

Kingston Hospital Annual Review 2011/12



Living our values *everyday*



CARING



SAFE



RESPONSIBLE



VALUE EACH OTHER

Kingston Hospital **NHS**
NHS Trust

About the Trust

Kingston Hospital is a medium sized, district general hospital providing a full range of diagnostic and treatment services to approximately 320,000 people across south west London and north Surrey.

The Trust's mission is: *'to improve the health and wellbeing of our community through the provision of high quality, patient focussed healthcare'*.

The Trust's vision, which sets out our goals for the next five years, is: 'to be the Hospital of choice for our local community, recognised for excellent and innovative emergency, surgical, acute medicine and maternity services, delivered by caring and valued staff'.

The Hospital and its services have a very good reputation and the Trust's flagship services include:

Maternity Services

The Maternity Unit is recognised as offering a very high standard of care and is the largest unit in south west London and the second biggest in London.

Accident & Emergency Department

95% of patients attending the department are treated within 4 hours and relatively few have to be admitted as inpatients.

Paediatric Services

As well as general children's services the Trust runs shared care cancer services with The Royal Marsden Hospital NHS Foundation Trust and Great Ormond Street Hospital for Children NHS Foundation Trust.



Day Surgery Services

The Day Surgery Unit is a purpose built unit, to enable people to be treated and go home the same day. The Trust regularly hosts hospitals from around the world who want to see how the Trust has designed and used its facility.

Cancer Services

The Sir William Rous Unit is a dedicated facility run in partnership with The Royal Marsden NHS Foundation Trust and Macmillan Cancer Support.

In addition to the full range of services provided at the site, the Hospital also provides 14 local outpatient clinics in Kingston, Richmond, Wandsworth and north Surrey. The Trust also continues to work closely with its partners in primary care and other healthcare organisations to improve patient care.

Welcome from the Chairman

Welcome to Kingston Hospital's Annual Review for 2011/12.

Having joined the Trust as the Chairman this year, I have been very impressed with the work of all the staff at the Hospital and their dedication to serving our patients.

It has been a busy and challenging year for everyone as we continue to provide good quality care for our patients against national financial pressures. We have worked incredibly hard to make sure that patient care is at the heart of everything that we do and our performance and achievements during 2011-12 reflect this.

The 2011 Dr Foster Good Hospital Guide highlighted the Hospital as having one of the lowest and most improved 'mortality ratios' (that is a low death rate) across the country and in a comprehensive Care Quality Commission inspection in November 2011, the Hospital met all the key standards.

The Trust is focusing on delivering five strategic objectives over the next 5 years, which will enable us to fulfil our vision. These are:

- Delivering quality, patient centred healthcare services with an excellent reputation;
- Delivering care by competent and caring staff working in effective and supportive teams who feel valued by the Trust;
- Working with partners to consolidate and strengthen the healthcare we deliver to our local community;
- Working with GPs and other providers to support the delivery of more care in primary and community settings; and,
- Delivering well managed quality services which are value for money for the tax payer.

The Hospital now has a public membership of over 5,000 members and has moved closer to its goal of becoming a Foundation Trust. As well as progressing with our application, we have undertaken a three month public consultation, with the vast majority of those who responded being positive about the Trust's plans.

Being a Foundation Trust will be of great benefit to our patients as it will give local people more say on the services that we offer to our community and further develop the Hospital in line with local needs to provide the best care, treatment and facilities for them.

Our staff, partners, members, volunteers and fundraisers all make a huge contribution in helping make sure that patient care is at the forefront of everything we do, and I would like to thank them for their continued commitment and hard work. I would also like to extend my personal thanks to my predecessor Christopher Smallwood for his leadership over recent years as well as the Chief Executive, Executive and Non-Executive Directors of the Trust Board.

Ian Reynolds, Chairman

"We have worked incredibly hard to make sure that patient care is at the heart of everything that we do."



Introduction from the Chief Executive

Thank you for taking time to read our annual review which highlights our achievements for the year.



"I'd like to thank all the staff and volunteers."

Our key focus this year has been on improving quality and safety for our patients by building on the good work we have already done. We have also been focusing on delivering the key performance targets, such as reducing waiting times in Accident & Emergency and for outpatient appointments or operations.

We have also been progressing well with our Foundation Trust application. We are in the process of running elections for local people to stand in our Council of Governors elections taking place in the autumn. If all goes to plan, the Hospital could be a Foundation Trust in early 2013.

There will be benefits in being a Foundation Trust for the Hospital, as it will not only mean that the local community will be able to get more involved in the running of the Hospital and have a greater say on how we shape services, but will also give us more control over our own affairs and decision making.

In the last year, we carried out an extensive piece of work with our staff to define the kind of culture we want to have at Kingston Hospital which is 'patient centred, puts safety first and where staff take responsibility, are valued and value each other.' The Trust now has a set of shared values and behaviours – to be caring, safe and responsible, and to value each other. Already we are seeing how these values are having an impact on the work we do, as there have been a number of achievements this year of which I am especially proud.

We passed several inspections by the Care Quality Commission with flying colours and received fantastic feedback from them on the care we are providing to our patients. We were also named in the national Dr Foster Good Hospitals' Guide as one of the best performing Hospitals in the country for patients who break their hip, with operations carried out quickly and patients' stay in Hospital well below the national average.

Finally, I'd like to thank all the staff and volunteers at Kingston Hospital; the team of people who day to day make this Hospital the success it is. Without their support and hard work we would not have achieved what we have.

Kate Grimes, Chief Executive

At a glance 2011/12

113,021

people attended the Trust's A&E Department (including attendances to the Royal Eye Unit Casualty).

17,441

of those required emergency admission to the Hospital in the last year.

340,007

attendances at the Outpatient Department.

21,256

outpatient attendances at the Wolverton Centre, including attendances at our genito-urinary, family planning and HIV clinics.

22,180

were able to go home on the same day as their planned treatment or operation.

4,142

planned procedures requiring patients to stay in hospital were carried out.

5,914

babies were delivered in our Maternity Unit and 404 children were treated by our Paediatrics Department.



Highlights of the year

Care Quality Commission (CQC) Inspections

The Trust met 100% of the standards set out by the Care Quality Commission in an unannounced inspection in November 2011. The report highlighted the Trust as being compliant across all 16 standards.

Following an elderly care inspection in October 2011, the Trust was named as one of only 45 Trusts out of 100 that were fully compliant and met two key standards relating to elderly care.

In March 2012, the Trust had another unannounced visit from the Care Quality Commission to check if the Trust was compliant with Termination of Pregnancy regulations. The Commission confirmed that the Hospital met all essential standards.



Maternity Unit Improvements

There have been a number of changes and improvements in the Maternity Unit to deliver better care for mothers and their babies. The Trust now has a new consultant midwife to focus on promoting normal birth, both clinically and through staff training, and supporting women who have had a complex medical history to achieve a normal birth. This is a first for Kingston and she is the only consultant midwife in hospitals across south west London.

Momentum Viewing Room

The Paediatric Accident & Emergency Department, working with the charity Momentum, has created a special place where families can spend time with their loved one, if their child were to die suddenly. The dedicated room enables parents to spend as much time as possible with their child in a peaceful environment where they can bathe, dress and be with their loved one.

Increase in Accident & Emergency Consultants

There will now be more than double the number of consultants in Accident & Emergency and this will mean more senior presence and consultant-led working within the Department. It will also mean a consultant will be present in Accident & Emergency for over sixteen hours each day, seven days a week.



New Acute Assessment Unit

The Hospital's Medical Assessment Centre is now the Acute Assessment Unit (AAU) and has moved to a new area within the Kingston Surgical Centre. The closeness to Accident & Emergency has helped to manage the flow of patients better, enhance senior clinical input from all medical specialities teams from across the Trust, and improve discharge arrangements.

Outpatient Kiosks

The Trust has introduced 'self check-in kiosks' in the main Outpatients Department. Using the electronic screen, patients are now able to check-in themselves, which has reduced waiting times at the Outpatient's reception desk.



New Cardiac Catheterisation Laboratory

The Trust has opened a new Cardiac Catheterisation Laboratory to provide an on-site diagnostic service for patients. The laboratory has reduced the length of stay for patients and reduced the time people have to wait from diagnosis to treatment.



Low Infection Rates

The Hospital has worked hard to reduce infection rates over recent years and significant progress has continued to be made in maintaining low levels of healthcare associated infections. During 2011-12 the Trust reported a total of two MRSA cases against a target of three and had a total of 18 Hospital-acquired C.Difficile infections against a target of 17.

Acute Oncology Service Launched

In September 2011 the Trust introduced a new Acute Oncology (cancer) Service. Patients are now seen and assessed on site by a Consultant Oncologist or Clinical Nurse Specialist within 24 hours of being referred. The new service brings oncological expertise to the bedside of inpatients and helps fast-track those who require specialist services.

Our Patients

The Trust is committed to involving patients and the public in the development and improvement of the Trust's services and to ensure that the patient's perspective drives delivery of care.

Patient Assembly

The Trust has set up a Patient Assembly to ensure patients have a stronger voice in key decisions. Those who sit on the Patient Assembly also have the opportunity to participate in activities to improve the patient environment and receive presentations and updates from the Trust and other stakeholders.

Inpatients' Survey

The results for the 2011 Inpatient Survey were published in April 2012. These showed that the Trust was performing about the same as most other Trusts on most questions in the survey, but compared to the 2010 survey the Trust showed significant improvement on four questions:

- Experience of sleeping accommodation, that was not shared by members of the opposite sex;
- Experience of bathroom and toilet facilities that were not shared by members of the opposite sex;
- Communication with doctors if patients had an important question to ask; and,
- Receiving copies of discharge letters sent from the hospital doctor to their GPs.

The Trust continually strives to improve all areas of inpatient experience.

Listening Events

The Trust held a series of successful listening events called 'In Your Shoes', where patients were invited to share their experiences of using services on a one to one basis with a member of staff. Themes were then discussed in small groups. The information provided was used to make improvements across the hospital.

The information from these events has also been used to develop "patient commitments", which are statements about the care and treatment the Trust is committed to delivering.

Patient Advice & Liaison Service (PALS)

The Trust welcomes and encourages feedback from patients on its services and sees this as a valuable way of improving services for patients and carers. The Patient Advice & Liaison Service provides information and help to resolve any concerns that a patient, their family or carers may have raised.



Our Supporters

We are forever grateful for the support from our local community and donations to the Hospital's charities Friends of Kingston Hospital, Born Too Soon, Kingston Can and Momentum that help provide our patients with high quality services.

This year, the **Friends of Kingston Hospital** have bought a special chair for the Intensive Care Unit, wheelchairs for the Accident & Emergency Department, specialist sofas for the Wolverton Centre and Pain Clinic as well as comfortable recliners for the Haematology Day Care Unit, and equipment designed to prevent falls.

Born Too Soon, the Hospital's neonatal charity used their funds to purchase various monitoring equipment for premature and unwell babies such as pulse oximeters that help monitor blood oxygen levels and heart rates.

Kingston Can, have helped purchased a specialist piece of equipment for the William Rous Unit called a Perometer, used to help in the measurement and assessment of Lymphoedema.

The children's charity **Momentum** have organised special trips for patients and their families and created a Santa's Grotto in the Paediatric Department at Christmas for all the oncology and other seriously ill children to visit and receive a gift.

The Kingston Hospital **NHS Trust General Charitable Fund** is a fund set up to benefit the patients, families and staff of the Hospital and in the last year the

money raised has been used to provide medical simulation training equipment for junior doctors, parent beds in the Trust's Neonatal Unit, perometer in the Sir William Rous Unit, chairs and medical couches in Orthopaedics.

Help Us to Help You

Would you like to help the Hospital provide the best possible care for people? There are many ways you can get involved and show your support: become a volunteer and help people get to the right clinic, assist patients at mealtimes; become a member to learn more about what the Hospital does, and perhaps stand for election as a Governor to oversee the work of the Hospital; join the Patient Assembly to represent patients' views; or even donate to one of the charities to help improve the facilities and equipment at the Hospital. For more information call 020 8934 3620 or visit the website www.kingstonhospital.nhs.uk



Finances

The Hospital earned £205 million for treating patients and spent £203 million, leaving a surplus of £2 million which will be reinvested into services.

Statement of Comprehensive Income for the Year Ended 31 March 2012	2011-12 £000	2010-11 Restated £000
Revenue		
Revenue from Patient Care Activities	184,991	177,774
Other Operating Revenue	19,534	22,854
Employee Benefits (staff pay)	(129,555)	(128,967)
Other Costs	(67,058)	(64,746)
Operating Surplus	7,912	6,915
Finance Costs		
Investment Revenue	18	21
Other Losses (on disposal of non-current assets)	(51)	(520)
Finance Costs	(3,286)	(2,280)
Surplus for the Financial Year	4,593	4,136
Public Dividend Capital Dividends Payable	(2,527)	(2,524)
Retained Surplus for the Year	2,066	1,612
Other Comprehensive Income		
Impairments and reversals	(3,104)	(4,115)
Net gain/(loss) on revaluation of property, plant and equipment	922	2,475
Net actuarial gain/(loss) on pensions	(20)	85
Total Comprehensive Income for the Year	(136)	57
	2011-12 £000	
Reported NHS Financial Performance Position (adjusted retained earnings)	2,066	
Retained surplus for the year		
IFRIC 12 adjustments (including impairments)	1,041	
Impairments (excluding IFRIC 12 impairments included above)	284	
Adjustments in respect of donated asset/government reserve elimination	(207)	
Reported NHS Financial Performance Position (adjusted retained earnings)	3,184	

**Statement of Financial Position
as at 31 March 2012**

	31 Mar 2012	31 Mar 2011	31 Mar 2010
	£000	Restated £000	Restated £000
Non-current Assets			
Property, Plant & Equipment	114,345	116,230	117,425
Intangible Assets	6,387	4,813	4,779
Trade and Other Receivables	389	277	427
Other Financial Assets	0	0	0
Total Non-current Assets	121,121	121,320	122,631
Current Assets			
Inventories	1,261	1,241	1,346
Trade and Other Receivables	10,420	11,323	11,116
Other Financial Assets	0	0	0
Other Current Assets	0	0	0
Cash and Cash Equivalents	5,277	5,196	4,974
	16,958	17,760	17,436
Non-current Assets held for Sale	0	0	0
Total Current Assets	16,958	17,760	17,426
Total Assets	138,079	139,080	140,067
Current Liabilities			
Trade and Other Payables	(18,791)	(20,250)	(21,471)
Borrowings	(895)	(989)	(653)
Other Liabilities	0	0	0
Other Financial Liabilities	0	0	0
Provisions	(1,298)	(440)	(354)
Total Current Liabilities	(20,984)	(21,679)	(22,478)
Total Assets less Current Liabilities	117,095	117,401	117,589
Non-current Liabilities			
Trade and Other Payables	0	0	(108)
Borrowings	(32,970)	(33,730)	(33,795)
Other Liabilities	0	0	0
Other Financial Liabilities	0	0	0
Provisions	(1,182)	(1,392)	(1,464)
Total Non-current Liabilities	(34,152)	(35,122)	(35,367)
Total Assets Employed	82,943	82,279	82,222
Financed by Taxpayers' Equity			
Public Dividend Capital	57,911	57,131	57,131
Retained Earnings	10,196	7,528	5,085
Revaluation Reserve	14,836	17,620	20,006
Other Reserves	0	0	0
Total Taxpayers' Equity	82,943	82,279	82,222

