

Annual Review

Highlights from 2016/17



Welcome from our Chair and Chief Executive

In recent years, SaTH's first responsibility has been simple: to bring itself up to an acceptable standard as an acute hospital Trust, giving a good level of care to the patients that it serves. For a number of years, the organisation had not been doing well despite the very good work of the people within it. The improvement journey has been challenging. Good and sustained progress is now being made.

We knew the journey would be a long one, and there is still much more to do. We want better than an acceptable standard. We want SaTH to be exemplary; the safest and kindest in the country. The past year has seen the team tackling the big issues that have been undermining hospital safety and kindness for years: stretched services resulting in long waiting times, poor service configuration resulting in fragility (e.g. emergency services, midwifery services) and an insufficiently open and transparent culture. Facing up to and addressing these challenges has been painful.

The Trust's team have shown real and sustained courage in taking on this task. It would be easier to continue to patch over the cracks than to be transparent about the issues and make the changes that need to happen. But the team, the almost 6,000 people that make the hospitals function - our neighbours, our sisters, our uncles, our friends - have demonstrated over and over again their commitment to patients. This has often been despite, rather than because of, the organisational context. The work is now on to make the organisation deliver the same patient priority.



Peter Latchford
Trust Chair

We achieved so much during the past 12 months as we began our journey to provide the safest and kindest care in the NHS. The year was my first full one as Chief Executive at the Trust and saw us launch our Organisational Strategy.

At the very heart of our Organisational Strategy are the patients and their families. We have half-a-million opportunities every year to make a difference and our Vision is to provide each and every patient, and the two million family members who walk through our doors with them, the safest and kindest care in the NHS.

Our partnership with the Virginia Mason Institute in Seattle, which was launched in 2015 with the aim of turning our organisation into the safest in the NHS, took huge strides forward as we launched our Transforming Care Institute (TCI). All of our innovation and change work is now housed in the TCI, which is the base for the team leading the roll out of our Value Streams, lean technologies, Rapid Process Improvement Workshops and Report Outs.

The fragility of A&E and some of our other services came to the fore during the year but these issues are not new and, in fact, have been causing concern for the best part of a decade in some cases. The need to resolve the challenges these services face are the driving force behind our plans to reconfigure hospital services and to work more closely with our GPs. We are taking decisive action, together with our partners, to remove risks and to introduce permanent and sustainable solutions to keep services here for future generations. We have set out a clear future that will bring state-of-the-art services into our county, protect those already here and encourage health professionals to want to come here to work and live in the area.



Simon Wright
Chief Executive



THANK YOU TO EVERYONE FOR YOUR SUPPORT IN 2016/17

Thank you to all of our patients, staff, volunteers, partner organisations and the wider community for all of your support during 2016/17. Thank you also to our apprentices who have been starting their careers by taking on roles at SaTH. We're proud to have helped them at the start of their working life—one has recently won a regional award for her efforts.

We welcome your feedback about the services we provide—please visit our website at www.sath.nhs.uk/patients-and-visitors/pals to share your experiences.

Our hospitals in 2016/17



119,000
A&E
ATTENDANCES

EMERGENCY



170
AMBULANCES A DAY



PLANNED CARE



410,000

OUTPATIENT APPOINTMENTS



64,000
DAYCASE
AND ELECTIVE
INPATIENT SPELLS

WOMEN AND CHILDREN

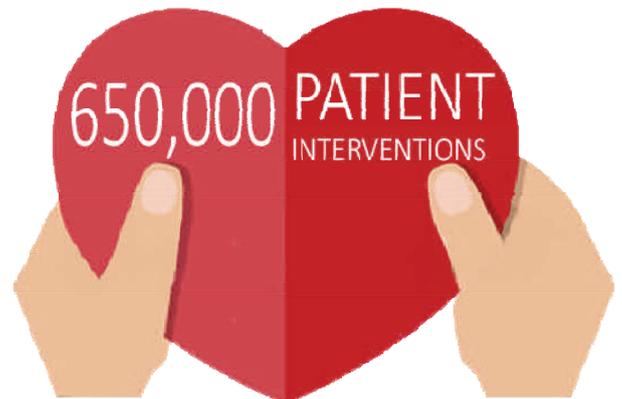
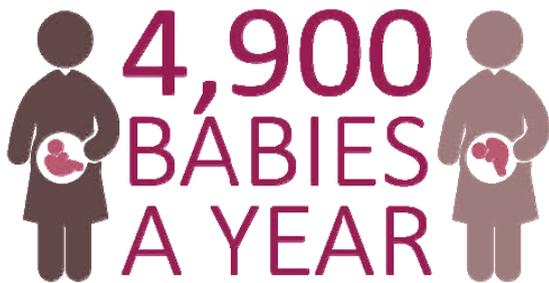
62,000

OUTPATIENTS EACH YEAR



9,000

PAEDIATRIC INPATIENTS A YEAR



5,900
STAFF AND
1,000
VOLUNTEERS

A journey through some of the

April 2016



A Garden of Tranquillity opened at the Princess Royal Hospital

May 2016



SaTH awarded CHKS Top 40 Hospitals for fourth year in a row

June 2016



We saw an improvement in our national Inpatient Survey results

August 2016



We launched our Organisational Strategy

September 2016



We launched a Live Well With Dementia Appeal at our first annual fun day

VIP Awards

2016 also saw us launch our first annual VIP (Values In Practice) Awards, together with a new monthly award.

The awards celebrate our amazing staff.

Nominate our staff at vipawards.org.uk



December 2016



We launched a cancer app, funded by the Lingen Davies Cancer Fund

The highlights at SaTH in 2016/17

July 2016



Hospital-to-hospital fundraiser 'Harry's Potter' raised £17,000

October 2016



We made a video showing the amazing improvements we've made in sepsis care

November 2016



Hundreds of people attended our second End of Life Care Conference

January 2017



We opened our first Dementia Friendly Café. One opened at RSH in April 2017.

February 2017



Relatives of Bernadette Roberts presented a £235,000 bequest to RSH's O'Connor Unit

March 2017



We launched the #endPJparalysis campaign on Ward 32 at RSH

in the News Archive at www.sath.nhs.uk and a detailed www.sath.nhs.uk/about-us/annual_report.aspx

NHS FRIENDS AND FAMILY TEST

94.7%
of users in **A&E**
would recommend
our hospitals



98.1%
of **inpatients** would
recommend our hospitals



98.2%
of maternity users would
recommend where they
had their baby



Cancer
waiting
times
All
targets
met

ACCESS



80.7%
of patients admitted, transferred
or discharged within **4 hrs** of
arriving at
A&E

WORKFORCE



4.04%
Sickness
absence



86.17%
Appraisals

HEALTHCARE-ACQUIRED INFECTIONS



1 case of MRSA
Bacteraemia

18 cases of
C difficile
(target of less than 25)

QUALITY OF CARE



95.66%
assessment for venous
thromboembolism (VTE)
VTE is a condition where a blood clot
forms in a vein

More detailed focus on our performance in 2016/17

Domain	Indicator	Description	Data Source	Thresholds	Performance in Year Ended 31 March 2017
Access (including A&E and 18 weeks Referral to Treatment [RTT])	Four-hour maximum wait in A&E from arrival to admission, transfer or discharge	The number of patients spending four hours or less in all types of A&E department / The total number of patients attending all types of A&E department	Weekly SitReps	Performing: 95% Underperforming: 94%	80.7%
	12 hour trolley waits	The number of patients waiting in A&E departments for longer than 12 hours after a decision to admit	Weekly SitReps	Performing: 0 Underperforming: >0	17
	RTT – admitted -90% in 18 weeks	Total number of completed admitted pathways where the patient waited 18 weeks or less vs. Total number of completed admitted pathways in quarter	Monthly RTT returns via UNIFY	Performing: 90% Underperforming: 85%	63.37%
	RTT – non-admitted – 95% in 18 weeks	Total number of completed non-admitted pathways where the patient waited 18 weeks or less vs. Total number of completed admitted pathways in quarter		Performing: 95% Underperforming: 90%	91.32%
	RTT - incomplete pathways	Total number of patients on incomplete pathways less than 18 weeks vs. total number on incomplete pathways		Performing: 92%	92.58%
Cancer Waiting Times	2 week GP referral to 1st Outpatient	Please see cancer waiting times guidance for definition of these performance standards	Cancer Waiting Times Database	Performing: 93% Underperforming: 88%	94.3%
	2 week GP referral to 1st outpatient – breast symptoms			Performing: 93% Underperforming: 88%	94.7%
	31 day diagnosis to treatment for all cancers			Performing: 96% Underperforming: 91%	99.2%
	31 day second or subsequent treatment – drug			Performing: 98% Underperforming: 93%	99.9%
	31 day second or subsequent treatment – surgery			Performing: 94% Underperforming: 89%	96.9%
	31 day second or subsequent treatment – radiotherapy			Performing: 94% Underperforming: 89%	98.9%
	62 days urgent GP referral to treatment of all cancers			Performing: 85% Underperforming: 80%	86.0%
	62 day referral to treatment from screening			Performing: 90% Underperforming: 85%	95.1%
	62 day referral to treatment from hospital specialist			Performing: 85% Underperforming: 80%	90.4%
Infection Prevention and Control	MRSA	Actual number of MRSA vs. planned trajectory for MRSA	HPA Returns	Performing: No MRSA bacteraemias	1
	C.Diff	Actual number of C.Diff vs. planned trajectory for C.Diff		No more than 25 C.diff	18
Quality of Care	VTE Risk Assessment	Number of adult inpatient admissions reported as having a VTE risk assessment on admission	UNIFY Mandatory returns	Performing: 95% Underperforming: 90%	Trust performance for the whole year is 95.6%. This is the first year that SaTH has exceeded the 95% target for the whole year.
	Duty of Candour	Number of breaches of duty of candour	Datix	Performing: 0	0

Staff and patient feedback

Our 2016 Staff Survey results showed that 56% (slightly down from 57% in 2014) of staff would recommend the Trust as a place to work and 62% (the same percentage as in 2015) would be happy with the standard of care provided if a friend or relative needed treatment.

Our public Friends and Family Test showed that overall for 2016/17, 98.1% of inpatients would be likely to recommend the ward they were treated on to friends and family if they needed similar care and treatment.

2017: Key dates for your diary

<i>Saturday 22 July (12 noon-4.30pm)</i>	<i>Annual Charity Fun Day (including The Butterfly Effect hospital-to-hospital event)</i>	<i>Shropshire Conference Centre Royal Shrewsbury Hospital</i>
<i>Thursday 27 July (1pm)</i>	<i>Trust Board Meeting</i>	<i>Shropshire Conference Centre Royal Shrewsbury Hospital</i>
<i>Week commencing 7 August</i>	<i>Transformation Sensei visits as part of our partnership with the Virginia Mason Institute</i>	<i>Both hospital sites</i>
<i>Monday 11 September</i>	<i>Advanced Lean Training launches as part of our Transforming Care Programme</i>	<i>Both hospital sites</i>
<i>Week commencing 18 September</i>	<i>Fifth Value Steam launches in our Transforming Care Programme</i>	<i>TBC</i>
<i>Thursday 28 September (1pm)</i>	<i>Trust Board Meeting</i>	<i>Shropshire Conference Centre Royal Shrewsbury Hospital</i>
<i>Friday 29 September</i>	<i>VIP (Values in Practice) Awards celebrating the outstanding achievements of staff and volunteers</i>	<i>Albrighton Hall Hotel, Shrewsbury</i>
<i>Friday 20 October</i>	<i>Leadership Conference</i>	<i>Shropshire Conference Centre Royal Shrewsbury Hospital</i>
<i>Week commencing 6 November</i>	<i>Transformation Sensei visits as part of our partnership with the Virginia Mason Institute</i>	<i>Both hospital sites</i>
<i>Thursday 30 November (1pm)</i>	<i>Trust Board Meeting</i>	<i>Shropshire Conference Centre Royal Shrewsbury Hospital</i>
<i>Early December (TBC)</i>	<i>First Lean For Leaders Graduation</i>	<i>TBC</i>

**Staff-only events are written in blue*

This Annual Review 2016/17 provides an overview of the year. For a full and in-depth look at 2016/17 at The Shrewsbury and Telford Hospital NHS Trust please read our Annual Report (including our Quality Account, Financial Statements and Governance Statement), which can be found on our website at www.sath.nhs.uk/about-us/annual_report.aspx

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Proud To **Care**
Make It **Happen**
We Value **Respect**
Together We **Achieve**

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