

# Making a difference

A summary of our Quality Report plus key information about our performance and future priorities.



# Making a Difference

At Sheffield Teaching Hospitals NHS Foundation Trust we remain committed to delivering good clinical outcomes and a high standard of patient experience both in our hospitals and in the community. Thanks to the dedication and professionalism of our staff, volunteers and partners we have a strong track record in this area. We are never complacent and continually look to adopt best practice, drive innovation and most importantly learn and improve when we do not meet the high standards we have set for ourselves.

This drive for improvement is embodied within the Trust's Corporate Strategy 'Making a Difference'. The strategy outlines five overarching aims:

- ✓ **Deliver the best clinical outcomes**
- ✓ **Provide patient centred services**
- ✓ **Employ caring and cared for staff**



- ✓ **Spend public money wisely**
- ✓ **Deliver excellent research, education and innovation.**

In summary our priority is to do all we can to continually implement quality improvement initiatives

that further enhance the safety, experience and clinical outcomes for all our patients.

However, the NHS nationally is currently operating within a very tough financial climate and our Trust is also seeing unprecedented increases in demand for both emergency and planned care. This was evident in the most extreme sense during last winter when we saw record numbers of patients who needed emergency care and admission to hospital.

With the support of our staff and partners we are addressing these financial and demand challenges by adopting new ways of working, forging partnerships with other health and social care providers and continuing to engage our staff by actively pursuing a culture of innovation and involvement. As a consequence, I am pleased to report that the Trust has continued to perform very well in 2014/15 and has made good progress against our quality priorities for last year (see page 3 for more details).

It was exceptionally pleasing that national and local survey results during 2014/15 consistently showed that the majority of our patients and staff would

recommend our Trust as a place to receive care and to work (see page 6 for more details).

We have also pioneered new treatments for multiple sclerosis, cancer and many long term conditions through innovative research trials and we have continued to introduce new equipment to ensure we stay at the leading edge of medical practice.

Despite the continuing difficult economic climate, and thanks to the efforts of our staff through their ongoing focus on delivering excellent care efficiently, the Trust has performed well again financially which is important if we want to keep investing in improvements in our care, technology and facilities (see page 7 for more details).

I hope you find the following pages interesting and you can be assured we will all continue to work hard to provide you with the best care possible.

Sir Andrew Cash, Chief Executive

*Andrew Cash*

## Safe, High Quality Care

Providing safe, high quality care is our top priority and most of the time we achieve or exceed our patient's expectations.

During the year we have met almost all the national quality standards required but we want to really make a difference in the areas which we know mean the most to you and your family.

We listen to your feedback, complaints and suggestions and whilst the majority of our patients are very satisfied with their care, we also know that there are always areas where we can do even better.

That is why every year we discuss with patients, staff, Trust Governors, Commissioners of healthcare services, Healthier Communities and Adult Social Care Scrutiny Committee and Healthwatch the areas where they feel we should focus extra effort to resolve an issue or make things even better.

This is brought together into a document called the Quality Report which gives information on a number of quality standards and sets out our priorities for the coming year and how we performed in previous years.

The information on the following page explains the areas we particularly focussed on, what we achieved and where there is more to be done. The Quality Report is available on the Sheffield Teaching Hospitals NHS Foundation Trust website ([www.sth.nhs.uk](http://www.sth.nhs.uk)) or by calling 0114 2714322.





# How did we perform last year (2014/15)?

Every year the Trust sets priorities for improvement which are monitored and compared to how we performed in that area in the previous year. The following table shows how we did in 2014/15. Where we have achieved = 😊, stayed the same = 😐, where improvements are still required = ☹️

<p><b>Giving patients a voice - Make it easier to communicate with the organisation.</b> During 2014/15, 9,103 'Frequent Feedback' surveys were completed, this compared with 6,819 during 2013/14. 'Frequent Feedback' surveys were introduced into Community Services in January 2015 to give more patients the opportunity to share with us their comments about the care the Trust provided.</p> <p>We have continued to use the Friends and Family Test to gain patient views. This was initially piloted in a few areas but we have rolled the survey out across the Trust during 2014/15.</p>	😊
<p><b>Introduce electronic discharge letters for GPs.</b> It is important that we work closely with GP's in order for patients to receive joined up care once they are discharged from hospital. We therefore prioritised improving the discharge information available to GPs. The use of e-discharge summaries was introduced which enable clinicians to complete an electronic discharge template to give GP's an update on patients condition, medication and treatment in hospital. This is now fully embedded within the Trust and GP practices.</p>	😊
<p><b>Optimise Length of time patients stay in hospital.</b> The Trust has also continued work to reduce the number of days patients spend in hospital once they are medically fit. Improvement projects such as Discharge to Assess (which allows patients to be assessed in their own home rather than waiting for assessments to be completed in hospital), improving patient transport and developing additional ambulatory pathways have all been successful during 2014/15.</p> <p>A number of Directorates are being supported by The Service Improvement Team to improve patient flow. Improving ward processes will be a major focus for 2015.</p>	☹️
<p><b>Improve Dementia awareness.</b> The Trust is dedicated to improving dementia awareness with our staff and meeting the needs of patients and carers with this condition. The 'All About Me Booklet', which describes the patient's preferences, needs and routines, was launched during Dementia Awareness week in May 2014. The booklet is available to patients on all wards, with particular focus on those wards where dementia is most prevalent. A Dementia Champion Network has been developed across the Trust during 2014/15. In 2015/16 we plan on accrediting all clinical areas that have a dementia champion.</p>	😊
<p><b>Reduce the number of operations cancelled on the day of surgery.</b> Work has continued to reduce the number of operations cancelled on the day it is scheduled to take place. Orthopaedics and General Surgery now use a checklist three days before the date of admission, to confirm that a patient is fit, willing and able to attend for surgery as planned. Work is ongoing with all elective specialties to cascade the introduction of the checklist. For 2015/16 a process where the Operating Theatre Patient Flow Co-ordinators work with Directorate teams, to understand and help resolve the root cause of the cancellations, will be developed.</p>	☹️
<p><b>Reduction in the number of patients who have pressure ulcers.</b> The overall proportion of patients with pressure ulcers including those acquired whilst receiving care from the Trust and those prior to receiving care has increased from 5.72% in 2013/14 to 6.15% in 2014/15. In order to try to reduce the prevalence of pressure ulcers further, improvements are planned. This includes the early identification of patients at risk of developing a pressure ulcer, early intervention by the Pressure Ulcer Prevention Team, and targeted work with clinical areas.</p> <p>In November 2014 the 'Time to Turn' awareness campaign launched. This coincided with the launch of a Pressure Care Patient Information leaflet, the development of staff educational resources and changes to nursing care records to promote accurate documentation of skin conditions.</p>	☹️
<p><b>Improve discharge information for patients.</b> Discharge information is now routinely checked in all leaflets before publication. As all leaflets are checked on a two year rolling basis, the work to check existing leaflets for discharge information is on track to be completed by the summer of 2015. Regular reviews of all patient information relating to discharge now takes place to ensure the most up to date information is available.</p>	😊
<p><b>To ensure every hospital inpatient knows the name of the consultant and nurse responsible for their care.</b> The Trust has piloted free standing boards (placed on a patient's table or bedside locker) in some areas to ensure the patient can see the name of their consultant and the nurse responsible for their care. The boards also have space on the back for staff to write "what matters to the patient today" with the aim of improving communication and meeting the patient's specific needs. The pilot evaluated well by both patients and staff. The use of the free standing boards was launched Trustwide in April 2015.</p>	☹️
<p><b>To improve complainant satisfaction with the complaints process.</b> From April 2014, the Trust, participated in the Patients Association complainant Satisfaction Survey. All complainants whose complaint was considered to be closed were invited to participate in the survey. At the end of January 2015 the Patients Association had received 164 responses for the Trust Following the results a detailed action plan has been agreed that involves significant changes to the complaints process. These changes are currently being piloted in Urology and General Surgery.</p>	😊
<p><b>To review mortality rates at the weekend and to focus improvement activity where necessary.</b> The Trust has continued to review mortality rates by day of the week during 2014/15. Our Hospital Standardised Mortality Ratio for all admissions for each day of the week, including weekends is 'as expected' when compared to the national average. A detailed weekend mortality review was undertaken 2014/15 and further analysis will take place during 2015/16.</p>	😐
<p><b>To review the impact of waiting times on the patient experience.</b> During 2014/15 a survey was designed to better understand the personal experience of patients who had waited over 18 weeks for their admission or treatment. Findings have prompted the Trust to look at ways of improving communication with all patients waiting for care.</p>	😊

**We are one of the largest and busiest trusts in the country; over the past year we have seen and treated...**



**1,053,547**  
**outpatients**



**113,921**  
**inpatients**



**110,597**  
**day case patients**



**150,468**  
**accident and  
emergency  
attendances**



**925,939**  
**contacts with  
community  
patients.**

## Working with our partners

Strong partnership working continued to be important to the Trust in 2014/15. The Trust is involved in a number of initiatives, locally, regionally and nationally to strengthen not only our services but the whole of Sheffield's health economy.

Working with local GPs, hospitals, mental and community health services, voluntary organisations and the local council under Right First Time (RFT), we aim to give patients access to the best healthcare services through focusing on their physical and

mental health as well as their social care needs in a more seamless way. As a key partner, we ensure that all patients:

- Are supported in their local community wherever possible by joined up, high quality, responsive health and care services
- Receive continuity of care, shared decision making and a lifelong, personalised, preventative approach to health and wellbeing.

We're also in the Working Together Partnership of seven

hospital trusts across South and Mid Yorkshire and North Derbyshire. Working collaboratively on our common issues, we are able to deliver benefits we wouldn't necessarily achieve alone.

We have been a part of the Working Together Partnership for two years now and have already achieved some great successes. We achieved a £400k saving on the procurement of examination gloves and are now, thanks to an agreement with ICE OpenNet, able to share test result information safely and securely between the seven hospital Trusts.





# Employing Caring and Cared for Staff

Our key asset is our staff and their dedication and commitment is a source of great strength for the Trust. During the last 12 months the Trust has continued to encourage more of our staff to be actively engaged and involved in decisions, setting the future direction of the organisation and innovations. This has been well received and is reflected in a significant improvement to the Trust's staff engagement score in the national staff survey. We are now one of the top 20% of NHS Trusts with the highest staff engagement results. We are committed to continuing this important work during 2015/16 because we believe our staff are the key to the delivery of excellent patient care.

In November the Trust launched 'Listening into Action' (LiA) which has been adopted by a number of NHS Trusts to empower and involve staff in making improvements for patients. As a first step 'Big Conversation' suggestion events took place with the Chief Executive to help identify 'what matters to staff'. The invaluable feedback gained from these events has now been condensed into key themes and priorities to allow nominated groups of staff to focus on action plans for specific areas.

# Keeping our patients safe

Providing safe, high quality care is our top priority and most of the time we achieve or exceed our patient's expectations.

It is recognised that an important clinical quality indicator is the mortality rate after surgery and for many years the Trust has a consistently 'lower or as expected' mortality rate. This is testament to the skill and care of our teams.

During 2014/15 we also continued to review weekend mortality rates. Our Hospital Standardised Mortality Ratio for weekday and weekend

emergency admissions is also both 'within expected range'. However, given the importance of mortality rates and continual monitoring to ensure that any variance can be spotted quickly and acted upon, it has been agreed that this will again be a priority for improvement for 2015/16.

We also consider rigorous infection control and clean facilities to be fundamental to our care standards.

We saw a further reduction in cases of C.difficile in 2014/15. We continue to work hard to minimise the chances of patients acquiring other hospital acquired infections such as Norovirus and MRSA.



## Trust shortlisted for record number of safety awards



The Trust has been shortlisted for a record number of national Patient Safety Awards during the past year more than any other NHS organisation in the country.

Just one of the teams recognised was the specialist staff at Weston Park Hospital who are playing a pivotal role in helping improve the quality of life of patients with malignant spinal cord compression were recognised.

Through the team's work patients now receive early treatment and rehabilitation that focuses on achieving patients' priorities such as improving functional ability, increasing independence and timely discharge from hospital.

## Care close to home

A considerable amount of our work is now carried out in the local community and indeed we see a third of our patients outside the hospitals environment. We continue to work closely with GPs, Social Services and voluntary teams to move towards more integrated care such as the new Virtual Ward which was introduced last year.

The virtual ward has helped improve the quality of life for patients who might otherwise have been admitted to hospital or ended up in long term care. Patients were given access to a team of community based healthcare professionals including GPs, community matron, pharmacists and social workers who met weekly to identify ongoing health needs, set goals and develop plans to improve the patient's health and wellbeing. By creating the virtual ward the team are able to resolve and prevent problems that left alone could have resulted in an admission to hospital.

# Keeping waiting times low

We know that ensuring waiting times are kept as low as possible is important to our patients. We also want to make sure our waiting times processes and procedures are robust and enable our patients to receive swift and appropriate treatment. The average waiting time for non-urgent care at the Trust is eight weeks or less and all the cancer treatment waiting time standards are consistently met.

Throughout 2014/15, work continued to reduce the number of operations that get cancelled. In 2014/15, 6.6% of planned operations were cancelled on the day of surgery due to clinical and non-clinical reasons. Although we are still short of our target to reduce this figure to 4%, the percentage of cancellations is decreasing year on year.

The Trust has also continued work to reduce the number of days patients spend in hospital once they are medically fit. Improvement projects such as Discharge to Assess (which allows patients to be assessed in their own home rather than waiting for assessments to be completed in hospital), improving patient transport and developing additional ambulatory pathways have all been successful during 2014/15.



# Patients praise care in our hospitals in national survey

A national survey by the Care Quality Commission has shown Sheffield Teaching Hospitals NHS Foundation Trust continues to provide high quality care and a good patient experience.

Over 81% of the 308 inpatients surveyed in 2014 at the Royal Hallamshire, Weston Park and Northern General Hospitals rated their experience as 8 out of 10 or better and 30% rated their experience as 10 out of 10.

Over 98% of the patients said the wards were clean.

The overall experience of patients in the A&E Department at the Northern General Hospital, was highlighted as better than the national average, as was the amount of time patients have to discuss their health or medical problem with the doctor or nurse.

Mr Alan Birchall, 66 from Chapeltown is just one patient who was pleased with the care he had received. Mr Birchall is set to make a full recovery after suffering a stroke thanks to emergency clot busting drug treatment provided at the Northern General Hospital and further care at the Royal Hallamshire Hospital's specialist Stroke Unit. The retired dad of two said: "The care was absolutely fantastic, all the staff were extremely caring and thanks to the excellent treatment I received I was able to go home in just a few days. I feel so lucky that I can speak, read and move thanks to the hospital's care."

Other highlights from the recently published report included: 94% of patients always had enough privacy when being examined or treated, 90% always had confidence and trust in doctors and 92% of patients felt they were treated with respect and dignity while in hospital.

As well as the positive feedback, the survey also highlighted some areas where patients would like to see further improvements, including patients not being disturbed by noise at night from other patients.

Andrew Cash, Chief Executive said:

"Our staff work extremely hard on a daily basis to deliver the best possible care and the survey results are testament to this dedication. However we are never complacent and we will also be exploring where we can make further improvements based on the survey responses."

## Fresh food brings healthy recognition for catering team



Sheffield Teaching Hospitals' catering team recently received an award in recognition of its ongoing commitment to serving fresh and healthy food.

The catering department won a Bronze Catering Mark under the Soil Association's Food For Life scheme.

The award is an independent endorsement that the food served at the Trust uses fresh ingredients, free from unhealthy additives and trans fats, and meets nutritional and animal welfare standards. It also recognises that the Trust is working to continuously improve the food it serves.

The award covers all the food served to patients at the Northern General Hospital, Royal Hallamshire Hospital, Weston Park Hospital and Jessop Wing. 75% of meals are freshly prepared from unprocessed ingredients, all meat is farm assured, only free range eggs and fresh whole milk is used in cooking and fish is sustainably sourced.

"Providing good food is a clinical priority and we continue to strive to achieve the highest standards in supporting excellence in hospital care. Our work continues now for silver accreditation."



Alan Birchall was pleased with the care he received after suffering a stroke

# Listening to Our Patients

We are committed to listening to our patients and learning from their feedback to make our services even better.

The Trust continues to undertake a wide range of patient feedback initiatives regarding the services they receive. Our extensive programme of local surveys has continued, with around 750 patients each month participating in the 'Frequent Feedback' survey programme in which the views of patients are gathered by trained volunteers.

The Trust values complaints as an important source of patient feedback. We provide a range of ways in which patients and families can raise concerns or make complaints. During 2014/15 we received 1,346 concerns and enquiries which we were able to respond to within two working days.

We remain committed to learning from, and taking action as a result of, complaint investigations. A formal process is in place which monitors and follows up actions agreed to ensure that any changes have been made and have been implemented as planned. This process is supported by Trust Governors who visit wards and departments to 'spot check' progress against action plans.

The Friends and Family Test, which was introduced in 2013, asks patients whether they would recommend departments to their friends and family if they needed similar care or treatment. This means every patient in these wards and departments is able to give quick feedback on the quality of the care they receive, giving the Trust a better understanding of the needs of their patients and enabling improvements. The Test continues to be used in Inpatients, A&E and



Maternity Services and was rolled out to Outpatient and Day Case Services in October 2014 and to Community Services in January 2015 - achieving the Commissioning for Quality and Innovation target for early implementation ahead of the national deadline of April 2015.



# Investing in our future

During 2014/15 we invested £27million in new facilities and developments including refurbishing wards and operating theatres. We installed state of the art catering facilities to support our ongoing drive to ensure patients have good nutrition and meals made with local produce wherever possible. We opened a new Research Department at the Hallamshire Hospital, provided additional car parking spaces at the Northern General Hospital and built a new theatre in the Hand Unit to enable patients having minor operations to have their procedure

without having to go to the main theatres. Another key development is the new Helipad at the Northern General Hospital which has already attracted such generous support from donors through Sheffield Hospitals Charity and local companies.

The most significant investment during 2014/15 was in our Transformation Through Technology change programme. We are investing more than £35million to transform many of the IT systems we have in place at the moment so that we can continue to provide high quality, safe and responsive

care to our patients. We are a trailblazer in so many areas thanks to the innovation and dedication of our clinical and non-clinical colleagues across hospital and community care. However this is often hindered rather than helped by some of the IT systems which we have had for many years. But we don't want to just update, we want to transform our organisation into one which has cutting edge systems to support the transformation in care we want and need to deliver over coming years. The key IT systems which will enable the change are due to go live in Autumn 2015.



Artists impression of the new helipad at the Northern General Hospital

## Our Finances



Neil Priestley,  
Finance  
Director

Despite the continuing difficult economic climate, the Trust performed well again financially.

Our total income last year was just over a £1 billion (£1,002,148k) and we declared a surplus of £8,391.3k. Any surplus we make enables us to invest in new facilities and equipment.

The growth in income from patient services is due to treating a higher number of patients and the majority

of our costs are associated with paying the 16,000 staff who work for the Trust. The diagrams below give a summary breakdown of where our money comes from and how it is spent. Full details can be found in the Annual Report and Accounts which is available at [www.sth.nhs.uk](http://www.sth.nhs.uk).

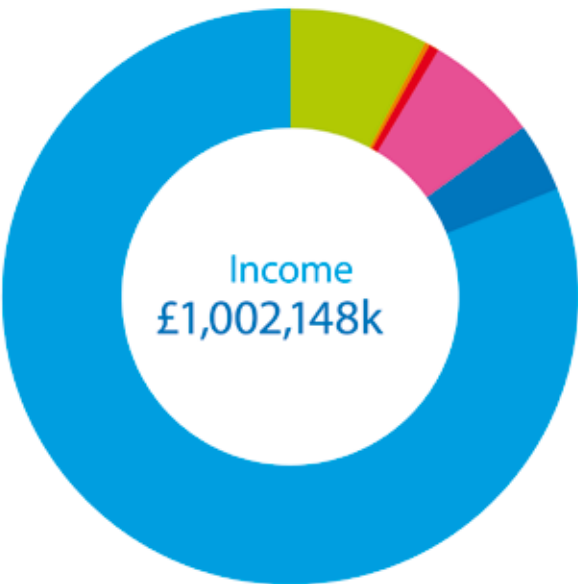
Overall our 2014/15 financial results are very satisfactory, particularly when set alongside excellent service performance and the challenging

financial environment.

However, along with the rest of the NHS, we face an immensely difficult future as demands on services continue to grow and funding seems likely to remain constrained.

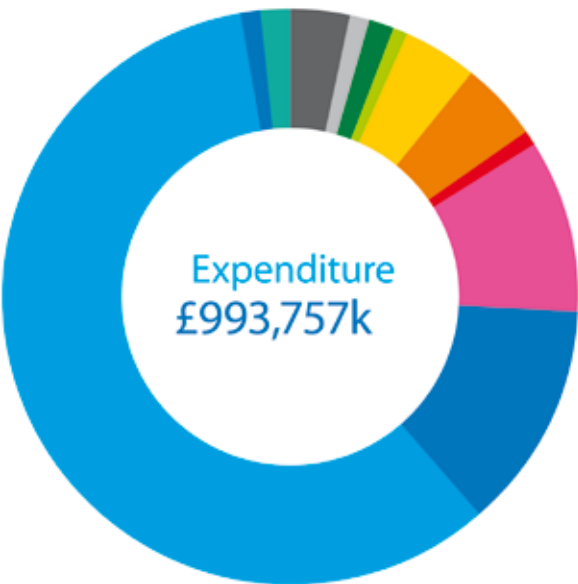
We remain committed to delivering high quality services and to achieving real efficiency savings to address the future financial pressures and to protect and invest in our services.

### Where our money comes from



- Clinical Commissioning Groups, NHS England and The Department of Health – provision of healthcare £814,584 k
- Research and Development £38,133 k
- Education and Training £63,246 k
- Local Authorities £7,261 k
- NHS - other £1,788 k
- Received from NHS Charities and Other Bodies £147k
- Other income £76,989 k

### How we spend our money



- Wages and salaries £582,232 k
- Drug costs £125,853 k
- Supplies and services - clinical £95,821 k
- Supplies and services - general £8,286 k
- Premises and Establishment Costs (including Transport) £46,478 k
- Depreciation and Amortisation and Impairment Charges £39,719 k
- Clinical Negligence £9,999 k
- Financing Costs £13,009 k
- Research and Development £30,777 k
- Services from NHS bodies £16,577 k
- Purchase of Healthcare - Non-NHS £13,311 k
- Other Costs £11,695 k



# What our priorities are for this year (2015/16)

The following priorities have been agreed by the Quality Report Steering Group in conjunction with patients, clinicians, Governors, Healthwatch and NHS Sheffield CCG. The Trust has considered hospital and community service priorities for the coming year choosing three areas to focus on which span the domains of patient safety, clinical effectiveness and patient experience.

## Priorities for 2015/16 are:

- To improve the safety and quality of care provided by the Trust in all settings with the aim of reducing preventable harm and improving quality.
- To improve how complaints are managed and learned from within Sheffield Teaching Hospitals.
- To improve staff engagement by using the tools and principles of Listening into Action (LiA).

In addition to these priorities for improvement there are many quality improvement proposals in the Sheffield Teaching Hospitals Quality Strategy.



## Get involved and become a Member

We count on our members for feedback, local knowledge and support to ensure our services reflect the diverse needs of our patients and local residents.

Anyone can become a member by emailing [jane.pelligrina@sth.nhs.uk](mailto:jane.pelligrina@sth.nhs.uk)

Full versions of the Trust Annual Report and Quality Report are available to view online at [www.sth.nhs.uk/about-us/official-publications](http://www.sth.nhs.uk/about-us/official-publications).