, on the safety and quality of the services we provide whilst ensuring effective leadership to the mounting pressures on services and resources. Board members continue to undertake weekly visits to areas in the hospital to examine quality and safety issues. Additional visits to clinical areas for non-executive directors have taken place during the last half of 2015/16. The board has ensured robust plans were in place to cover the demands of the hospital during the year when there has been planned industrial action by junior doctors. The board's primary concern was to ensure that patient welfare and safety were not compromised and that robust arrangements were in place to ensure the safety of patients and the smooth running of the hospital during this action.

Board evaluation

During the winter of 2015, an annual review of the effectiveness of the board was undertaken. This was a continuation of work undertaken in 2014/15 and 2016/17 by the Kings Fund and the healthcare governance organisation, Niche Patient Safety, which led to a new governance structure approved by the board in September 2015. The board approved the outcomes of the review at their meeting in April 2016 and incorporated them into a development programme for 2016/2017.



Looking ahead

There is no doubt that 2016/17 will be as challenging, if not more so, than 2015/16. By maintaining an unwavering focus on what we do best, our dedicated teams will ensure patients experience the expert care that they deserve.

We will continue to fully engage, both as an organisation and as individual clinical leaders, in Dorset's Clinical Services Review. It proposes significant changes in the way health services are provided, including changing the role of the county's three major hospitals, and is scheduled for public consultation in late 2016.

Priorities for 2016/17

The CQC assessment has rightly highlighted areas in which we must take further action, and many of these actions are well underway.

Our ambition is to deliver an 'outstanding' quality of service to our patients, and our first priority will be to focus on improving the small number of services that received a 'requires improvement' rating to 'good'.

We believe we have a firm foundation from which to deliver services which meet the needs of the population of Dorset and to attract and retain the specialist staff to deliver high quality, safe and responsive services.

Continuing to improve safety and quality for patients and implement the recommendations of the 2016 CQC inspection report

Maintaining our reputation for delivery of key priorities (including access, quality, financial)

Improving hospital flow and performance against the four hour operational standard for A&E waiting times

Ensuring effective governance is maintained during a time of significant transition and uncertainty.

Continuing to improve our estate, IT and support functions

Strengthening seven day services to improve safety, quality and accessibility of care

Continuing to invest in our staff and support their personal development

Improving productivity and efficiency in line with Lord Carter's report

Responding positively to the outcome of Dorset's Clinical Services Review and supporting the Dorset Sustainability and Transformation Plan process

Demonstrating leadership in the 'Developing One NHS in Dorset' vanguard process



Find us on social media:

Don't forget you can now keep up to date on the latest health news, campaigns and job opportunities from the hospital on [Twitter \(@poole_hospital\)](#) and [Facebook \(poolehospital\)](#).

Alternatively go to our website at www.poole.nhs.uk, where we have more in depth information - whether you are coming into hospital for treatment, visiting a loved one or friend, or want to know more about the hospital and our services.



Annual Review



This **Annual Review** summarises the main achievements of Poole Hospital NHS Foundation Trust during 2015/2016. You can find our Annual Report 2015/16 under the publications section of our website.

To comment on this review, or request further copies or a version in larger print, in audio or in another language, please write to:

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