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Members' Magazine

Isle of Wight **NHS**
NHS Trust



2013 / 2014

Your healthcare: your choice

Annual Report special edition

Maternity Dep



Looking back

The year in review



Looking forward

Our plans for 2014/15

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A DIFFERENCE
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Members' Magazine

Annual Report Special Edition

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Wherever possible, we use email to stay in touch with members – if you have other preferences, please let us know.

Welcome



Welcome to this special edition of Members' Magazine – it's been created to mark the publication of the Trust's Annual Report for 2013/14

and will give you a quick summary of what we've done and where we're heading. Please go to the publications section of our website at www.iow.nhs.uk to download a copy of the report in full – and do let us know what you think.

We appreciate all the feedback that we get from our members – and by having your say, you are helping to influence health and social care services on the Island. Thanks to your support, we are moving ever closer to our goal of becoming a Foundation Trust, which will be run by members, for members. This is a natural evolution that will allow us to develop as a responsive organisation, while constantly upgrading the care that we provide. Our bid to become a Foundation Trust is now backed by over 4,000 public members and 2832 staff members (19 May 2014). We are well on target to meet our goal of 6000 public members by April 2017.

Thank you for making a difference – and hope you enjoy reading about some of our achievements for 2013/14. Here's to another successful year – and we look forward to working even closer with you over the next 12 months.

Mark Price

Mark Price



@IoWNHSTrust
I am home many
thanks to #iownhs
you are the best

We are impressed by your kindness,
your dedication and professionalism.
You do a fantastic job.



FACT FILE: IOW NHS Trust

- We provide hospital, community, mental health and ambulance services.
- We run St Mary's Hospital in Newport, the only NHS hospital on the Island – it has 246 beds and handles 22,685 admissions each year.
- Our turnover is around £172m.
- We are the largest employer on the Island.
- We employ around 2,700 staff (full time equivalent).
- Our catchment population is 138,000 (relatively small).

Dear Member,

The Trust's Annual Report for the period 1 April 2013 to 31 March 2014 has just been published in full on our website. We hope you'll have a look – but if you're short on time, then this mini magazine will fill you in.

This has been another landmark year for The Isle of Wight NHS Trust, characterised by progress, innovation and continual quality improvement. Our vision is to provide quality care for everyone, every time, as we move towards Foundation Trust status.

We are an integrated provider of hospital, community, mental health and ambulance services – no other Trust in England offers such a breadth of services. This enables patients to receive care across traditional boundaries in a seamless, efficient way.

The next step for us will be to work more closely with social care services, and so we have been working alongside the Island's Clinical Commissioning Group, and the Isle of Wight Council, to develop a five year plan for health and social care integration.

Over the next year, we will continue to refine our services in response to local needs. On many performance indicators, the Trust is already achieving impressive results. Now we want to become even better: more responsive, compassionate, skilled, efficient and innovative. We have achieved a great deal over the past year – and now the hard work is set to continue as we move even closer to becoming the outstanding Foundation Trust that the Island deserves.


Danny Fisher, Chairman


Karen Baker, Chief Executive



What a year!

It's been a productive and successful year. Here are a few of our highlights from 2013/14...



Our state-of-the-art new £1.45m helipad, supported by a generous £250,000 grant from the County Air Ambulance Trust, was used for the first time. This facility will save lives by cutting the time it takes for patients to receive emergency treatment (at St. Mary's and on the mainland).



Facilities for patients with dementia moved from Ryde, to Shackleton Ward at St. Mary's Hospital in Newport. An estimated 2,600 Islanders have dementia and this is forecast to increase by 40% by 2021. In August, the Trust was awarded £399,033 to support the creation of a 'dementia friendly' environment.



We announced that the new NHS 111 service is working well on the Island, giving people fast access to non emergency advice and care. 111 enquiries are dealt with by our Integrated Care Hub, which also handles calls to 999, GP out of hours, and other health and social services.



A new Pathology Laboratory opened at St. Mary's to upgrade facilities and meet the increased demand for services. Around 1 million pathology tests are performed each year on the Island. The high tech lab deals with biopsies, blood and urine tests.



The Trust's Stoma Care team won a prestigious Purple Iris award from the Colostomy Association. Many other talented staff members won awards this year. In December, the Community Child and Adolescent Mental Health Services (CAMHS) Team was named Child and Adolescent Psychiatric Team of the Year 2013 by the Royal College of Psychiatrists.



Actor and Islander Melvyn Hayes opened the new Children's Ward garden in memory of an inspirational former patient, James Sparks, who died aged 17 in 2009. The garden has a railway theme and is proving popular with young patients. Our children's unit has 13 beds in the ward and six day beds.



We launched a life saving treatment for patients in the community, which in the past has only been delivered in hospital. The Trust's 'PrePip' project enables specially trained Paramedics to deliver intravenous high dose antibiotics to certain patients with suspected sepsis (a life-threatening condition caused by the body overreacting to an infection).



400 members of staff and volunteers packed into Medina Theatre for the Trust's annual Awards ceremony where excellence and innovation in healthcare were recognised alongside individual achievements. You can view videos of the shortlisted applicants at www.youtube.com/user/IsleofWightNHS



HRH The Duke of Kent officially opened the Integrated Care Hub and Helipad at St Mary's. These developments will give Islanders and visitors faster access to life-saving care and help to avoid unnecessary admissions.



This was the first induction day for our new Quality Champions. Over 100 volunteers from across the organisation have stepped forward to help ensure that the Trust's vision of 'quality care for everyone, every time' is delivered across all areas of work.



Norovirus struck St Mary's, causing diarrhoea and vomiting. We controlled the situation by closing affected wards, restricting visiting, and tightening up on good hand hygiene for all staff and visitors. A small number of scheduled operations were rearranged but day surgery, outpatient appointments and clinics were not disrupted.



Our risk rating was reduced by the Care Quality Commission – this is a key indicator that our hospital is safe, effective, caring, responsive and well led.

It was a good year for...

...research and innovation

The Trust's participation in clinical research gives our patients fast access to the very latest therapies and ensures that our staff remain at the cutting edge of medical science.

During 2013/14...

- We received **£404, 277** from the Hampshire and Isle of Wight Comprehensive Local Research Network.
- **41 studies** were approved by the Research and Development Committee.
- **32** clinical staff participated in research.
- **789** patients were recruited to participate in ethically approved research.



...groundbreaking research into chronic pain



In November 2013, a neuroscience research project was launched at St. Mary's Hospital, to examine chronic pain in Fibromyalgia

Syndrome (FMS) and Chronic Fatigue Syndrome (CFS). The researchers are focusing on activity in the central nervous system and reported enhanced sensitivities to touch, sound, light and temperatures.

The hope is that if more is understood about the neurology behind these conditions, then new therapies could be developed. At least 200 people suffer from FMS and CFS on the Island.



...sustainability

We are committed to embedding sustainability principles across the Trust, and reducing our environmental impact. We are actively taking steps to improve our energy efficiency, lower our water consumption, and reduce the environmental impact of the waste we generate.

During 2013/14...

- Delivered **savings of 6%** for carbon emissions (against a 2011/12 baseline).
- Increased domestic waste recycling from **18% to 27%** (from 2012/13 to 2013/14).
- Lowered our water consumption by **15%** (against a 2011/12 baseline).
- Made significant progress towards procuring an Energy Performance Contract which is expected to deliver **savings of over 30%** in carbon emissions (against a 2012/13 baseline).

...training and education

It's been a busy year for the Education, Training and Development team, who are at the forefront of ensuring that our staff are appropriately skilled and up to date with the latest developments that could benefit our patients.

Here are a few of the highlights...

- Our leadership development programme attracted **over 180 participants**.
- We secured funding to pay for simulators for adults, babies and ambulance equipment, so that staff can **learn advanced life-saving skills** in a safe environment.

- E-learning activity has increased with **36,897 modules completed** during the year – an increase of 64% on the previous year.
- We have reduced unnecessary training requirements, which will **save an estimated 2,026 hours** every year.
- Mandatory training compliance across the Trust is now **77%** – the highest ever.

Quality goals looking back

In 2013/14 our strategic objectives were to focus on quality, workforce and finance – and overall, we performed very well, as outlined below. For the full information, please visit our website.

Strategic objective 1: Quality

Achievements

- ✓ Board members now attend regular unannounced Walk Rounds and are shown videos of patient interviews at meetings – these initiatives have led to improvements in care.
- ✓ The national target is for 95% or more patients to be risk assessed for venous thromboembolism (VTE) on admission to hospital – and we are achieving this.
- ✓ The 'compliments to complaints' ratio has increased significantly – from 8:1 to 23:1.
- ✓ We have consistently stayed within our agreed maximum threshold for C. Difficile.
- ✓ There have been no mixed sex accommodation breaches.
- ✓ We have seen a reduction in our hospital standardised mortality ratio.
- ✓ Since August 2013, we have seen a reduction in the number of reported Serious Incidents Requiring Investigation.
- ✓ We have improved the way that we communicate with patients and as a result over 96% would recommend us to a friend or family member.



- ✓ Our Monitor self-assessment risk rating fell from 3.5 to 2.0. Monitor is the regulatory body for Foundation Trusts, and in order to achieve Foundation Trust status, organisations must score less than 4.
- ✓ We are within the top 1% of Trusts for stroke performance.

Areas for improvements

- **Methicillin-Resistant Staphylococcus Aureus (MRSA):** we reported two cases of MRSA, breaching our ambitious target of zero.
- **Avoidable pressure ulcers:** although there has been an overall reduction, we exceeded nearly all of our agreed thresholds. This will remain a key organisational quality goal for 2014/15.



Strategic objective 2: Workforce Achievements

- ✓ Various staff members have received prestigious awards, including a national Stoma Award for our Stoma Service.
- ✓ We set up a new Organisational Culture Development Group – staff from across the Trust now meet up every month to drive forward cultural improvements.
- ✓ ‘Values-based’ recruitment has been introduced, to ensure that new staff share the values of the organisation.
- ✓ The Staff Survey for 2013 showed a marked improvements in morale, compared with the previous year, and the rating for the Ambulance service is among the best in the country.
- ✓ A Raising Concerns Toolkit has been launched to give staff the confidence to raise quality and safety issues.

Areas for improvements

Staff surveys indicate that we need to focus more on improving:

- Work-related stress.
- Communication.
- The quality of appraisals.

Strategic objective 3: Finance and Governance Achievements

- ✓ Our ‘continuity of services’ risk rating is as good as it can be (4). This is an indication, devised by Monitor, of the likelihood of the Trust staying solvent and maintaining the continuity of services provided.
- ✓ We have achieved our planned surplus.
- ✓ We have implemented new systems to support our Value Improvement and Transformation programmes.
- ✓ We have introduced additional capacity and expertise to the Board in the form of Designate Non-Executive Directors.

Areas for improvements

- Delivery of our full Cost Improvement Programme, which aims to ensure that the best value for money is continually achieved (so that funds can be reinvested in healthcare).
- Our Trust Board has seen a turnover in its membership over the past year – substantive appointments are planned for the remaining vacant positions early in 2014/15.



Read the full Annual Report at
www.iow.nhs.uk/publications



Quality goals looking forward

This is our vision and mission...

Our **vision** is to provide **quality care for everyone, every time.**

Our **mission** is to improve the health, well-being and life chances of the Island's residents and visitors. We will contribute to the long-term sustainability of the Island by working with our partners to deliver seamless and efficient, person centred, integrated, health and social care services.

...and this is how we will make this a reality.

The following **strategic objectives** will support the delivery of our **vision** and **mission**. The critical success factors will be used by the Board to assess our performance.

1. Improve quality

Strategic objective:

To achieve the highest possible quality standards for our patients, in terms of outcomes, safety and positive experiences of care.

Critical success factors:

CSF1. Improve the experience and satisfaction of patients, carers, partners and staff.

CSF2. Improve clinical effectiveness, safety and outcomes for patients.

2. Deliver our integrated clinical strategy

Strategic objective:

To deliver the Trust's clinical strategy, integrating service delivery within our organisation and with our partners, and providing services locally wherever clinically appropriate and cost effective.

Critical success factors:

CSF3. Continuously develop, and successfully implement, our Integrated Business Plan.

CSF4. Develop our relationships with key stakeholders to further integrate the health, social care and voluntary/third sectors, to collectively deliver a sustainable local system.

3. Increase resilience

Strategic objective:

To build the resilience of our services and organisation through partnerships within the NHS, with social care, and with the private and voluntary/third sectors.

Critical success factors:

CSF5. Demonstrate robust linkages with our NHS partners, the Local Authority, the third sector and commercial entities, for the clear benefit of our patients.

CSF6. Develop our quality governance and financial management systems and processes, to deliver performances that exceed the standards set down for Foundation Trusts.

4. Improve productivity

Strategic objective:

To improve the productivity and efficiency of the Trust, building greater financial sustainability within the local health and social care economy.

Critical success factors:

CSF7. Improve value for money and generate our planned surplus whilst maintaining or improving quality.

CSF8. Develop our support infrastructure to improve the quality and value of the services we provide.

Our quality goals for 2014/15

Our Quality Account (QA) sets out the Trust's **quality goals** that have been determined following extensive consultation with key stakeholders, including patients, the wider public, and Healthwatch. The agreed quality goals for 2014/15 are:

1. **Patient safety** – emphasising the prevention of pressure ulcers.
2. **Clinical effectiveness** – focusing on a reduction in cancelled or re-arranged Outpatient appointments.
3. **Patient experience** – with an emphasis on improving communication.

5. Develop our workforce

Strategic objective:

To develop our people, culture and workforce competencies to implement our vision and clinical strategy. Engender a sense of pride amongst staff in the work that they do, and the services they provide. Position the Trust as an employer of choice.

Critical success factors:

CSF9. Redesign our workforce so people with the right attitude, skills and capabilities are in the right places, at the right time, to deliver high quality patient care.

CSF10. Develop our organisational culture, processes and capabilities to be an outstanding organisation and employer of choice.



Read the full Quality Account at
www.iow.nhs.uk/publications

Your NHS in numbers

In 2013/14 the Isle of Wight NHS Trust...

...delivered **1,338** babies at St Mary's Hospital.

...conducted **10,934** biopsies to look for conditions including cancer.

...conducted thousands of investigative tests including **80,158** X-rays, **14,899** ultrasounds, **14,259** CT examinations and **4,230** MRI scans.

...dispatched **24,444** emergency vehicles to people in need across the Island.

...transported **588** patients to the mainland for specialist care.

...tested **1,171,760** samples of blood.

...reached out to our local population of **138,000** people – with over **4,000** signing up for membership of our proposed Foundation Trust.

...admitted **22,685** patients to St Mary's Hospital in Newport and cared for them in our 246 beds.

...welcomed the support of **551** amazing volunteers.

...took **477,662** blood samples from patients in the Phlebotomy department.

...answered **30,000** calls to 999 and **55,000** calls to the new 111 service.

...employed **2,832** staff (**125** doctors and dentists, **879** nurses and midwives, **404** allied health professionals, scientists and technicians, **553** healthcare assistants and other support staff, and **871** people in administration and estates).

...used **2,746** litres of hand sanitiser gel.



We currently have 4219 public members and 2832 staff members... and counting!

Please pass this magazine on – help us to encourage even more people to sign up to support our bid to become a Foundation Trust. Thanks for making a difference.

MAKE
A DIFFERENCE
JOIN TODAY!

Visit www.iow.nhs.uk/membership