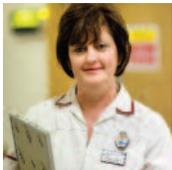
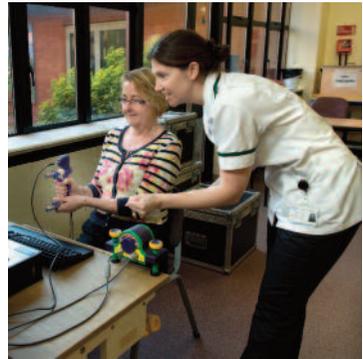


Annual Review 2012/13

*'our vision is to EXCEL at
patient care'*





Welcome to the George Eliot Hospital NHS Trust's Annual Review for the 2012/13 financial year. This short document will give you a brief overview of some of the accomplishments at the Trust over the 12 months.

It has been a momentous year that has seen decisions made that will impact upon the care we provide at the hospital and in the local community for many years to come.

In December, we received approval to proceed with our search for a strategic partner to secure the long-term future of the hospital. By the time we produce next year's annual review we would expect to know who this partner organisation is.

We were delighted to secure the future of maternity and special care baby services following a consultation into women's and children's services. We were disappointed to lose inpatient children's services, but we had acknowledged for some time that the service was unsustainable. The launch of a new paediatric service will ensure young people continue to receive the highest standards of care.

If you would like to read a more detailed account of the 2012/13 financial year, a copy of our Annual Report, Annual Accounts and Quality Accounts is available from our website or by contacting 024 7686 5383.

Kevin McGee
Chief Executive

**Chief
Executive's
welcome**



Our vision:

To EXCEL at patient care

Our core value pledges

Effective open communication

eXcellence and safety in all that we do

Challenge but support

Expect respect and dignity

Local healthcare that inspires confidence

Our vision and values



Our strategic objectives:

1. Constantly deliver safe, high quality care in a safe environment.
2. Enhance the patient experience by providing local care tailored to the individual needs of the patients.
3. Develop partnership arrangements to promote and deliver a comprehensive range of value for money integrated services to protect and improve the health of the local community.
4. Empower, develop and support our staff to encourage positive leadership at every level.
5. Maintain financial stability, hit all agreed targets and satisfy our regulators.

Trust staff have been showing their commitment to patient care as well as representing the Trust on the national and international stage:

- Olympic fever hit the Trust's physiotherapy department in September 2012 as physiotherapist, Mat Jones (*pictured below*), headed off to the 2012 London Paralympics as part of the support team for the Great Britain blind football squad. Mat was on hand to provide on field treatment for players as well as running clinics and providing post match first aid. Unfortunately, Mat couldn't bring home a medal as the team failed to make it out of the group stages.

Recognition and achievement



- Trust diabetes specialist, Dr Ponnusamy Saravanan, has been leading cutting edge research into the effects of vitamin B12 on pregnant women. Working at Warwick Medical School in partnership with the University of Southampton and King Edward Memorial Hospital in Pune, India, Dr Saravanan is recruiting 4,500 women in the early stages of pregnancy to see if the vitamin can reduce the risk of developing gestational diabetes.
- In August 2013, the Trust's Tissue Viability Nurse, Lorraine Thursby, visited the KK Women's and Children's Hospital in Singapore as a guest of their Medical Director to share some of the training and techniques that have led to large reductions in avoidable hospital acquired pressures ulcers at the George Eliot. Staff from the KK Hospital visited several hospitals in the UK earlier in 2013 and were so impressed with the training at the George Eliot and subsequent reductions in avoidable hospital acquired pressure ulcers that they invited Lorraine to come over to share her knowledge and experience.
- Midwife, Megan Berry, successfully completed a Level 2 qualification in British Sign Language. Megan achieved the qualification in June 2012 after being enrolled on the course as a 21st birthday present. Megan hopes that her new-found skill will help to improve the care the team can provide women with hearing impairments throughout their pregnancy.

In May 2012, the Trust presented an outline business case (OBC) to the Department of Health which set out the process the Trust wishes to take for the procurement of a strategic partner in order to ensure the long-term sustainability of the hospital and health care in the local area.

The Trust's Board agreed that it is in the best interests of the hospital, its patients and staff to undertake a procurement process that enables both NHS and independent sector health care providers to make proposals and for the Trust to ensure that it can choose the best possible solution to achieve clinical and financial sustainability.

Agreement to proceed with the plans to seek a strategic partner was received in December 2012. The Trust is currently awaiting the next stage of approval from the NHS Trust Development Authority and once this is received an advertisement asking for formal applications from potential bidders will be placed in the Official Journal of the European Union (OJEU) and on the NHS Supply2Health website. A pre-qualification questionnaire (PQQ) will then be issued to organisations registering an interest in partnering with the hospital. They will be asked to prove their capacity and capability to take part in a formal tendering process.

The process, resulting in the selection of a preferred partner is expected to take until the end of 2013.

The Trust has placed a strong emphasis on involving local people, including staff, patients and members of the public in the project. Following an options appraisal exercise involving members of the hospital's executive team, clinicians, staff representatives and colleagues supported by NHS Midlands and East Strategic Projects Team, a number of engagement events and visits to community groups in the local area were held to discuss the future of the hospital and address any other issues or concerns that people may have. This engagement will continue throughout the process.



Securing a sustainable future

A range of external agencies have recognised the hard work of staff in improving the quality of care for patients.

- A report produced by the Care Quality Commission (CQC) in January 2013, following an unannounced inspection, praised the Trust's "commitment to providing positive outcomes for patients." The inspection checked five essential standards were being met. The report confirmed that they were. Comments received from patients and visitors included:
 - "It's a marvellous hospital."
 - "I don't think anyone can complain about the care here."
 - "You always know if you are sent here, you are going to be looked after."
- The Trust was delighted to be awarded 'excellent' in all three categories in an inspection of its support services, improving on a rating of 'good' for each category in 2012. The Patient Environment Action Team (PEAT) inspection, carried out by the National Patient Safety Agency, assessed the Trust's performance in three areas:
 - Environment
 - Food
 - Privacy and dignity
- An initiative to reduce pressure sores was shortlisted in the 'Care of Older People' category at the 2012 Nursing Times Awards. The shortlisting is in recognition of the work staff at George Eliot Hospital have done to reduce avoidable hospital acquired pressure sores through its innovative PUP (Pressure Ulcer Prevention) campaign.
- The Trust reported just 16 incidents of hospital acquired Clostridium Difficile in 2012/13. This was below the threshold of 27 set by NHS Midlands and East and below the Trust's own internal threshold of 19. The Trust has set itself an internal threshold of 14 incidents for 2013/14.
- An inspection of the George Eliot Hospital NHS Trust run Leicester Urgent Care Centre praised the care provided. The unannounced inspection by the CQC looked at two key standards of care; 'respecting and involving people who use services' and 'supporting workers', both of which were met.



Improving the patient experience



In spite of the inpatient pressures faced during the year, the Trust has continued to improve performance in a number of key areas.

- For the year as a whole, the A&E 4 hour target has been achieved.
- The Trust run Urgent Care Centre at Leicester has also consistently achieved its targets
- For the year as a whole, more than 80% of stroke patients have spent 90% of their spell on the specialist stroke ward
- All cancer targets (other than for the 62 day waiting time standard) have been achieved for the year
- Delayed transfers of care have been less than 3.5% in all but one month of the year
- Elective waiting time targets for referral to treatment in less than 18 weeks have been consistently achieved

However, there were a number of areas where the Trust fell short of the required standard including:

- Cancelled operations on the day of surgery has just met the target of 0.8% overall, but was not achieved in 7 months out of the 12.
- Unplanned re-attendances at A&E also met the target of 5.0% overall but was not achieved in 7 months
- The average outpatient follow-ups/first attendance ratio of 2.7 was an improvement on the level last year (2.8) but exceeded the Trust's internal target of 2.5
- The contractual target for the specialist community dental service was not achieved



Performance overview

For 2012/13, the Trust set a plan which assumed that it would need to rely on £2.5m of strategic support funding in order to achieve break-even. Due to the pressures faced in relation to medical staff vacancies and the use of unplanned capacity during the year, it received a total of £5m support funding and has met the break-even duty in year.



The Trust continues to have an accumulated deficit of £2.4m which has been financed from its internal resources. Its working capital loan was fully repaid in 2011/12. The financial projection is that the Trust will continue to have an underlying deficit in future years requiring further support funding until it can form a new organisational model with a strategic partner.

Financial overview

Looking ahead – key challenges for 2012/13

The financial budget for 2013/14 shows a loss of £7.9m. The NHS Trust Development Authority has acknowledged that this is in line with its expectations. The plan requires delivery of a £6.2m cost improvement programme, including £5.2m efficiency savings and £1.0m savings due to reduced activity resulting from commissioners' QIPP (Quality, Innovation, Productivity and Prevention) initiatives. The cost improvement programme represents 4.7% of expenditure. The board has taken the view that it will aim to achieve the nationally mandated target of 4% efficiency, together with marginal cost savings associated with QIPP, but that further savings would potentially compromise the quality of services.

The initial capital budget is set at £7.4m. The Trust plans to fully allocate resources to the programme at the start of the year in order that expenditure and workload in estates is spread evenly and essential replacements and upgrades to both estates and medical equipment are progressed.