



South Warwickshire
NHS Foundation Trust

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NHS Foundation Trust

Annual Report & Accounts for 2018/19



safe, effective, compassionate, trusted



The NHS celebrated its 70th anniversary during 2018/19. This milestone enabled so many of us to reflect on the progress made since the creation in 1948, of what I regard as the best healthcare system in the world.



I have worked in the NHS for half of its life and the majority of mine. During my time I have seen very many improvements despite coping with ever increasing demand.

Each year when I write this piece for our annual report I look back on our successes and challenges and sometimes wonder whether we can keep the momentum up.

I am very pleased to say though, that yet again we are looking back on another extremely successful year for the Trust, one in which we have further developed our national reputation as one of the best trusts in the world's best healthcare system. Meeting key national standards and targets, creating financial surpluses to invest in better facilities and equipment and further improving our impressive staff survey scores are all indicators that show how well the Trust is performing.

Our system performs well for many reasons but one of the most important is the way that our hospital and community services work together. Our integrated approach enables community teams to provide more care at home, which is often the most appropriate setting for patients. To support our community based workforce we have improved their access to clinical records by investing in enhanced mobile technology. This is a key achievement of the year which will significantly help the secure sharing of information across the whole patient pathway, making care safer and more efficient.

Our hospital services have also continued to implement innovations and improvements. There have been a number of milestone projects for the organisation, including the development of the Bluebell Birth Centre, introducing a dedicated Frailty Assessment Area on site and improving access to diagnostics by introducing a new MRI scanner at Stratford Hospital.

As well as successes within the Trust during 2018/19 it has been pleasing to see our subsidiary company, SWFT Clinical Services Ltd, achieve key milestones including the execution of the new outpatient pharmacy contact for key areas including the Rigby and Aylesford Units and the Coronary Care Unit, as well as other inpatient areas at Warwick Hospital. In November 2018 SWFT Clinical Services Ltd also received the outcome of the Care Quality Commission's (CQC) latest report on the Stratford Clinic, which rated services as 'good' overall. This is a great achievement, highlighting the services provided at the clinical are safe, effective, caring, responsive and well-led.

The key to all of these successes are the people that we employ. Despite the recruitment challenges facing the wider NHS we are lucky that our reputation enables us to attract and retain the very best staff. We also have some excellent partnership working with primary care colleagues, social care, our local hospices and care homes and all of our amazing volunteers.

So as the NHS turned 70, I for one was very optimistic that it has many more years of excellence left in it with staff like ours leading the way to provide first class care for local communities.

I hope that you enjoy reading this report.

Glen Burley
Chief Executive

Trust Performance against National Targets

18 weeks 'Referral to treatment' target (>92%)	Achieved 92.1%
A&E patients should be admitted, transferred or discharged within four hours (>95%)	Achieved
National performance requirement achieved The national performance requirement was to be above 95% up to December 2018 and to achieve 95% or more during March 2019. The Trust achieved both these targets. There has been increased demand on our services and the A&E department at Warwick Hospital has been exceptionally busy. However, thanks to our system wide approach, the Trust continued to be one of the top performers in the West Midlands throughout the year, including being one of only a handful of organisations nationally to meet the target in quarter 4.	
31-Day Decision to treat to first definitive treatment for patients with diagnosed cancer (>96%)	Achieved 97.7%
62-Day Urgent GP referral for suspected cancer to first treatment (>85%)	Not achieved 80.3%
Meeting the cancer performance targets is a significant priority for the organisation. Although performance has been improving month on month and the Trust achieved 85.3% in February 2019, there were particular challenges for all cancer services earlier in the year which impacted on performance. The Trust has seen a large increase in the number of patients requiring treatment and complex testing. This, combined with delayed biopsy reports resulting from technical issues experienced by partner laboratory services, has impacted on performance.	
Reduction in C.Difficile cases	Achieved 0 cases
Reduction in hospital acquired MRSA cases	Achieved 0 cases

Staff Survey highlights

Responses to the 2018 Department of Health commissioned NHS Staff Survey demonstrate the positive working environment at the Trust, particularly in relation to health and wellbeing, staff engagement and morale, which were all scored in the best rated category nationally.

Summary of performance

The table below shows the scores the Trust achieved against each of the 10 themes within the Staff Survey.

	SWFT score	National average for combined acute and community trusts
Equality, Diversity and Inclusion	9.4	9.2
Health and Wellbeing	6.4	5.9
Immediate Managers	6.9	6.8
Morale	6.5	6.2
Quality of Appraisals	5.3	5.4
Quality of Care	7.6	7.4
Safe Environment – Bullying and Harassment	8.3	8.1
Safe Environment – Violence	9.6	9.5
Safety Culture	6.8	6.7
Staff Engagement	7.4	7.0

Key Developments 2018/19

The Bluebell Birth Centre

Warwick Hospital's new midwife led birthing unit opened for women and their families in July 2018.

The Bluebell Birth Centre offers expectant parents the opportunity to have their babies in a comfortable, homely environment, rather than a more clinical setting. With its own separate entrance, the new facility offers four birthing rooms, with birthing pools available in all of them. To help create a welcoming and calming environment there is also a separate room for parents to relax in, as well as a private garden. To see photos and a video of the Bluebell Birth Centre please visit: www.swft.nhs.uk



Lead provider for Out of Hospital services

In April 2018 the Trust became lead provider for Out of Hospital services across Warwickshire.

The purpose of the Out of Hospital Programme is to reconfigure both the provision of services and the culture of care to enable our population to live safe, happy and healthy lives at home for as long as possible. The programme has achieved a lot to date, including improving access to Out of Hospital services.

New provider of Coventry Family Health and Lifestyle Service

In September 2018 the Trust began a five year contact as the provider of Coventry's Family Health and Lifestyle Service.

The service innovatively brings together Health Visiting, Family Nurse Partnership, Infant Feeding, Stop Smoking in Pregnancy, School Nursing and Family Weight Management Services to form one new service. The team also benefit from integration with MAMTA, a specialist service for BME communities.



New Frailty Assessment Area

The Trust opened a Frailty Assessment Unit (FAA) at Warwick Hospital in December 2018.

The new FAA assesses patients before they are admitted to wards to save time and identify where the most appropriate place for their care is. This results in the right care beginning as soon as possible and provides better outcomes for patients.



Access to diagnostic services in Stratford

A state-of-the-art MRI scanner was delivered to Stratford Hospital in April 2018.

The £2 million scheme means that patients in Stratford and the surrounding areas can access diagnostic services closer to home.

Current and Future Developments

Ellen Badger Hospital development

In 2018 the Trust shared exciting plans regarding developments to Ellen Badger Hospital. To ensure the right plan is developed the Trust has been working with key stakeholders to identify which services should be included in the newly developed site to benefit the local community. A design of the site will be completed by the end of 2019.



Placed Based Teams in the Out of Hospital Care Collaborative

Place Based Teams are designed to be the heart of Out of Hospital services. They deliver services to people close to their place of residence and work in partnership with GPs and primary care. They operate with a multi-disciplinary approach, initially focussing on the top 5% of the population i.e. individuals with long term conditions.

Alcester, Atherstone, Rugby, Bedworth and North and South Leamington all have operational Placed Based Teams and there are plans to launch in Camp Hill, Nuneaton, Stratford, Shipston and Warwick throughout 2019/20.

New theatre extension at Warwick Hospital

The new theatres will be additional to the current suite of theatres at Warwick Hospital. The development is part of a full extension which includes the new operating theatres and additional space in the acute decisions unit. The construction work commenced in March 2019 and is planned to be complete by the end of 2019.



Development of the Aylesford Unit

The Aylesford Unit at Warwick Hospital is undergoing development work, which will be completed in a phased approach. The first phase includes a replacement of the chemotherapy chairs and the visitors seating, a refurbishment of the staff bases, enhanced storage facilities for patients undergoing chemotherapy and new artwork within the chemotherapy suite.

The second phase will include the development of a new outpatient sub-waiting area giving patients more privacy. This work is expected to start in May 2019 and will be completed by November 2020.

Review of 2018/19

Objectives

Improve staff retention rates

- The national NHS Staff Survey highlighted the Trust as one of the best employers for staff retention with only 9.8% of respondents saying that they were actively looking for another job outside of the organisation – the highest score when compared to the results of similar trusts

Agree integration opportunities with Warwickshire County Council (WCC) using the out of hospital contract and WCC transformation plans

- Prevention, early intervention and self-care have been key areas for collaboration
- This work enables more individuals to look after their own health and wellbeing which has reduced demand on both health and social care services
- Working in partnership with WCC to reduce delayed transfers of care has also been successful. This has improved system flow

Work with partners to improve the pathways for adults and children who experience a mental health crisis

- A working group with partners has been established to address the issues of mental health in adults and children. The remit of this group includes the links with acute hospitals
- Progress is being made and the publication of the NHS long term plan, with a focus on mental health, is anticipated to take this further forward

Work with primary care to streamline pathways and develop a more efficient referral process

- A pilot has been undertaken to improve the GP expected surgical pathway
- Successful triage systems are now in place to assess and redirect patients from the Medical Assessment Unit, Clinical Decisions Unit and Ambulatory Care Unit, to the most appropriate settings
- GP e-referral system is operational

Introduce and embed technology across the organisation;

Develop a patient portal

- The Trust has been working with an external supplier to develop a dedicated patient portal, delivery is expected in 2019/20

Implement digital strategy

- The digital strategy has been approved by the Board and now will be aligned to the wider Electronic Patient Records strategy

Embed technology to deliver out of hospital model

- EMIS web has been widely implemented across community services and new equipment has been issued to all Coventry Family Health and Lifestyle Service (0-19 years). Further work required on patient facing technology

Enhance mobile working

- EMIS web system has been successfully rolled out to out of hospital teams enabling access to a single, shared patient record anywhere



Objectives 2019/20



TRUST OBJECTIVES

1. Develop frailty pathways across all of our services that co-ordinate care for our local communities
2. Working with our users mobilise our digital strategy including a system-wide shared health and care record and patient portal
3. Create sufficient capacity to maximise the delivery of ambulatory (treatment without admission) emergency care
4. In partnership with primary care develop new ways of working to ensure that clinical and non-clinical services are delivered in the best setting in our healthcare system
5. Develop and start to implement a joint estates strategy with primary care and partners to support local people to remain healthy within their own community
6. Develop a framework that supports decision making and patient centred care at a local (Place) level
7. Increase car parking and staff training capacity
8. Work with the Coventry and Warwickshire Integrated Care System and the wider provider alliance to ensure that key services are clinically and financially sustainable



FOUNDATION GROUP OBJECTIVES

1. Implement a group wide strategy to develop capacity and capability for service/quality improvement
2. Actively increase our role in prevention with our local communities
3. Develop a consistent group approach to capacity planning to improve clinical productivity
4. Implement a group wide leadership approach and give teams the time and support to operate effectively
5. Deliver group opportunities available by working more closely in IT and procurement and use SWFT Clinical Services to explore other areas



Unlike many other NHS providers the Group has continued to generate a surplus in 2018/19 and plans to generate a further surplus, again, in 2019/20.

Financial Performance Review

Capital Expenditure

The Group incurred £13.0m of capital expenditure for 2018/19. The main items of spend were: £3.0m IT programme (which includes £1.7m capitalisation of IT devices such as laptops, pcs, tablets); £2.3m Out of Hospital community Electronic Patient Record; £1.8m medical equipment replacement; £0.9m completion of midwifery led unit; £0.9m completion of Stratford MRI scheme; £0.7m replacement CT scanner; and £0.6m on essential backlog maintenance.



Cost Improvement Programme

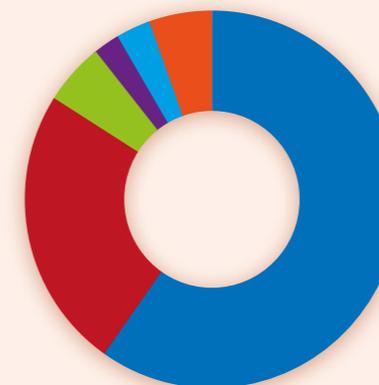
The Cost Improvement Programme (CIP) for 2018/19 amounted to £9.2m (2017/18, £8.7m). The Group delivered £8.0m of savings, but achieved financial balance through underspends and overachievement of income not formally identified as CIP. As in previous years, the Group relied on non-recurrent means to deliver its CIP; only 18% was delivered recurrently (2017/18, 50% achieved recurrently). The CIP for 2019/20 is set at £8.1m.

Income

The Group earned income of £320.9m in 2018/19, a rise of £31.3m which includes £14m of PSF (or 10.8%) compared to the previous year (2017/18, £289.6m). Of this, £275.0m arose from patient care activities, with the remaining £45.9m generated as other operating income.

The majority of the Group's income is sourced from its main commissioner, South Warwickshire Clinical Commissioning Group.

The chart below shows the split of income by main source:

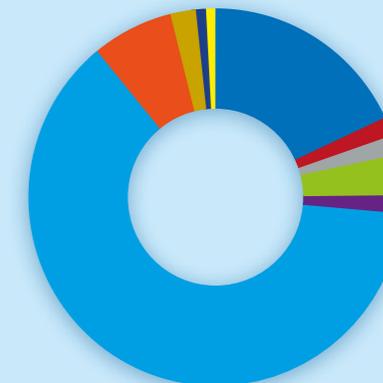


- Warwickshire CCGs
- Other CCGs and NHS England
- Local authorities
- NHS Trusts/FTs
- Health Education England
- Other

Operating Expenses

The Group incurred operating expenses of £298.8m in 2018/19, a rise of £25.0m (or 9.2%) compared to the previous year (2017/18, £273.8m).

Pay costs continue to account for the majority of expenditure, with £188.0m (or 63%) in 2018/19 (2017/18, £173.4m and 63%).



- Clinical Supplies
- Clinical Negligence Scheme for Trusts (CNST)
- Education & Training
- General Supplies
- Other
- Pay
- Premises (Inc Depreciation/Impairments)
- Purchase of healthcare from NHS & DHSC bodies
- Purchase of healthcare from non NHS bodies
- Transport

Quality priorities for 2018/19

Quality Priority 2018/19	What it means	Progress
Enhance patient safety through the use of technology to record venous thromboembolisms (VTE) risk assessments	An electronic VTE risk assessment form has been developed and is in use in community hospitals alongside an electronic prescribing system. In Warwick Hospital, a paper risk assessment has been adapted and this has proved successful in increasing VTE risk assessments, which are now consistently above 97%, compared to 88%.	Partially Achieved
Improve medicines management, efficiency and safety through the implementation of an Electronic Prescribing System	Following a successful pilot, an Electronic Prescribing and Medicines Administration system was implemented across our community sites. Commencing in April 2019, this system was then rolled-out in acute areas.	Partially Achieved
Implement an Out of Hospital electronic patient record system	In 2018, an electronic patient record called EMIS was launched across our Out of Hospital services. Electronic records enable HomeFirst teams and District Nurses to manage patient information safely and securely. EMIS also improves efficiency because staff are more mobile, having the ability to complete records without returning to a base.	Achieved
Improve patient satisfaction levels of those who use our end of life care	We have focussed on improving communication and responsiveness with the introduction of new documentation and regular calls with Myton and Shakespeare hospices. In addition, a training programme has been developed to equip clinical staff with specialist end of life care skills. A Rapid Response End of Life service was launched in south Warwickshire at the end of April, following the successful implementation of a similar service in north Warwickshire.	Achieved
Improve the experience of patients with a mental health concern	We have recruited staff with specialist skills related to mental health. Mental health focussed communication and partnership working has been improved with bi-monthly multi-agency meetings. 'Safe Spaces' in Accident & Emergency and Paediatric departments have been reviewed and improvement work planned. All patients presenting with self-harm are risk assessed and one to one care is provided if required.	Achieved

Quality Priority 2017/18	What it means	Progress
Improve our patients experience when booking visits, appointments or operations	Appointment letters have been reviewed and amended by a group including patient representatives and we are working to make these more accessible with large print, braille and easy to read formats. Patients from one third of specialties are now able to receive electronic appointment reminders and reschedule or cancel if necessary. A Booking Best Practice and Knowledge Group has been set up and meets monthly.	Partially Achieved
Embed the integrated care delivery model we have with social care to deliver improved outcomes for patients	We have engaged staff at all levels, working closely with partner organisations including Warwickshire County Council and care homes, to develop joined up ways of working. This, along with activities to support our urgent response delivery such as the Community Emergency Response Team (CERT) and Reablement services, has resulted in effective out of hospital care for patients.	Achieved
Increase normal birth rates	Since opening in July 2018, our midwifery-led birthing unit, the Bluebell Birth Centre, has helped to increase the rates of normal births at the Trust. It has averaged 9.5% of all births at the Trust. This percentage puts us amongst the highest rated trusts in the West Midlands region for midwifery-led births.	Partially Achieved
Enhance patient safety and organisational learning by implementing the national learning from deaths process	Healthcare providers are required to submit a range of data related to deaths to regulators. Over the past year different measures have placed the Trust in the 'as expected' range and indicated that we have performed well when compared to our peers. Learning has led to improved care in a number of ways including the recruitment of senior clinicians, the implementation of new digital clinical systems and collaborative working between departments and partner organisations.	Achieved

What some of our patients say...

I am really glad to have her as my health visitor, she is very professional, caring and has done her best in helping to resolve the numerous issues we have had.

Very prompt service. The staff were fabulous, efficient, kept us involved, faultless care.

From being admitted to my discharge I have felt safe, listened to, been given information and totally treated with respect.

To all the staff at Ellen Badger Hospital, Having spent some time in hospital enjoying expert nursing and continual help I want to express my thanks to you all.

I found the staff very helpful and very understanding. Everyone was very friendly, attentive and kind. The whole team were professional, knowledgeable and kept me informed.

Activity for the Trust over the last 3 years

Activity	2018/19	2017/18	2016/17
A&E Attendances	79,464	75,052	70,394
Ambulatory First Attendances	3,792	3,881	3,392
First Outpatients Attendances	90,018	91,482	90,107
Follow-up Outpatients Attendances	199,081	184,230	180,178
Non-elective (Emergency) Admissions	26,485	24,623	23,536
Elective (Planned) Inpatient Admissions	4,139	4,364	4,314
Elective (Planned) Day Cases	31,537	30,418	28,137
Births	2,866	2,861	2,863
Community Contacts – Adult and Children Services	719,745	615,632	609,692
Community Therapy Contacts – Adult and Children Services*	80,278	100,300	109,047

* **Community Therapy Contacts:** Over the past couple of years the attribution of activity within the community contacts section has been amended to reflect changes within the structure of the services. To consolidate some of these changes the Community Therapy Contacts now incorporates both Adult and Children's services. Please note Physiotherapy and Occupational Therapy community children's joint assessments are now counted once; previously these were counted as two contacts.

The Outpatient numbers above exclude Physiotherapy, Occupational Therapy and Dietetics; however these numbers are shown below:

Activity	2018/19	2017/18	2016/17
Therapy - First Outpatient Appointment	39,261	35,202	34,892
Therapy – Follow up Outpatient Appointment	105,239	88,020	84,188

