St Bartholomew’s
Quality Accounts
Annual Review
2017 - 2018
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Foreword

This report sets out the achievements of St Bartholomew’s Hospital during a year in which we once again cared for record numbers of patients. In particular, over the toughest winter in recent NHS history, our emergency departments saw over 8,500 more people than the previous winter, while also treating more of them within the national standard of four hours. Even though we were busier than ever, we made good progress towards our vision of providing safe and compassionate care to all of our patients in east London all of the time.

We remain committed to continually improving the quality of care, while also meeting national operational standards and putting our finances on a sustainable footing. We know that patients can sometimes wait too long for treatment, but resuming national reporting of routine elective treatment waiting times in May 2018 means we are now better placed to improve on this in future. We are also closely involved in some national and local initiatives to integrate services across organisational boundaries. For example, our work with the East London Health and Care Partnership offers exciting opportunities to ensure care in future is provided in the setting most suited to patients.

In 2017 we achieved a significant milestone on our improvement journey by being uprated to ‘requires improvement’ as an organisation, two years after the regulators put us into quality special measures. Our next step is to demonstrate we can sustain this progress, and exit special measures, through a coherent and credible medium-term plan to become ‘good’ and ultimately ‘outstanding’ across the board. The plan we published in March acknowledged that many of our services are already recognised by the Care Quality Commission as ‘good’, and some are rated as ‘outstanding’.

To build on this firm foundation, we began embedding a new approach to continuous quality improvement throughout the trust, known as WeImprove. We also launched a network of clinical boards to lead on our clinical strategy and ensure consistency in standards of care across all specialties. We have a fine record on research, with more than 32,000 patients participating in studies to advance the development of new healthcare and treatments. This year we’re particularly proud that our experts got a step closer to finding a cure for haemophilia, which affects around 2,000 people in the UK.

We listen to our patients, and use their feedback to shape and improve our services. During the year our hospital teams built closer relationships with Healthwatch and we used input from patients to shape the development of non-emergency transport services, patient dining, and wayfinding in hospitals. We also contributed to improving the experience of patients with our partners in primary care, the community, social care and mental health to develop more seamless services in Newham, Tower Hamlets and Waltham Forest.
In all this endeavour we are profoundly grateful to our 16,000 talented and dedicated staff. They demonstrated during the NHS cyber-attack and London terrorist incidents the extent to which they go the extra mile on behalf of patients. On a daily basis they show WeCare by living our values of being welcoming, engaging, collaborative, accountable, respectful and equitable.

Improvements in how staff feel about working here, and the care we provide, mean their willingness to recommend the Trust is at its highest in five years. Nevertheless, the 2017 NHS staff survey showed they are working harder and feeling the pressures facing the NHS generally, with abuse from some patients being a significant concern. We are pleased that staff are able to speak up and report these issues, and we will do more to help them when they do.

Acknowledgements

We would like to thank everyone who helped us compile this document, including Healthwatch and commissioner colleagues. Most of all, we would like to thank our dedicated staff, who work tirelessly every day to provide quality care to our patients.

Statement of assurance

The directors are required under the Health Act 2009 to prepare a quality account for each financial year. The Department of Health has issued guidance on the form and content of annual quality accounts (in line with requirements set out in Quality Accounts legislation).

In preparing their quality account, directors should take steps to assure themselves that:

> The quality account presents a balanced picture of the trust’s performance over the reporting period
> The performance information reported in the quality account is reliable and accurate
> There are proper internal controls over the collection and reporting of the measures of performance included in the quality account, and these controls are subject to review to confirm they are working effectively in practice
> The data underpinning the measure of performance reported in the quality account is robust and reliable, conforms to specified data quality standards and prescribed definitions, and is subject to appropriate scrutiny and review
> The quality account has been prepared in accordance with any Department of Health guidance.

The directors confirm to the best of their knowledge and belief that they have complied with the above requirements in preparing the quality account.

By order of the board:

Ian Peters
Chair

Alwen Williams
Chief Executive
About us

The Barts Health group of hospitals provides specialist and acute health services that treat almost one million individual patients every year. We are among the biggest providers in the NHS and account for 1.5 percent of hospital activity in England. Our vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing safe and compassionate care to our patients in east London and beyond.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a busy general hospital with a range of local services. Newham in Plaistow is also a busy general hospital with innovative facilities such as its orthopaedic centre. Mile End Hospital is a shared facility in Mile End at which we provide rehabilitation, outpatient, x-ray and community services. And St Bartholomew’s in the City, London’s oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs (Tower Hamlets, Waltham Forest and Newham), we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children’s hospitals in the UK, a major dental hospital, and leading stroke and renal units.

Care Quality Commission

Barts Health NHS Trust is fully registered with the Care Quality Commission (CQC). We welcomed the CQC into all of our hospitals over the year. This led to an overall improvement to our rating from ‘inadequate’ to ‘requires improvement’. This rating includes an overall rating for St Bartholomew’s as ‘good’, and ‘requires improvement’ for Newham University, The Royal London and Whipps Cross hospitals. Surgical services at The Royal London and Whipps Cross are rated as ‘requires improvement’ overall but with an inadequate rating for the safe domain at Whipps Cross and the responsive domain at The Royal London. We responded to the feedback from the CQC in these areas and implemented a number of improvements since their visits.

We received a warning notice on 25 May 2018 in relation to the management of our medicines in our surgery division at Whipps Cross Hospital after an unannounced visit in April 2018. Requirement notices (the first level of compliance requirements) following inspections are outlined in our improvement plan, Getting to good and outstanding. We have taken this seriously and implemented a rapid action plan to ensure that our patients are safe.
St Bartholomew’s Hospital CQC ratings

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<th>Safe</th>
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Trust-wide CQC ratings

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<th>Safe</th>
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Delivering care across east London

Delivered over 15,700 babies this year, and numbers are increasing

492,561 emergency attendances (17,402 more than last year)

1,476,597 outpatient attendances

286,590 inpatient appointments and procedures (5,006 more than last year)

6,223 patients seen every day (34 more than last year)
Performance report

2017 - 2018
Providing a better environment

Better food for staff and patients

In partnership with Serco, we improved patient dining services in all of our hospitals. Offering a wider choice of options, patients now have access to 16 different menus covering a wide variety of medical conditions, cultural and religious requirements eg. gluten free, vegan or halal. Patients are thrilled with the improvements; we saw a ten percent increase in satisfaction in the Picker survey results in comparison with last year.

Our retail food offering, in partnership with Elior, has also improved with healthier options available for staff and patients. In addition, we are excited to be opening an M&S Simply Food at Whipps Cross next year.

Travelling to our hospitals

In October, we took over the provision of all non-emergency patient transport services following patient and staff feedback regarding our former provider, ERS Medical. The transition of this service saw almost 400 staff and 150 ambulances being transferred to the trust. Despite the scale of the transfer, the transition was well executed with little disruption to our patients and clinical services and a considerable reduction in the number of complaints received.

We want to provide a safe and efficient service that best meets the needs of our most vulnerable patients. To help us do that, we will be prioritising transport services for patients that are unable to access other transport options because of a medical or clinical need. Other hospitals in London have shown that prioritising patients that need it most can reduce delays by 15 percent. It also reduces the number of journeys our ambulance staff make, making our patient transport service better for the environment.

Providing extraordinary healthcare

Barts Charity is our dedicated charity, working with staff in the trust and the Barts and the London School of Medicine & Dentistry (part of Queen Mary University London) to deliver extraordinary healthcare in our five hospitals.

Barts Charity provides funding for innovative research, equipment, healthcare initiatives and community projects that all make a significant difference to the care we can provide. The funding from Barts Charity helps staff go above and beyond in their treatment of patients, with all projects funded demonstrating clear, tangible benefits.

Barts Charity awarded over £28 million to healthcare projects in the trust and medical school this year, of which £14.4m was awarded directly to the trust.

Barts Charity also administered the charitable donations and legacies given for the hospitals and offered support to anyone looking to fundraise for their benefit.
Robotic surgery is a first in the UK

Surgeons at St Bartholomew’s and The Royal London hospitals are now operating using robotic surgery after a Barts Charity grant of £5.5m.

In a first for the UK, St Bartholomew’s has the only robot dedicated to cardiothoracic (heart, chest and lungs) surgery, while The Royal London’s is being shared across six different medical specialties for the first time. The collective strength of this unique collaboration across different surgical specialties will drive huge improvements for patients. The first patients have had operations using the new machines, including a UK first to undergo cardiothoracic surgery using a robotic arm – in this case the removal of a lump in the middle of the chest.

Mr Kelvin Lau, the surgeon who led the procedure, said: “It was successfully done through a robot with incisions no larger than 1cm; it went very well, and the patient is doing well.”

One of the key benefits robotic surgery brings to patients is the tiny incisions that are made; with the robots they can be as small as 5mm, enabling extremely precise and delicate surgery that has only previously been possible with open surgery.

These less invasive techniques mean that patients will benefit from reduced blood loss, less pain, fewer complications after operations and hospital stays decreased by as much as 50 percent. In contrast to traditional surgery where the surgeon stands over the patient, with robotic surgery the surgeon sits at a console away from the patient, with a surgical assistant at the operating table.

Robotic surgery is not yet standard within the NHS but now as many as 500 patients each year will be treated using the robot at The Royal London Hospital by 2020.

The Barts Heart Centre team at St Bartholomew’s estimate the robot will be used for as many as 480 thoracic surgical cases each year – 40 percent of their current surgical cases – and will enable staff to treat up to 21 percent more patients at the hospital. The robotic programme across the trust will also benefit from the established research partnerships with Queen Mary University of London helping to develop new robotic surgery techniques and better treatment for patients.

Mr Lau added: “Unfortunately some people are too frail for open surgery, so for some cancer cases our only choice would previously have been radiotherapy which isn’t as effective as surgery. The robot suddenly expands the number of people able to have surgery, as well as proving particularly effective in those who have tumours in places that are difficult to reach. The technology is a completely new experience for me and the clinical advantages are breath-taking. I am incredibly grateful to Barts Charity for making this possible.”
Small improvements make a big impact

In addition to these larger projects, grants were awarded across all of our hospitals and spanned a wide range of service areas such as neurosurgery, children and trauma. Examples include baby yoga and massage at The Royal London Hospital – helping patients and parents to relax – and the rejuvenation of day rooms for older people to encourage socialisation in an uplifting new space. Though small, these projects are having a huge impact on patients and staff.

The cancer day unit at St Bartholomew’s Hospital treats around 100 patients a day, with approximately 70 of these receiving chemotherapy. Thanks to the Charity these patients are now benefitting from specialist chemotherapy chairs to make their experience as comfortable as possible. Holly Nuttall, general manager at the cancer centre, said: “The little things add up and really do make a difference to patients. Barts Charity has been excellent, helping us with things we wouldn’t have been able to provide.”

Our plans for 2018-19

With a grant programme of over £28m, Barts Charity is one of the biggest funders of healthcare innovation in the UK – and yet it is relatively unknown. The Charity wants to change that, and will be embarking on awareness campaigns aimed at making staff, patients and general public more aware of the Charity’s role and the great work that it does.

>> Visit our charity’s website to help our hospitals be extraordinary: bartscharity.org.uk
Working with our health partners

Joining forces to shape the experience of our patients

Working with our partners helps us to provide the best services possible for our patients. We value the relationships we have with individuals, groups and organisations locally, regionally and nationally. This year we made a concerted effort to involve stakeholders more directly in our work to improve care. We established a rolling programme of peer reviews to visit all services and different partners, stakeholders and patient representatives joined us to hear about what we’re doing and advise us on our ongoing work. We will continue to develop this process to make sure we always have the right people involved at each review.

We worked to develop closer relationships between Healthwatch and our hospital management teams and their support and advice has been invaluable over the year, whether it’s discussing CQC action plans, undertaking enter and view visits or directly participating in projects to improve wayfinding around our hospitals.

Individual services also collaborated on specific improvement programmes. For example, the maternity team at The Royal London wanted to improve care for local women and improve the working lives of our staff. Partners and patient representatives joined together in a maternity partnership board to collaborate on solutions. The improved rating published by the Care Quality Commission inspectors was testament to the hard work of staff in the service and the collaborative work of the partnership board. Similarly, following the success of our innovative We Can Talk training that equipped hospital staff to be more comfortable in caring for young people with mental health problems, we wanted to work with our stakeholders to explore how the programme could develop in the future. We showcased the training to regional and national partners in a symposium designed to generate discussion about what more could be done. Since then the service has expanded across the East London Health and Care Partnership and into other areas of the country.
Involvement in our Patient-Led Assessments of Care (PLACE) audits continued to grow. Since the introduction of the surveys, we increased the number of contributions from patient representatives from 24 to nearly 150. While the PLACE surveys very much focus on facilities inside the hospital, we recognised that it is important to engage with our communities outside of our hospitals too. We are increasingly looking to reach out to local people to get their views on our services to help us improve.

We held a listening event at NewVic College in Newham to hear the views of over 300 young people whilst also taking the opportunity to talk to them about our services, volunteering opportunities and career options. We plan to undertake similar events in other areas next year.

Our community engagement event in September in Waltham Forest saw over 100 people gather to help us assess our progress against national equality standards. The event helped to establish adapted equipment required to meet the needs of patients who are visually impaired, demonstrating how important it is to work collaboratively with our community.

We also endeavoured to involve stakeholders in important procurement decisions too. For example, Healthwatch supported us to ensure our patient transport service meets the needs of our patients.

Looking further ahead, we are excited to have launched our collaborative pairs programme working with our clinical boards – our way of ensuring the patient voice is right at the heart of shaping our services. Senior clinical leaders have been paired with a patient leader and they will be supported to come up with a series of improvements for their area.

We continue to be grateful for the partnership working we have for many of our strategic priorities. For example, the shared goal of partners in Waltham Forest and Redbridge to redevelop Whipps Cross Hospital has been palpable in a number of events this year, including the hospital’s centenary celebrations. It was particularly helpful to host the outer North East London Joint Overview and Scrutiny Committee at Whipps Cross to explain more about our ambitions and we hope to build on this close working alongside continuing to fulfil our statutory responsibilities.

We look forward to continuing to strengthen relationships in the months ahead.
Providing safe and compassionate care in our hospital

St Bartholomew’s Hospital has had a hugely successful year. Its first Care Quality Commission inspection saw it given a ‘good’ rating overall – a particularly impressive result following the integration of staff and services from three hospitals just two years ago. It was also given an ‘outstanding’ rating in the ‘well led’ domain, with inspectors praising the strong medical and nursing leadership and the “positive and collaborative” culture.

One of the many areas of outstanding practice highlighted in the report was the hospital’s success in recruiting people to medical trials. It highlighted the fact that almost 1,000 patients were taking part in trials developing practice-changing medicine for different types of cancer.

And this year a global trial led by St Bartholomew’s saw the first new drug approved to treat people with bladder cancer in 40 years.

Our cutting edge research work has moved on apace.
We hosted a very successful visit from the British Heart Foundation who wanted to hear about the translational research work taking place at the Barts Heart Centre. We also continued to grow our team of young clinical academics, encouraging our workforce to get involved in research and supporting people to study for Masters and PhDs.

Cementing our reputation as a world-leading hospital, we used a new Da Vinci robot to carry out world-first operations. It is the UK’s only dedicated cardio-thoracic surgical robot, and it allowed us to offer cutting-edge treatment in a fraction of the time it would have taken using traditional methods.

We rounded off the year with a visit from Jeremy Hunt, the Secretary of State for Health and Social Care. He personally thanked staff for their “exceptional” care after one of his closest friends received life-saving treatment at the hospital.
Mortality halved for aortic dissections

The cardiac surgical team at Barts Heart Centre improved emergency access to the hospital, diagnostics and operating theatres for aortic dissections to save 50 percent more lives than last year.

We launched a new thoracic abdominal aortic vascular repair service in September. Led by world-leading aorta vascular surgeon, Professor Oo, a comprehensive training and governance programme was established to optimise safety and clinical outcomes. There are currently three to four cases per month with a plan to increase this to eight per month by 2019.

We are also working with the Liverpool Heart and Chest Hospital to maximise research and development potential at either end of the country for the thoracic abdominal aortic vascular repair service.

Top ratings for lung cancer care

The 2017 lung cancer audit showed that St Bartholomew's achieved above the national average for curative treatment rates and above the national average for one year survival rates for lung cancer.

The lung cancer team are now rated as one of 18 top teams in the country to achieve “good practice for lung cancer resection rates” and one of 15 top teams in the country to achieve “good practice for systematic treatment rates”.

24-hour advice line for chemotherapy patients

This initiative by specialist chemotherapy nurses to improve care for our cancer patients was so successful it has been recommended as a national standard of care.

Anyone having chemotherapy at any of our hospitals is encouraged to call the hotline number at any time if they are feeling unwell. They will speak direct to a nurse, who will ask them to describe their symptoms and decide on a course of action.

This means that any illnesses or infections are picked up quickly and dealt with immediately, leading to better patient outcomes. If the nurse is particularly concerned, a patient will be asked to go straight to St Bartholomew’s or their nearest A&E. The nurse will then advise the hospital that the patient is on the way and will send over all the notes.

The scheme is providing a safe service, preventing admissions to hospital, and reassuring patients that support is available 24 hours a day.
Better communication saves lives

We are saving twice as many lives for patients with endocarditis because we are brought together the expertise of various colleagues and developed individual plans for our patients.

A multidisciplinary team was set up to bring together colleagues from a broad range of specialties including cardiology, cardiothoracic surgery, echocardiography, nuclear medicine, microbiology and pharmacy. The team discussed all of our patients with endocarditis every week and developed a clear care plan.

The endocarditis medical consultants took responsibility for the ward for at least two weeks at a time so that patients received seamless care. Patients also had surgery performed by three or four top surgeons that have significant experience in this area. This way of working, and the number of patients we saw every week, has helped us grow our knowledge of the condition, expand our skills, and therefore, save even more patients’ lives.

The installation of brand new videoconferencing facilities will further advance our communication as a team in the coming year.

Looking ahead: plans for 2018-19

1. We will be reducing delays for patients receiving chemotherapy. This year, our patients saw considerable delays to their treatment caused by an increase in the number of patients requiring chemotherapy, as well as technical challenges with our IT systems. We have already set up an operational group to improve this situation and will be implementing additional resources and a change to the way we work to improve the experience of our patients.

2. Our acute oncology service needs more doctors and nurses to bring it in line with national standards. We will be developing a business case that will deliver improvements to the design of the service, including how we make decisions, provide care and deliver training and education across the trust.

3. We will be working towards being rated as ‘outstanding’ for safety by the Care Quality Commission following our rating of ‘good’ this year. We will be undertaking regular internal self-assessment process which we will report on weekly and invite external groups to undertake peer review of our specialties to inform our action plan.
We set ourselves nine very ambitious quality improvement objectives for 2017-18 in addition to our ambitions set out in Safe and Compassionate 2. We appreciate that we did not achieve the majority of the standards we set ourselves, but we are pleased with the progress we made towards improving the overall care using our new WelImprove approach. This progress was recognised by the Care Quality Commission and led to our improved rating to ‘requires improvement’ in November.

In March we published our blueprint, Getting to good and outstanding, to deliver further progress against these objectives and our ambitions for 2018-19 are set out on page 20-21.
Our year ahead:

2018 - 2019
Our strategic priorities

A >> Safe and compassionate care
1. Achieve a ‘good’ CQC rating and exit quality special measures
2. Delivery of ‘Getting to good and outstanding’
3. Delivery of constitutional standards and return to national reporting on RTT
4. Upper quartile staff survey results
5. Improve single oversight framework quality indicators, including pressure ulcers, falls and infection control
6. Address issues in CQC inspection reports on Whipps Cross and Royal London hospitals

B >> Efficient and effective services
1. Achievement of agreed control totals and exit financial special measures
2. High level of recurrent CIP delivery - £55m net
3. Achieve 93.7% permanent staffing and reduce agency spend
4. Agree solution to PFI sustainability challenge
5. Improved productivity in line with Carter priorities, including imaging, pathology, orthopaedics and corporate services
6. Improved clinical productivity through standardisation and implementation of Getting It Right First Time measures

C >> Service transformation
1. Delivery of hospital transformation priorities: ambulatory care and acute hubs, surgical hubs, maternity and outpatients
2. Delivery of STP level change priorities; cancer, cardiac and renal service redesign
3. Integrated care: Tower Hamlets Together, Newham MSK and Waltham Forest initiatives
4. Support implementation of any future changes to King George’s hospital, Ilford
5. Address capacity challenges in elective surgery, particularly orthopaedics
6. Implement trust-wide clinical strategy

D >> Developing our people
1. Implement our group model including clinical boards and networks to build on the LOM and embed a learning culture
2. Create a culture of staff led change by embedding WeImprove
3. Achieve recognition for staff experience/patient engagement
4. Deliver our equality objectives; enabling a fair, diverse and motivating place to work
5. Improve cultural competence of our organisation
6. Improve development/progression of staff to improve retention and prepare staff for the future

E >> Improving our infrastructure
1. Maintain essential infrastructure and manage risk across our estate
2. Progress redevelopment of Whipps Cross hospital
3. Realise priorities for capital investment, including urgent care, maternity, intensive care, surgery and diagnostics
4. Develop future strategy for corporate services
5. Invest in essential IT infrastructure
6. Work with partners to develop future strategy for the Mile End site

F >> Better research and education
1. Increase research revenues to the trust and expand clinical trials capacity and numbers
2. Develop plans for integration with life sciences at Whitechapel
3. Develop cohesive plans for the development of Barts Health Biomedical Research Centre
4. Develop career pathways that broaden MDT working and improve patient care
5. Reduce attrition from training programmes and pilot new roles (inc. physicians / nursing associates)
6. Explore new ways of delivering training through Apprenticeship scheme
Our quality objectives

We set out our nine ambitious priorities for quality improvement in ‘Getting to good and outstanding’ in March.

- Fewer falls, severe infections and pressure ulcers on wards
- No never events and maintain NatSIPPS and WHO surgical standards
- Increase responses, achieve 95% satisfaction, involve in service design, and use insight to inform quality improvement
- Review all hospital deaths and maintain low mortality rate
- Reduce avoidable cardiac arrests and implement Sepsis and acute kidney injury bundle
- Share learning from medication errors and reduce serious incidents
Our ambition is to:

**Promote harm free care**
- Reduce the number of hospital acquired pressure ulcers by ten percent per 1,000 bed days
- Achieve less than 4.8 falls with harm per 1,000 bed days every month
- Deliver a ten percent reduction in E. coli bacteraemia GNB with a target to deliver a 50 percent reduction by 2021
- Halve the number of MRSA infections on wards

**Improve the care for deteriorating patients**
- Reduce avoidable cardiac arrests by 10 percent
- Implement the Sepsis bundle for 90 percent of patients in line with the CQUIN target
- Implement the AKI checklist across all adult wards and develop metrics to review its impact

**Halve the number of never events**

**Achieve 100 percent compliance with the duty of candour**

**Reduce the number of medication errors by ten percent**

**Launch and use the SAFER bundle on all eligible wards**

**Maintain our compliance of statutory and mandatory training at 90 percent**

**Promote and learn from patient feedback**
- Increase friends and family test response rates by 20 percent in ED and 30 percent in inpatients
- Achieve 95 percent patient satisfaction in the three national questions in the friends and family test
For the full Quality Accounts visit: bartshealth.nhs.gov/annual-reports
Large print and other languages

For this leaflet in large print, please speak to your clinical team.

For help interpreting this leaflet in other languages, please ring 020 8223 8934.

The informacje mogą zostać na żądanie przedstawione w formatach alternatywnych, takich jak łatwy do czytania lub dużą czcionką, i w różnych językach. Prosimy o kontakt pod numerem 02082238934.

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