'Our vision is to EXCEL at patient care'

2018/19
Annual Report and Accounts on Quality and Finance
Summary

www.geh.nhs.uk  

George Eliot Hospital
NHS Trust
Welcome from the Chairman and Chief Executive

It has been a significant year in the history of George Eliot Hospital, as we decided to join the Foundation Group of hospitals alongside South Warwickshire NHS Foundation Trust and Wye Valley NHS Trust. The decision made in the summer of 2018 is an important step as the healthcare landscape changes around us – with more focus on integrated care and working as a system for our local population.

We maintain our strong independence as a hospital with our own Trust Board, finances and performance targets, but benefit from collaborative working with our Foundation Group partners. Best practice is shared between the Group and in some cases, such as information technology, we are already working closely together towards a unified strategy across the Warwickshire partners. As medium-sized hospitals, we share the same challenges and opportunities and we are ultimately stronger together.

Following our membership of the Group, our initial priority was the development and delivery of our 10 Point Plan – work that continues into the next financial year. This plan sets out our priorities in improving our efficiency and performance, covering a range of areas including our governance structures, stabilising our finances, involving staff and working with our wider partners.

We welcomed the Secretary of State for Health and Social Care, Matt Hancock MP, to George Eliot Hospital in February. His message and that of the newly-published NHS Long Term Plan was the same – integration and collaboration: working with healthcare partners more effectively in North Warwickshire around the needs of our patients. That is the journey being taken by all our local partners, and George Eliot Hospital has an important role to play as a district general hospital within an integrated care system in the Coventry and Warwickshire area.

Our CQC inspection in late 2018 revealed a story of improvement at the Trust. We retained our overall rating of ‘Requires Improvement’ and were pleased to see a number of examples of outstanding practice singled out by the CQC; and our End of Life Care service upgraded from ‘Inadequate’ in 2018 to ‘Good’. Our care across the board remains ‘Good’. The improvement is welcomed, but there is more to do and we will be taking seriously the areas that the CQC has highlighted for improvement.

We both joined George Eliot during the past year and have been proud to lead such a committed workforce that is so valued by our patients. We also welcome the substantive appointments to our leadership team at Board and Executive level during 2018/19, giving us the stability we need as we form our strategy, grow and improve in the coming year.

The full Annual Report and Accounts on Quality and Finance 2018/19 can be found on our website. Visit www.geh.nhs.uk and go to the ‘About Us’ section.
Better Health, Better Care, Better Value

The aims of this programme are to improve the overall health of the local population, to help stop people becoming ill in the first place, wherever possible, and to make sure that everyone receives the same high-quality care.

Locally, health and social care partners have been working hard on a plan to bring about improvements. Key achievements during 2018/19 include:

- £350,000 funding for suicide prevention
- Launch of the Coventry and Warwickshire Year of Wellbeing
- Receiving around £700,000 funding from West Midlands Cancer Alliance
- The introduction of Consultant Connect - linking GPs with hospital consultants
- Continuity of care for pregnant women and new mums.

To ensure our plan meets the needs of local people during 2019/20, we will seek the views of our patients, staff, the public and local voluntary and community groups on how to improve health and care and how we can best use our combined resources.
Trust overview

The hub of the Trust is located on the outskirts of Nuneaton. Its services cover a large footprint, including North Warwickshire, South West Leicestershire, and North Coventry.

The Trust also provides a range of community services, delivered across Coventry, Warwickshire and Leicestershire. These include sexual health, smoking cessation and community dentistry services for the whole of Warwickshire, and tuberculosis services for Coventry and Warwickshire, as well as hosting the Blue Sky Sexual Assault Referral Centre.

George Eliot Hospital NHS Trust provides a range of elective, non-elective, surgical, medical, women’s, children’s, diagnostic and therapeutic services to a population of more than 300,000 people.

Average number of employees
(whole time equivalent basis)

2,307
Number of beds (general and acute) 286

A&E attendances 85,255

Outpatient appointments attended 267,610

Inpatient day case admissions 24,233

Number of patients operated on 12,793

Number of diagnostics

<table>
<thead>
<tr>
<th>Procedure</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>X-ray</td>
<td>82,954</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>24,137</td>
</tr>
<tr>
<td>CT</td>
<td>18,057</td>
</tr>
<tr>
<td>MRI</td>
<td>14,879</td>
</tr>
<tr>
<td>DEXA (bone density scan)</td>
<td>2,123</td>
</tr>
<tr>
<td>ERCP (pancreatic and bile duct examination)</td>
<td>347</td>
</tr>
</tbody>
</table>

Number of births 2,274
Investment in state-of-the-art equipment

New mammogram machine in breast care

Local MP, Craig Tracey, joined staff and patients at the launch of the hospital’s new mammogram machine in August 2018. The North Warwickshire MP is co-chair of the Cross Party Parliamentary Group for Breast Cancer.

The breast care team celebrated with a ‘pink day’ to showcase their new state-of-the-art facilities which will improve both patient experience and the efficiency of the service for local people.

New equipment boosts physiotherapy service

Patients visiting the hospital’s physiotherapy department benefited from £25,000 funding to replace its equipment.

Three new treadmills, four new bikes and two new cross-trainers were installed in December 2018 in a bid to modernise the department and increase the quality of the service it provides to local people.

The 50-strong physiotherapy team runs a series of special classes - supporting more than 100 patients a day to recover from a range of conditions such as joint replacement, sports injury, cardiac rehab and breathing problems.

New ultrasound machine to improve diagnosis of painful conditions

A new machine, which can be used to diagnose painful conditions such as arthritis, muscle injuries and back pain, was installed in December 2018.

The Sonosite musculo-skeletal ultrasound machine uses up-to-the-minute technology to transmit high-frequency sound waves through the body to create an image in ‘real time’, so blood flow and muscle movement can be observed. The injured area can easily be seen from multiple directions, giving medics a much better insight into pain that is triggered by movement.

Patients at the hospital are now more likely to be given a much faster and accurate diagnosis and can be offered better treatment and monitoring of conditions. In addition, the machine allows medics to carry out local injections on patients under ultrasound guidance.
Significant investment delivers new patient beds

In March 2019, the Trust invested £500,000 in patient and staff safety with an upgrade to 320 beds, complementing a previous investment in hybrid dynamic mattresses to assist in reducing pressure ulcers.

The new beds include soft-drop, full length side rails, ‘Mobilift’ technology and integrated under-bed lighting. These features increase patient comfort, help to reduce falls and allow patients to regain independence faster.

There are also illuminated angle indicators, which show staff the lowest, safest position for the bed in dark lighting. Meanwhile, a new handset allows staff to adjust the bed to suit different needs, such as an examination position and a cardiac chair position to accomplish the ideal resting position.

Health Secretary visits the Hospital

The hospital was delighted to welcome the Secretary of State for Health and Social Care, Matt Hancock MP, on the day we launched our commitment to the Coventry and Warwickshire Year of Wellbeing.

As part of this, staff were asked to make pledges to improve their own wellbeing and Mr Hancock made his own pledge – to exercise at least three times a week.

Local MPs were also on hand for the visit, which saw the minister take a tour around Mary Garth ward where he had a bedside chat with patients. He also spoke to staff about their successful devolved leadership model called ‘shared decision making’ which encourages and enables frontline staff (who are closest to the patients) to initiate improvements for staff, patients and their families.
What our staff said

NHS staff survey

The national NHS staff survey was carried out between October and December 2018. The survey questionnaire was sent to all staff and a total of 814 colleagues at the Trust completed and returned the questionnaire; this represented a response rate of 35 per cent.

The findings are positive in relation to:
- Quality of care (ability to deliver quality care, satisfaction with the care I provide)
- Health and wellbeing (not coming to work if unwell, positive on stress)
- Staff engagement (recommend as a place to work, able to improve my work area)
- Equality, diversity and inclusion (discrimination, adjustments made to my work environment)
- Violence from colleagues (improved, but still a challenge).

The findings also identified further challenges, and over the coming 12 months the Trust will focus on the following issues: initiatives and activities to improve staff experience, bullying and harassment, leadership, health and wellbeing, improve engagement and visibility from ‘Board to Ward’, quality improvement, equality and diversity, and appraisals.

Our values

- Effective open communication
- Excellence and safety in everything we do
- Challenge but support
- Expect respect and dignity
- Local healthcare that inspires confidence

‘Our vision is to EXCEL at patient care’
Recruitment and retention

100 per cent exam pass rate for international nursing team

Our new international nurses were top of the class, having achieved a 100 per cent pass rate in an exam that formed part of their registration process in the UK.

The international nurses, from the Philippines, Africa and India, are required to take a Nursing and Midwifery Council clinical examination in the UK after they start their placement. We were proud to announce that to date there was 100 per cent pass rate, above the national average of 89 per cent.

Nurturing our apprenticeship scheme

Over the year, we have recruited a further 52 new apprentices within many areas of the hospital – procurement, accountancy, pharmacy, hotel services, business and administration. The hospital can also boast the first apprentice in the country working in ESR (electronic staff records).

We fully embrace the ‘Grow our Own’ ambition, by providing employees with the opportunity to upskill through the apprenticeship levy, introducing alternative methods of building a career path by creating many opportunities for everyone wanting to work in direct patient care.
Our community

Volunteers

The Trust offers a wide range of volunteering opportunities in different teams and departments including Chaplaincy, MacMillan Cancer Support, Anker hospital radio, gardening support and the patient advice and liaison service (PALS). All volunteers attend the corporate induction either at the hospital or online at home via a secure link.

Throughout December 2018, the Daily Mail, in partnership with Helpforce (a national programme to promote the role and value of volunteering within hospitals), ran a joint initiative inviting Daily Mail readers to pledge their time to volunteer for the NHS in 2019. The Trust signed up to support this initiative and pledged to increase the number of volunteers offering a wide variety of roles across the hospital.

The Trust chairman hosted a Christmas lunch to thank the hospital’s volunteers for their valued contribution and support throughout the year.

Thinking of volunteering? Would you like to learn more from a current volunteer?

Want to apply? Please contact

Becky Millward
024 7686 5267 or
Parveen Deen
024 7686 5595.

Men in Sheds

The Community Arts Hub on the hospital site is home to the town’s ‘Men in Sheds’ group who meet twice a week to learn and share new skills and undertake projects together in a safe and social environment.

The Hub was opened in September and celebrated the work of these volunteers. It highlights the hospital’s use of art and crafts and aims to boost mental wellbeing, tackle social isolation and promote all the health benefits that being creative can bring.

A big part of the men’s weekly sessions centres around having a cuppa and a chat, which for the majority of the men is a key part of why they come along and join the group.

(Photograph taken at the opening of the Community Arts Hub by the Worshipful Mayor of Nuneaton and Bedworth, Councillor Chris Watkins in September 2018)
Performance against national standards

Trust performance against national standards

2018/19 has been a challenging year for the NHS generally and also the Trust, with regards to our key targets - particularly those around urgent and emergency care and planned surgery waiting times.

Our priority in 2019/20 will be our urgent and emergency care, in particular developing our frailty and ambulatory care services which will help patients be seen more quickly and effectively.

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>Standard</th>
<th>Year end</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Difficile infections</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>MRSA bacteraemia infections</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Quality:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cancer – 31 days (Patients receiving first definitive treatment within 31 days of a cancer diagnosis)</td>
<td>96%</td>
<td>99.5%</td>
</tr>
<tr>
<td>Cancer – 62 days (Patients beginning their first definitive treatment for cancer within 62 days following an urgent GP referral for suspected cancer)</td>
<td>85%</td>
<td>78.9%</td>
</tr>
<tr>
<td>Patients seen in A&amp;E within 4 hours</td>
<td>95%</td>
<td>84.49%</td>
</tr>
<tr>
<td>Patient experience:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Referral to Treatment (RTT) incomplete non-emergency pathway over the RTT 18-week timeline</td>
<td>92%</td>
<td>82.37%</td>
</tr>
</tbody>
</table>

We are committed to improving patients’ waiting time to access our care. The improvements we plan to make will have a positive, wider effect on a range of planned services and waiting times at the hospital.
Financial performance review

Capital expenditure
The Trust has incurred £5.0m of capital expenditure for 2018/19. The main items of spend were £1.1m IT programme, £1.8m medical equipment and £2.1m on estates backlog maintenance including the upgrade of the fire detection system.

Cost Improvement Programme
The Cost Improvement Programme (CIP) for 2018/19 of £7.5m (2017/18 £5.2m) was achieved in full, although only 37 per cent of this was achieved recurrently (2017/18, 64 per cent achieved recurrently). The CIP for 2019/20 is set at £8.3m.

Expenditure
Operating expenses
2017/18 operating expenses: £160.3m
2018/19 operating expenses: £167.2m
Pay costs continue to account for the majority of expenditure.
2017/18 pay costs: £103.9m
2018/19 pay costs: £110.1m

Income
The Trust earned income of £155.3m in 2018/19, a rise of £11.8m (or 8.2 per cent) compared to the previous year (2017/18 £143.4m).
Of this, £138.3m arose from patient care activities, with the remaining £17.0m generated as other operating income. The majority of the Trust’s income is sourced from its main commissioner, Warwickshire North Clinical Commissioning Group (CCG).

Income from operating activities and other income 2018/19
The chart shows the split of income by main source:
Quality commitments 2018/19

In upholding our vision to ‘EXCEL at patient care’, our quality commitments each year aim to improve patient outcomes, reduce harm and deliver high quality compassionate care at all times.

Improve Patient Outcomes, Reduce Harm and Deliver High Quality Compassionate Care

Patient Safety & Effectiveness

Our aims
- We will reduce avoidable Grade ≥3 pressure ulcers
- We will reduce preventable deaths
- We will reduce avoidable harm from medicines with a focus on insulin.

What will we do to achieve it?
- We will implement a pressure ulcer improvement collaborative across four in-patient wards
- We will implement a Medical Examiner role to review all deaths and improve learning
- We will focus on improving the management of sepsis and pneumonia
- We will implement an electronic observations system in our emergency department
- We develop and implement a Diabetes Strategy

Productivity & Efficiency

Our aims
- We will improve proactive and safe discharge for our patients.

What will we do to achieve it?
- We will embed the Red2Green approach to improve patient experience by reducing unnecessary delays
- We will keep patients informed and involved in their progress by using the Emergency Care Improvement Programme four key questions
- We will provide patients with information outlining what to expect on arrival and discharge including advice on self care, discharge and medication
- We will provide patients with a copy of their discharge letter and clinic correspondence

People Experience

Our aims
- We will improve care for patients at their end of life
- We will improve the lives of people with dementia, their families and carers from admission to discharge
- We will improve recruitment and retention.

What will we do to achieve it?
- We will implement our End of Life Care (EoLC) Strategy
- We will prioritise educating our staff on EoLC to support patients and families
- We will implement a Dementia Strategy underpinned by a Dementia Operational Plan
- We will embed the Recruitment and Retention Strategy
- We will develop and implement a Recruitment and Retention action plan 2018/19
- We will promote the Trust as an employer of choice for hard-to-fill medical and nursing vacancies
Quality commitments for 2019/20

The Trust recognises and upholds the vision of the NHS Long Term Plan that clearly outlines a way forward over the next ten years to enable the NHS to be ‘fit for the future’. The ultimate goal is to improve the delivery of care for patients, their experience at the point of care (in whichever health or social care setting they attend) with a key focus on prevention and wellbeing and living well for generations to come. Our quality commitments for this year respond to the above, and are based on improving the patient experience and care outcomes for all who attend our hospital.

### Our Priorities

### Patient Safety & Effectiveness

- We will reduce harm from falls
- We will reduce preventable deaths
- We will improve the assessment of patients at risk of developing a blood clot (VTE).

**Why is this a priority for us?**

- Over the last year, the number of falls with harm has increased
- Our mortality rates are higher than expected - deaths from pneumonia are the main contributor to this
- We are not meeting the national standard to assess patients for the risk of developing VTE on admission to hospital.

### Productivity & Efficiency

- We will improve the care of frail patients
- We will increase the number of patients being treated in ambulatory care
- We will reduce the number of cancelled operations in winter 2019/20.

**Why is this a priority for us?**

- Managing frailty well avoids admissions to hospital, helps people remain in their own home and prevents deterioration
- Maximising ambulatory care prevents unnecessary admission to hospital
- Effective winter planning will ensure that patients get the treatment they need in a timely manner.

### People Experience

- We will reduce our use of agency and locum medical staff
- We will improve the experience of our patients who are being discharged from hospital
- We will improve our staff engagement.

**Why is this a priority for us?**

- A reliance on temporary staff is associated with poorer outcomes and is expensive. It is important to recruit, retain and develop our own staff
- Our patients told us in the inpatient survey that the overall discharge experience could be improved
- Outstanding organisations have been shown to have high levels of staff engagement and empower staff to develop improvements. We are committed to getting this right.
Activity for the Trust over the last three years

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;E attendance</td>
<td>75,900</td>
<td>80,831</td>
<td>85,255</td>
</tr>
<tr>
<td>Ambulatory first attendances</td>
<td>1,599</td>
<td>2,011</td>
<td>1,924</td>
</tr>
<tr>
<td>First outpatients attendances</td>
<td>97,425</td>
<td>97,159</td>
<td>95,589</td>
</tr>
<tr>
<td>Follow-up outpatients attendances</td>
<td>169,193</td>
<td>173,698</td>
<td>172,396</td>
</tr>
<tr>
<td>Non-elective (emergency) admissions</td>
<td>14,243</td>
<td>14,438</td>
<td>16,747</td>
</tr>
<tr>
<td>Elective (planned) inpatient admissions</td>
<td>2,398</td>
<td>1,996</td>
<td>2,209</td>
</tr>
<tr>
<td>Elective (planned) day cases</td>
<td>23,570</td>
<td>23,420</td>
<td>24,233</td>
</tr>
<tr>
<td>Births</td>
<td>2,192</td>
<td>2,145</td>
<td>2,274</td>
</tr>
<tr>
<td>Therapy – first outpatient appointment</td>
<td>875</td>
<td>575</td>
<td>462</td>
</tr>
<tr>
<td>Therapy – follow-up outpatient appointment</td>
<td>3,407</td>
<td>2,201</td>
<td>1,941</td>
</tr>
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</table>

NB - Outpatient data is based on patients attending