What our patients said

The hospital received positive feedback in several national patient surveys during 2013/14.

Poole Hospital's cancer services were rated highly by patients in the 2013 National Cancer Patient Experience Survey, commissioned by NHS England. The trust performed at or above the national average in the overwhelming majority of the 70 questions put to patients, with 93% rating their care as excellent or very good.

The Care Quality Commission published its national maternity services survey in December 2013. For the overwhelming majority of questions asked, mums said they found the quality of Poole Hospital's maternity services satisfactory. The report highlighted that some mums reported they felt left on their own by staff, and this feedback has been reviewed in detail. The unit's staffing levels meet those required, but changes in practice have since been introduced to allow midwives to spend even more time in the same room as new mums.

Findings from the national inpatient survey, carried out from September 2013-January 2014 and published in April 2014, also showed that Poole Hospital continues to perform well for patients. More than 400 patients completed the questionnaire as part of the Care Quality Commission survey, and rated the hospital as 'better performing' in several important areas, including quality and choice of food, help with eating, information given about care and treatment, and consideration of pain control.

In common with all other NHS hospitals, Poole Hospital began asking all inpatients and A&E attendees to complete a Friends and Family Test (FFT) in April 2013. The test was also introduced in our maternity unit in October 2013. An average of 77.5% of patients said they would be 'extremely likely' to recommend us to their friends and family, and 88% of comments received through the FFT were positive.

Future strategy

The trust's long-term strategic focus shifted during 2013/14 when, in October 2013, the Competition Commission prohibited the proposed merger with The Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust. The decision was a disappointment for both trusts but the board of directors took immediate steps to refocus on our future as a standalone trust, ensuring our priority remained, as always, the provision of safe, high-quality care to patients.

In order to maintain clinical and financial viability, our strategic focus is now on:

- The implementation of a robust and sustainable transformation programme that will significantly increase efficiency and reduce costs, whilst improving quality wherever possible
- Involving staff, stakeholders, patients and the public in the development of a future strategy that will meet the needs of the local community
- Participating in the Dorset-wide review of clinical services, led by the Dorset Clinical Commissioning Group, which will deliver long term clinical and financial sustainability for healthcare services in Dorset from 2016/17 onwards.

Financial performance

Despite the financial challenges facing the health sector the trust achieved its key financial objectives during 2013/14:

- Delivered a surplus prior to revaluation effects of £890k before the impact of the revaluation of the estate (this impairment of £742k reflects the re-valuation of the estate by the district valuer. The surplus after this impairment was £148k compared to a plan of £200k)
- Increased income from £201.0m in 2012/13 to £210.4m in the current year
- Maintained a sound liquidity position with a closing cash balance of £10.1m (last year £15m)
- Invested £13.2m in the hospital and its equipment.

In common with the rest of the NHS, the trust faces significant financial challenges in the future. Over the next two years, we will need to make significant savings to deliver a year-on-year balanced income and expenditure position, and ensure we have sufficient cash going forward.

To read our full annual report and accounts for 2013/14, visit www.poole.nhs.uk
Welcome

Welcome to Poole Hospital’s annual review for 2013/14.

This document presents a summary of our clinical and financial performance over 2013/14, and data about the year’s activities. However, behind the facts and figures, this is a report about people. The compassion and dedication of our 4,500 staff and volunteers are the foundations upon which our high standards are achieved, and it is our staff who deserve credit for the strong clinical performance and positive patient feedback that you will read about in the next few pages.

Success in a range of national awards over the year underlined this, providing well-deserved recognition to individuals and teams from across the organisation. The NHS medical director recognised the patient-centred seven-day care provided on our older people’s unit at a high profile national conference; our specialist physiotherapists were highly commended in the NHS Innovation Challenge prize for a new model of care for pelvic floor problems; our medical investigations unit was named a runner-up at the British Journal of Nursing awards; and three of our maternity staff were recognised for their services to midwifery in the national Royal College of Midwives awards.

It is of particular credit to staff that all this was achieved against a backdrop of tightening financial constraints and changes to our long-term strategy during 2013/14.

The decision by the competition authorities to prohibit the merger with the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust in October 2013 was disappointing, and resulted in a shift in our long-term plans. However, the board of directors took immediate steps to refocus on our future as a standalone trust and ensure Poole Hospital remained financially sustainable. A transformation director was appointed to oversee an improvement programme designed to deliver more efficient and responsive services, and in April 2014, the trust welcomed a new chief executive, Debbie Fleming, and new key executive board members.

Debbie and the new team have the right expertise and experience to steer Poole Hospital through the challenges ahead, and I look forward to reporting on our future successes to you as we now develop our plans to sustain and improve health services for the local population.

Angela Schofield, chairman

Angela Schofield, chairman

Our performance

Our patients expect and deserve safe, appropriate and effective care. In common with all NHS hospitals, we are monitored at a local and national level to ensure we are providing the right standards of care, and maintained our track record for strong performance during 2013/14.

An increase in activity was seen in many clinical areas over the year, with 7.6% more referrals to the hospital this year compared to last. In spite of this, many of our services continued to make improvements for patients.

Poole Hospital’s flagship Dorset Cancer Centre provides cancer services to patients throughout the county, and achieved all quarterly targets for access to cancer care over the year, including standards for surgery, radiotherapy and chemotherapy. These critical targets relate to patients with suspected cancer or a definitive diagnosis of cancer, and will continue to remain a key focus for the hospital during 2014/15.

We worked extremely hard throughout the year to ensure patients moved through their care pathways at the right pace, and met the 18-week referral-to-treatment standard for admitted and non-admitted patients throughout the year. Within this target, diagnostics tests must be completed within six weeks, and due to a significant increase in demand, this was not achieved for all patients during the busy winter months. However, a number of measures were taken to address this and the trust was again achieving its key targets for diagnostic waits by the end of the year.

In common with many other NHS hospitals, our emergency department experienced significant pressure from December 2013 onwards, with an increase in the number of patients requesting urgent medical or surgical opinion, and peaks in demand that led to some busy and challenging months. The target of ensuring at least 95% of patients do not wait any longer than four hours in the emergency department was met in the first three quarters of the year, but due to significant pressure on services during the early months of 2014, the overall percentage figure for the final quarter was 94.0%.

We were disappointed that the final quarter’s performance did not meet the 95% target and took immediate steps to address this, including reviewing discharges procedures and introducing escalation plans for peak times to manage surges in activity.

We continued to provide high-quality specialist care to patients who have suffered a stroke during 2013/14. At least 80% of patients received 90% of their care within a specialised stroke ward over the year – an important target which ensures patients are receiving the right care in the best environment – and the number of beds available for specialist stroke care was increased by reconfiguring two wards to create one comprehensive stroke unit.

Our busy trauma department saw exceptionally high levels of activity during the year. The hospital admits 850 patients with broken hips every year – amongst the highest number in the country. In spite of this, we operated on 95% of patients or more within 48 hours of admission over the year, and are currently taking steps to further improve access to hip surgery and increase the number of patients who receive surgery within 36 hours.

The trust continued its strong performance on the prevention and control of hospital-acquired infections during 2013/14, with low rates of infections compared to national averages. Ten cases of C.diff were reported, well within Monitor’s measure for the year, and two cases of MRSA.

The hospital’s robust infection control measures were also reflected in low rates of norovirus over the winter months.

The medical director recognised the patient-centred seven-day care over the year, including standards for surgery, radiotherapy and chemotherapy. The award was named a runner-up at the British Journal of Nursing awards; and three of our maternity staff were recognised for their services to midwifery in the national Royal College of Midwives awards.

The unit’s submission was named winner of the national ‘Delivering Better Services, Seven Days A Week’ conference.

In November 2013, the NHS medical director Professor Sir Bruce Keogh singled out Poole Hospital’s consultant-led elderly care unit for national praise at a major event highlighting seven day NHS services.

The unit’s submission was named winner of the patient-centred care category in the national ‘Delivering NHS Services, Seven Days A Week’ conference.

In common with many other NHS hospitals, our emergency department experienced significant pressure from December 2013 onwards, with an increase in the number of patients requesting urgent medical or surgical opinion, and peaks in demand that led to some busy and challenging months. The target of ensuring at least 95% of patients do not wait any longer than four hours in the emergency department was met in the first three quarters of the year, but due to significant pressure on services during the early months of 2014, the overall percentage figure for the final quarter was 94.0%.

We were disappointed that the final quarter’s performance did not meet the 95% target and took immediate steps to address this, including reviewing discharges procedures and introducing escalation plans for peak times to manage surges in activity.

We continued to provide high-quality specialist care to patients who have suffered a stroke during 2013/14. At least 80% of patients received 90% of their care within a specialised stroke ward over the year – an important target which ensures patients are receiving the right care in the best environment – and the number of beds available for specialist stroke care was increased by reconfiguring two wards to create one comprehensive stroke unit.

Our busy trauma department saw exceptionally high levels of activity during the year. The hospital admits 850 patients with broken hips every year – amongst the highest number in the country. In spite of this, we operated on 95% of patients or more within 48 hours of admission over the year, and are currently taking steps to further improve access to hip surgery and increase the number of patients who receive surgery within 36 hours.

The trust continued its strong performance on the prevention and control of hospital-acquired infections during 2013/14, with low rates of infections compared to national averages. Ten cases of C.diff were reported, well within Monitor’s measure for the year, and two cases of MRSA.

The hospital’s robust infection control measures were also reflected in low rates of norovirus over the winter months.

The decision by the competition authorities to prohibit the merger with the Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust in October 2013 was disappointing, and resulted in a shift in our long-term plans. However, the board of directors took immediate steps to refocus on our future as a standalone trust and ensure Poole Hospital remained financially sustainable. A transformation director was appointed to oversee an improvement programme designed to deliver more efficient and responsive services, and in April 2014, the trust welcomed a new chief executive, Debbie Fleming, and new key executive board members.

Debbie and the new team have the right expertise and experience to steer Poole Hospital through the challenges ahead, and I look forward to reporting on our future successes to you as we now develop our plans to sustain and improve health services for the local population.

Angela Schofield, chairman