

Annual Report

Summary 2008/09



Welcome to The Princess Alexandra Hospital's 2008/09 annual summary. This publication is designed to keep you informed about our work between April 2008 to March 2009.

If you would like a full copy of our annual report please email **communications@pah.nhs.uk** or contact **01279 827403**.

If you would like a copy of this document in large print, Braille, audio tape or translated into a different language please contact **0800 032 9006**.

Introduction

Who are we?

The Princess Alexandra Hospital is known across the region for providing high quality, acute and specialist healthcare to people living in West Essex, East Hertfordshire and beyond. The Trust has centralised the majority of its services at the main site in Harlow. Some outpatient and diagnostic services remain at Herts and Essex Hospital, Bishops Stortford; St Margaret's Hospital, Epping; Tower Clinic, Hoddesdon and Rectory Lane, Loughton.

We believe that we are on our way to achieving our five year vision **“to be the best general hospital in the East of England”** and our eight strategic objectives guide our intentions to “deliver the best possible care in a safe, reliable, effective and respectful environment”.

Our achievements:

Targets

- The Accident and Emergency Department is consistently placed in the top thirty hospitals in the country for our performance against the 98% four hour A&E target.

Innovation

- The Cellular Pathology department are one of only four in England and Wales to introduce an innovative new procedure to identify the lymph nodes connected with the progression of breast cancer.

Waiting Times

- The Trust is reporting the lowest waiting times in our history.

It is evident from what people say about our services that our desire to deliver our five year strategy by building a solid reputation and excelling in all areas of innovation is well within our grasp.

Choices

- Our maternity service is one of the fastest growing in England and was rated as being a 'better performer' in the Care Quality Commission's report on the quality of maternity services.

Cleanliness

- Our approach to reducing hospital associated infections has been heralded in a very favourable light nationally by the Department of Health.
- A £500,000 investment increased our domestic service support.

Quality

- The 'Quality of Our Services' has been rated as 'Good' in the annual hospital ratings by the Care Quality Commission.

Our Staff

They make us who we are

Our workforce of nearly 3,000 staff includes people of a variety of ages, ethnic minorities and cultural influences. We want our staff to be regarded as dedicated, passionate and caring professionals. The length of employee service is evidence of staff's loyalty and commitment to the organisation. 730 people have now worked at the Trust for over ten years.

Training and Development

Significant time and money have been committed to initiatives to improve working lives. Resulting improvements have included the:

- Introduction of half day statutory and mandatory training sessions as opposed to a whole day, to encourage more managers to release their staff.
- Development of a new leadership programme designed to equip managers with skills to lead their teams.
- Training of over 1,000 members of staff in customer care.

Staff Survey

According to the 2008 survey findings, working life at the Trust has improved. Over 40% of staff responded and indicated that there had been significant improvements, particularly in relation to formal training, employee communication and the internal culture.

Recruitment and Retention

Despite successfully recruiting over 500 members of staff in the last 12 months, recruitment continues to provide a challenge, particularly for qualified nurses, and applications remain very welcome.

Interested in a job at the Trust? – There is array of exciting job opportunities available across the Trust. For more information visit www.pah.nhs.uk/jobs or contact the Recruitment Team on 01279 827974.

Employee Recognition

Two highly successful recognition schemes have been reintroduced. The Princess Alexandra Commendation awards recognise those who have gone that extra mile in providing patient care, and over 100 members of staff received a Long Service award.

Working With Local People

Patient and Public Involvement remains a core element of the Government's drive to ensure that local people are involved in designing local healthcare services. We have a loyal group of people who give their time for free and we are extremely grateful for their valuable support. Over 100 volunteers provide a range of duties.

Interested in getting involved? – Details about the various volunteering opportunities available can be found at www.pah.nhs.uk/getinvolved

Our Finances

Going from strength to strength

The Trust was awarded a 'Good' rating in the annual healthcheck for 'Use of Resources'. This is a strong indication that we have continued to perform well.

The Trust concluded the year recording a better than breakeven position for the third consecutive year. We achieved a surplus of £3.2 million which was £77,000 better than planned.

Our financial position continued to be driven by the 18 week referral to treatment target with some work being paid to be undertaken by independent partners. The surplus we generated has enabled us to make the repayments of a loan to the Department of Health as well as support capital investments on our site.

During the year £4.9 million was spent on capital developments. The majority was investment to improve clinical areas such as the extension of Accident and Emergency and on clinical IT systems such as e-ordering and reporting of diagnostic testing.

The Trust has set a budget plan for 2009/10 that

Did you know?

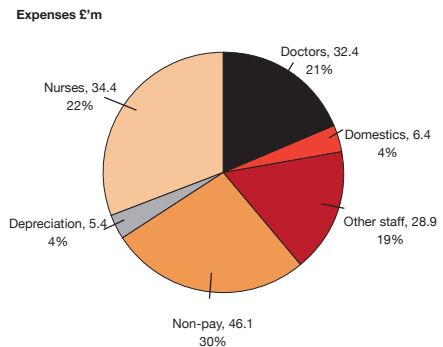
- A £3.2 million surplus was generated, £77,000 better than planned.
- A significant saving of £6.4million was made by making clinical practices more efficient and using IT more effectively. This money was reinvested back into the hospital.
- The Trust met its efficiency target and productivity remained at approximately 93% of national average costs.

predicts the delivery of a further surplus of £5.1 million. This will place the organisation in a strong position to become an NHS Foundation Trust.

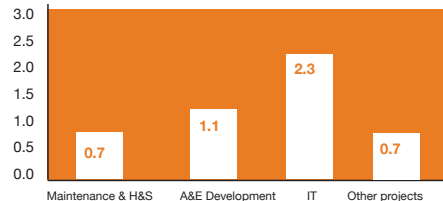
Beyond that the Hospital predicts continued financial strength, with surpluses of £33 million over the next five years. This will enable more investment in the estate and equipment, with plans to spend £46.8 million over the same period.

Finances at a glance

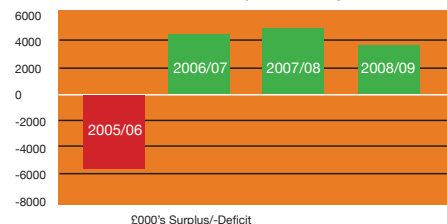
Where we spent our money



Capital £'m How we spent our capital



Income and expenditure performance



For a copy of our full accounts and annual report please contact communications@pah.nhs.uk.

Our Intentions For The Next Five Years

Our journey to Foundation Trust status

It is now over a year since we started our journey to become an NHS Foundation Trust. We consulted in 2007/08 and received overwhelming support for our plans.

Our strategic intentions were clearly set out in our five year integrated business plan and they discuss in detail how we will work with our Commissioners to:

- Shift services from hospital to primary care
- Extend the range of day case and short surgical procedures
- Redesign services to make them more streamlined and patient centred

A crucial part of our application has been evidencing that the local population supports our longer term strategy. To date 4000 people have signed up as Foundation Trust members.

Our application currently sits with the East of England Strategic Health Authority. They are extremely supportive of our plans and have invited us back in the Autumn to update them on our financial performance. If we are successful we will then proceed to the Department of Health for further approval.

Show Your Support – Foundation Trust Membership

Becoming a member is about supporting the Trust to help us:

- Manage the hospital locally with less government control
- Introduce new and exciting ways of working
- Spend the money we make on our own services and buildings
- Give our staff and local people the opportunity to help develop services
- Offer the care and treatment that local people need

You can choose how much involvement you want, The benefits of becoming a member include:

- Invitations to meetings and events about health related subjects
- Receiving a regular newsletter updating you on Hospital life
- Having the opportunity to stand as a Governor

Membership is free and open to anyone over the age of 14 who lives in the area of Harlow, Epping Forest, East Hertfordshire, Uttlesford and Broxbourne.

For more information call our freephone 0800 032 9006, visit www.pah.nhs.uk/FT or email ft@pah.nhs.uk

Moving Forward To A Position of Excellence

Delivering high quality services to more patients than ever before

Our vision to enhance and develop local healthcare services has been influenced by an ever-changing social, political and technological environment, and increasing government standards.

Since the devolution of operational responsibility to the four new clinical business units (1 April 2008), the flatter management structure has given clinicians more opportunity to work with managers to influence service development plans. Examples of the work that has taken place are detailed below.

Emergency

The completion of a £1.1million upgrade of the Accident and Emergency department, the appointment of two emergency consultants and a new partnership initiative with West Essex Primary Care Trust to direct patients correctly to A&E or primary care, have enabled the team to cope with an average of 6,000 attendances per month.

The A&E service fared averagely in the country according to a Healthcare Commission survey. 290 people responded to say they had received a satisfactory service.

Elective (Planned Care)

The elective teams worked tirelessly to cater for the demands of the 18 week GP referral to treatment target. By March 31 only 117 patients had waited longer than 18 weeks for admitted care compared with over 2,400 last year.

Initiatives introduced in the elective business unit have included:

- A new telephone appointment confirmation service (over £1.1million was wasted as a result of people missing their appointments in 2008/09).
- £260,000 was spent on introducing an electronic information system into theatres to improve efficiency and patient care.
- Significant investment into expanding day case services. 33,518 people were treated as day cases (81% of all our elective patients).
- A new regional network that directs all specialist Ear, Nose and Throat patients to a newly created centre of expertise in Chelmsford.

Cancer and Core Services

Over 70% of all clinical diagnoses are made by the Cancer and Core Services directorate although more work remains behind the scenes.

Radiology has scanned and screened over 192,926 people during the year and the installation of a MRI scanner at St Margaret's Hospital in Epping (in September 2009) will ease the pressure on the existing service.

Cellular Pathology continues to increase the number of state of the art procedures they are undertaking. They now process an additional 50,000 cervical screening samples using an advanced liquid based cytology system and we are one of only four hospitals in the country to introduce an innovative new procedure related to the treatment of breast cancer, Sentinel node screening.

Since the revised collection of cancer waiting time data (from January 2009) more patients are being tracked through their care pathway. The Trust reported 82% compliance against the 62 day national cancer target placing us within the top two providers in the region.

Women's and Children's Health

It has been an extremely successful year for the unit culminating in the achievement of numerous national awards.

The maternity service is now one of the fastest growing in England and the service has been enjoying a bumper 12 months delivering 3,700 babies in the past year alone.

Successes for the directorate include the:

- Recruitment of ten midwives into the department.
- Award winning maternity bereavement team was one of the first in the country to introduce an innovative training programme to help staff support families who have lost a baby.

- Introduction of a new milk kitchen to educate mothers and their partners how to bottle feed correctly.
- Launch of a paediatric consultant helpline for local GPs who have questions about a child they have in their surgery.
- Development of a proposal for a £3 million redevelopment of the Neonatal Intensive Care Unit (NICU).

Support Services

Whilst it is important that our clinical services are sufficiently resourced to deliver our strategic intentions, our support services must be equally as robust.

Examples of work have included:

- The service transformation team enabled us to secure real improvements in service delivery. We have invested £75,000 in introducing new practices based on this principle.
- £1.8 million was spent on capital developments works across the sites during 2008/09, and £400,000 was spent on improving the site's energy efficiency.
- £1.799 million was invested in delivering large infrastructure Information Management and Technology projects, each helping clinicians to provide better quality and more efficient care.
- Over £500,000 was invested in new cleaning products, additional cleaning staff and equipment.

Did you know?

- Over **90%** of all elective patients are treated with 18 weeks of GP referral.
- **80,153** people attended A&E last year.
- **126,545** follow up appointments were undertaken during 2008/09.
- The Orthopaedic team was one of a limited number to be selected for **the Rapid Improvement Programme** for primary hip and knee replacements.
- Radiology scanned and screened over **192,926** patients in 2008/09.

Patient's and Relative's Compliments

“I would like to thank the Hospital staff for their professional care and attention when my son was admitted via A&E. All the staff were fantastic and ward facilities great.”

“Thank you to the team responsible in the Radiology Unit for my MRI scan today. They were extremely courteous and efficient.”

“My midwife and the rest of the staff on Samson Labour Ward are a credit to the Hospital.”

Interested To Know What People Think About PAH?

Visitors to www.nhs.uk are asked to rate their care and advise whether they would recommend a friend. Over 82% of people have said they would. Why not visit the site and let us know your views.