

Whittington Health **NHS**

Quality Account 2014 – 2015



Helping local people live longer, healthier lives

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Part 1: Statement on quality from the Chief Executive

Purpose of the Quality Account

Whittington Health's Quality Account forms part of the Trust's annual report to the public. It describes our key achievements on the quality of patient care for 2014 – 2015, as well as areas for improvement. It also sets out our key Quality Priorities for the year ahead.

Our quality achievements in 2014/15 have been due to the hard work and dedication of our staff. We recognise that there are further areas for improvement and so our Quality priorities for 2015/16 are challenging and achievable.



Quality vision for Whittington Health

Quality has been and remains a key priority for Whittington Health.

As an Integrated Care Organisation (ICO), we can provide innovative and world class healthcare across the acute hospital and community for the benefit of the local population. Our Clinical Strategy has been developed which aims over the next five years to 'help local people live longer healthier lives', with a strategic goal being to deliver consistent high quality, safe services. For the year ahead one of our corporate objectives is to: "Deliver high quality, safe care and improved patient experience". The Chief Executive's 'Way Forward' vision for the future of Whittington Health emphasises the importance of continually striving to improve quality and safety.

Our new strategic goals that were published in our clinical strategy for 2015-20 and our Sign Up to Safety priorities are providing a strong foundation for the Trust to continually promote quality across the organisation. Our Quality priorities for 15/16 are aligned to these strategic goals and we will embed them across the organisation.

In 2015/16, we will be using the Sign Up to Safety initiative to re-energise the organisation's commitment to safety. We will be focusing on specific areas with the aim of reducing avoidable harm to our patients.

The clinical leadership and operational model has been reviewed to reduce bureaucracy and strengthen the clinical leadership and engagement in decision making. This will support delivery of our clinical strategy.

The organisation has a strong structure in place to promote and monitor Quality. We have a programme board consisting of the Executive Medical Director, the Chief Operating Officer and the Director of Nursing and Patient Experience. Safety is reported through the Patient Safety Committee which reports to the Quality Committee, a sub-committee of the Trust Board chaired by our non-executive lead.

There are identifiable Quality Leads at director-level and in all clinical areas. There are also audit leads and clinical governance leads. The information strategy follows a system of information flowing between divisions, and from divisions up to the Quality Committee.

The divisional Quality groups have met on a monthly basis and have had a set core agenda that they may add to but not detract from. This covers all of the Quality monitoring systems such as: patient safety and patient experience walkabouts, Care Quality Commission (CQC) information, NICE guidelines, auditing, SI reporting, and a review of the 14 Quality Standards (inclusive of the 5 'Sign Up to Safety' standards).

We recognise that Whittington Health, like all NHS Trusts, will face several challenges within the complex healthcare environment over the coming year. Safe, high-quality patient care delivered in the right way, at the right time, every time, must remain as our focus as we continue on our integrated care journey.

Key quality achievements and developments

The Trust has had several successful achievements this year thanks to the hard work of our dedicated and talented staff.

We have been providing new services that are offering innovative and high-quality care to our patients. This year has seen the expansion of our pioneering Ambulatory Care service that aims to provide care as close to home as possible for patients, limiting the amount of time they spend in hospital as is appropriate. We also opened our new TB centre as the lead provider of the new coordinated TB service for North Central London in partnership with University College London Hospitals (UCLH). Our Hospital at Home service combines community and acute staff working in partnership to provide safe care at home for children and young people, enabling them to be discharged from hospital quicker or preventing admission. More detailed information about our service achievements this year can be found in the Divisional Quality Highlights section of this Account.

Various services within the Trust have received local or national awards this year:

- Our maternity unit received a number of awards for an initiative that enables birth partners to stay overnight to support women with the care of their newborn baby. The scheme was recognised at the Royal College of Midwives Awards, in March 2015 and by the All-Party Parliamentary Group on Maternity in November at the 'First 1,000 Days' Awards 2014', held together with the National Childcare Trust.
- The London midwifery supervisor of the year was awarded to Logan Van Lessen in October 2014 by the Local Supervising Authority at their conference.
- Our consultant obstetrician Chandrima Biswas was named in the Evening Standard's list of the 1000 most influential people in London for the work she does on campaigning on the dangers of maternal obesity, her volunteer work

in Africa tackling deaths in childbirth and her recent Kilimanjaro climb to raise funds for premature babies.

- Children's epilepsy nurse specialist, Tessa Walker won the best practice award at the Young Epilepsy Champions Awards in March 2015 for her work supporting young people with epilepsy to manage their own condition and learn from other young people with the same condition.
- Chief executive Simon Pleydell was named as one of the Health Service Journal's top 50 chief executives in the NHS 2015.
- The N19 pilot team was awarded the Team of the Year award at the Islington Council's staff awards.
- Paediatric community matron, Bernadette O'Gorman was named as a winner in the prestigious national 2014 WellChild Awards.
- Our diabetes team received a special commendation for the work with "potentially global impact" in the category of diabetes team of the year at the BMJ awards.
- The Trust received a certificate of excellence award in recognition of our internship programme set up by CAPA International Education given to American exchange students working on projects at the Trust.
- We have also continued to recognise the successes of staff internally through our excellence awards.

We have renewed our approach to Quality across the organisation to ensure we remain focused on providing safe and high-quality care. We reviewed our patient safety walkabout and Serious Incident (SI) processes to ensure they offered the most insight and the best outcomes. We continued to progress our Quality Standards programme, and extend our organisational commitment to Quality through the Sign Up to Safety initiative.

Finally, we have continued to maintain our low Summary Hospital Level Mortality Indicator (SHMI) score, meaning that the Whittington Hospital is one of the safest places nationally to receive care.

Trust Board endorsement

I confirm that this Quality Account has been discussed at, and endorsed by the Trust Board.

Chief executive's signature

I declare that to the best of my knowledge the information contained in this Quality Account is accurate.



Signature:

About the Trust

Whittington Health provides hospital and community services to around 500,000 people living in Islington and Haringey, as well as other London boroughs including Barnet, Enfield and Camden. In 2011, The Whittington Hospital combined with community health services in Islington and Haringey, and we now have over 4,000 staff delivering care from more than 30 locations across Islington and Haringey.

With both hospital and community services, we are an ICO which means we can improve our patients' experience by bringing services closer to home and ensuring that the way patients receive healthcare is as joined up as possible between their GP, health facilities in the community and, when appropriate, the hospital. The Trust's vision is to continue to give people the most advanced care with quicker recovery times and where possible, enable our patients to receive their care at home and in the community. This is now considered the best way to provide healthcare to maintain health and wellbeing. We will 'help local people live longer healthier lives'.

We also have a highly regarded educational role, teaching undergraduate medical students, nurses and therapists each year, and providing a range of educational packages for postgraduate doctors and other healthcare professionals.

This year we have developed our clinical strategy for the next five years with staff and our local community. Quality is a key theme throughout our new strategy. We have a new mission: 'helping local people live longer, healthier lives', and a new vision: to provide safe, personal, co-ordinated care for the community we serve.

We have six new strategic goals:

1. To secure the best possible health and wellbeing for all our community
2. To integrate/co-ordinate care in person-centred teams
3. To deliver consistent high quality, safe services
4. To support our patients in being active partners in their care
5. To be recognised as a leader in the fields of medical and multi-professional education, and population based clinical research.
6. To innovate and continuously improve the quality of our services to deliver the best outcomes for our local population

We developed our strategy around population groups to target our thinking and develop real patient-centred care that would achieve the best outcomes.

2014/15 was a busy year for the Trust where we continued our journey of integrating care. We developed innovative new pathways for patients to provide care in a holistic joined-up manner.

Listening to the workforce

During the period 2014/15, there have been a range of staff engagement activities which notably include the NHS Staff Survey and Staff Family Friendly test as well as local forums. These are summarised below with actions that took place.

NHS staff survey 2014

The NHS Staff Survey was published on 24 February 2015. The survey collects the experiences and opinions of NHS staff on a range of matters including job satisfaction, staff wellbeing and raising concerns. Questionnaires were sent to all permanent colleagues and our response rate was 39.2 per cent.

The Trust was in the top 20 per cent of trusts for:

- Colleagues feeling they had support from immediate line managers
- Few colleagues witnessing potential harmful incidences
- Few colleagues experiencing physical violence from patients or the public

The Trust was in the bottom 20 per cent of trusts for

- Appraisal
- Working extra hours
- Work related stress
- Bullying and harassment
- Career progression
- Discrimination at work

Some of these findings support the results of the Opinion Research Corporation Employee Engagement survey that staff also undertook last year. Work is already underway in a number of these areas.

Actions being taken

Based on staff feedback from the past two years, the following actions are being taken:

- Commitment that meetings are held across community and hospital sites & managers based at hospital are more present to community teams on a regular basis
- Communications team to work on embedding WH brand across all services – ensuring that it is not “hospital-centric”
- Improvement to the appraisal process and outcomes
- Staff are able to access training opportunities to support business processes and change management: Cascade and facilitate operational management participation in leadership and change programmes.
- Managers to be trained in managing change effectively: details to be advertised – booked as part of local induction for new managers

Staff Friends and Family Test

The Staff Friends and Family Test (FFT) was introduced in April 2014. Staff engagement is a key indicator for the Trust in measuring how well it manages its staff and the FFT test is one way of measuring our progress on a quarterly basis.

We have seen improvements in our quarterly response rates since we started, with over 1100 members of staff replying to this quarter's survey. The results show: 78% of staff would recommend Whittington Health to friends and family if they needed treatment or care (compared to 75% for the previous survey). 61% of staff would recommend Whittington Health to friends and family as a place to work (compared to 59% for previous survey). The results together with staff comments are shared and discussed at Trust Management Group, before the results are submitted to NHS England.

The results for this quarter, together with the London and National comparison data for quarter 2 (quarter 3 included in the NHS Staff Survey Results) are illustrated below:

Total respondents: 1125. Response rate: 27%.

	Care or Treatment	Place to work
Recommendation scores	How likely are you to recommend Whittington Health to friends and family if they needed care or treatment?	How likely are you to recommend Whittington Health to friends and family as a place to work?
% Recommending	78%	61%
% Not Recommending	8%	25%

Notes: 1) Response rate is based on a Trust total of 4116 employees from HSCIC workforce headcount in Q2. 2) Numerator for % recommending is *number answering 'likely' or 'extremely likely'*; Numerator for % not recommending is *number answering 'unlikely' or 'extremely unlikely'*.

Org.	Total responses	Response rate	% Recommend Care	% Not Recommend Care	% Recommend to Work	% Not Recommend to Work
England Q2	141450	12%	77%	8%	61%	19%
London Area Team Q2	20392	12%	77%	8%	63%	19%
Whittington Health Q2	962	23%	75%	9%	59%	26%
Whittington Health Q4	1125	27%	78%	8%	61%	25%



You will see from the figures in the previous table, that our response rates are almost double that of Trusts across both London and Nationally. The reasons for this are that we invite all our staff to take part in the survey every quarter and whilst the survey is online, we promote the FFT in a variety of ways from all staff emails to managers making their iPads available for those staff who do not have access to computers.

	CARE OR TREATMENT FFT						
PLACE TO WORK FFT	Ex. Likely	Likely	Neither	Unlikely	Ex. Unlikely	Don't know	Total
Ex. Likely	224	66		2		1	293
Likely	80	278	25	8	1	4	396
Neither	19	76	45	4	3	2	149
Unlikely	9	73	35	21	7	4	149
Ex. Unlikely	11	36	40	20	23	4	134
Don't know		2			1	1	4
Total	343	531	145	55	35	16	1125

You will see from the results above that 78% of staff who responded to the survey would recommend our organisation to their friends and family as a good place to receive medical care. The comments and feedback received in the comments box suggest that this is due to our patient focus, professionalism and the excellent levels of patient care, by all teams across the Trust. The main area to focus on to improve this score is around better management of our resources, in particular staff shortages. We have seen a slight improvement in our percentage score since Q2 and is slightly above both the London and National average.

As a place to work, many staff would recommend the Trust due to its friendly, supportive environment with good training and professional colleagues. Many staff like the smaller size of our organisation and that it is closely aligned to the needs of the local population.

We cannot provide data for the last reporting periods as the Test was only established in April 2014. Furthermore, we cannot provide the national average or highest and lowest-performing Trusts, as that data is published in arrears, and is not available at the time of writing.

As with all organisations, the existing economic climate brings with it its own challenges. A reduction in excessive workloads, improved communications across different sites and improved management capability, would all bring about improvements to our scores. Our Trust Management Group are currently agreeing corporate priorities identified from the NHS staff survey, which should see further improvements in this score.

Part 2: Priorities for improvement and statements of assurance from the Board

Our quality priorities for 2015-16

Through the engagement of staff, clinical teams and our community, the development of the clinical strategy and our commitment to providing quality care was reaffirmed.

Quality remains a key priority in all that we do.

The quality priorities for 2015/16 were developed through:

- Executive Team discussion and ownership
- Trust Board discussion and ownership
- Through the clinical teams and divisions identifying their priorities for delivering quality being embedded in all future business planning
- Sign up to Safety initiative
- Our Patient Safety Week

Our priorities for 2014-15 were:

Trust Strategic Objective	Quality Priorities
Integrate models of care and pathways to meet patient needs.	Develop a localities-based model of care with our commissioners.
Deliver efficient, affordable and effective services and pathways that improve outcomes.	Improve patient experience in Outpatients.
Ensure “no decision about me without me” through excellent patient and community engagement.	Further develop co-creation of healthcare with patients as active partners
Improving the health and well-being of local people.	Improve success rate in helping people stop smoking and to reduce the harm caused by alcohol.
Change the way we work by building a culture of education, innovation, partnership and continuous improvement.	Work with other Islington stakeholders to develop our pilot Community Education and Practise network

Our priorities for 2015-16 are:

Trust Strategic Goals	Quality Priorities
<p>To secure the best possible health and wellbeing for all our community</p>	<p><u>Learning Disabilities</u></p> <p>In Q4 90% of inpatients with learning disabilities (LD) will meet the LD specialist nurse during their admission, be clearly identified on the electronic patient record, and have a personalised care plan (Purple Folder). In the Emergency Department (ED) 75% of all staff will have had specific training in the care of people with LD.</p>
<p>To integrate/co-ordinate care in person-centred teams</p>	<p><u>Falls</u></p> <p>We will reduce the number of inpatient falls that result in serious harm by 50%.</p>
<p>To deliver consistent high quality, safe services</p>	<p><u>Sepsis and Acute Kidney Injury (AKI)</u></p> <p>We will achieve the national CQUIN around giving antibiotics within the first hr to patients with severe sepsis. In addition we will effectively record our performance in delivering the sepsis 6 care bundle for all patients. We will improve our performance by 50% in the course of the year. We will achieve all our outcome measures associated with our AKI CQUIN in 2015/16.</p>
<p>To support our patients/users in being active partners in their care</p>	<p><u>Pressure Ulcers</u></p> <p>We will have no avoidable grade 4 pressure ulcers. We will reduce the number of avoidable grade 3 pressure ulcers in the acute setting by 50%. We will reduce the number of avoidable grade 3 pressure ulcers in the community by 30%.</p>
<p>To be recognised as a leader in the fields of medical and multi-professional education, and population-based clinical research.</p>	<p><u>Research and Education</u></p> <p>We will increase by at least 20% the number of National Institute of Health Research (NIHR) programmes in which we participate. We will increase participation in inter-professional learning events within Whittington Health by 30%.</p>
<p>To innovate and continuously improve the quality of our services to deliver the best outcomes for our local population</p>	<p><u>Patient Experience</u></p> <p>We will improve the response rate of Family and Friends Test responses. We will reduce the no. of people who would not recommend the Trust, & increase the no. who would. We will improve the capture of data that demonstrates the impact of service delivery on outcomes in our diabetic service and frail elderly service.</p>



Commissioning for Quality and Innovation (CQUINs) agreed with our commissioners for 2015/16

A proportion of Whittington Health's income in 2015-16 is conditional on achieving quality improvement and innovation goals agreed between the Trust and our local CCGs. Under the CQUIN payment framework, these goals were agreed as representing areas where improvements will result in significant benefits to patient safety, experience and health outcomes. These CQUINs have been agreed, subject to changes in detail with local commissioners:

- Discharge planning and delivery
- Alcohol misuse
- Smoking cessation
- Domestic violence
- Value-based commissioning
- Acute Kidney Injury
- Sepsis screening and antibiotic administration
- Dementia and delirium



Progress report on our 2014-15 Priorities

Priority 1: Develop a localities-based model of care with our commissioners.

Over the past year, a lot of work has been done on developing the localities-based model of care.

In October 2014, a number of 'test and learn' sites were launched in Islington as part of the area's development of a locality model of integrated health and care services. The purpose of the pilots is to provide the opportunity for core teams including GP's, social workers, community matrons and mental health professionals to test new ways of working together.

The model based on integrated teams is designed to improve patient experience by:

- Providing care co-ordination with a shared care plan
- Providing a named professional who is the main point of contact for health and care needs
- Supporting skills, knowledge and confidence amongst patients through collaborative conversations
- Supporting patient-identified outcomes to deliver an asset-based approach
- Delivering care that is seamless, co-ordinated and proactive

Community rehabilitation and intermediate care services in Islington were also integrated this year. The new structure with two area teams of integrated social care staff and the recovery and rehabilitation community staff came into being on 30th March.

Our locality-based models of working are very new, but we have achieved this integration with a lot of planning and work over the past year. Our clinical strategy for the next 5 years confirms that we will continue to work in locality-based models and this will remain a priority for the organisation moving forwards.

Priority 2: Improve patient experience in Outpatients.

Improving patient experience in Outpatients is an ongoing challenge for the Trust. We have taken steps to ensure that patients find Outpatients to be a service that communicates with patients more effectively and is easier to get in contact with.

In August 2014, we introduced the Patient Access Call Centre, which takes telephone calls from patients enquiring about their outpatient appointment or needing to book an appointment. This has led to an improvement in the average time to calls being answered from 14 minutes to 2½ minutes. Staff rotas have been amended to ensure all available staff are answering calls at busy periods, such as days following Bank Holidays. We are currently looking at how opening hours can be extended to enable patients to contact the Centre outside the core hours of 8.30am–5.00pm. Furthermore, a new streamlined referral management process for GP referral letters has now been implemented in the Patient Access Centre. Continuing with this work,



we will be introducing scanning for GP referral letters in June 2015. This will enable the Centre to be more efficient and work better for patients.

We have also focused on the Reception desks in the main Outpatient department. A Reception Supervisor is in place and a Reception rota drafted to ensure the main Outpatient reception desks are covered whilst clinics are running. This work is ongoing with regular assessment of the need for available Reception cover for additional clinics being introduced.

Improving patient experience in Outpatients is a challenging task and will remain an area that the Trust will strive to improve in 2015/16.

Priority 3: Further develop co-creation of healthcare with patients as active partners

Our work on co-creation of healthcare with patients as active partners has its beginnings in a programme called “Co-Creating Health”. This programme took as its starting point that to truly co-create health, we need to shift the culture so that patients feel engaged and informed, and have the knowledge, skills and confidence to work in partnership with health and social care professionals. These professionals are in turn committed to partnership working and also work towards shaping a service delivery system that supports new collaborative relationships between patients, professionals and the system.

During 2014/15, through funding from Islington Clinical Commissioning Group (CCG) we have continued to deliver the Co-Creating Health Advanced Development Programme to over 90 clinicians in inter-professional groups. Over 90% of those attending rate the programme as excellent, very good or good.

We have for the second year, provided training based on Co-Creating Health: Advanced Development Programme to year 5 medical students - 120 students per term. We provided the Advanced Development Programme to Specialist Registrars (Long-Term Conditions) for University College London Partners (UCLP) started in February 2015. There is provision for around 200 doctors, and provided bespoke training for Whittington staff to deliver an Enhanced Recovery Programme to improve doctor/nurse/AHP-patient conversations whilst in hospital and during planning for patients’ discharge from hospital.

We supported practitioner development in Hanley Road GP Practice and development of a Self-Management Strategy, the aim of which was to increase awareness of supported self-management among patients, receptionists and doctors. All staff were trained in supporting self-management. All patients with Diabetes and other chronic diseases were encouraged to attend a self-management programme.

Our Supporting Lifestyle Behaviour Change training, commissioned by both Haringey and Islington Public Health, has been attended by over 300 people from Whittington Health, local GP practices, both Haringey and Islington Council staff and third sector staff in inter-professional, interagency groups. This training gives front

line staff knowledge of key lifestyle messages relating to smoking, alcohol, healthy eating and physical activity and supports them with the understanding of motivating behaviour change. This gives them the tools needed to engage people as active partners and make every contact count. Following training over 95% of participants said that they feel more confident to support behaviour change with their clients.

For patients living with long term conditions we have continued to offer the Expert Patients Programme, the (type 2) Diabetes Self-Management Programme, workshops for people who live with Muscular Skeletal and Chronic Pain; a new pilot programme of workshops for people who have mild Chronic Obstructive Pulmonary Disease (COPD); a singing group for people with breathing problems called “Sing for your Lungs”, a Safer Medicines Management pilot programme to support people taking lots of medications who have long-term conditions. These programmes are designed to support patients to increase their level of activity and capacity to self-manage their conditions.

The physiotherapy service have developed a musculo-skeletal self-management section of the Whittington Health website and a page called “Living with long term conditions” for patients to more easily find self-management support services has been created on the Whittington Health Website

A part of our continued work with the Health Foundation was a commitment to share our learning with others. During 2014/15 we have contributed to:

- A workshop at the UCLP 2014 education conference ‘Improving patient safety through innovations in education’. (May 2014).
- Kings Fund conference which launched a new report by Judith Hibbart and Helen Gilbert ‘Supporting people to manage their health – an introduction to patient activation’ in May 2014.
- A presentation to Whittington Health’s Board on 5th November. The purpose was to raise awareness about self-management programmes and training, the challenges we envisage are ahead, and asking if we could support the Board with its strategic development. The presentation was well received.
- Whittington Health’s new Clinical Strategy incorporates this ethos of supporting the journey towards co-creating health with patients and has an explicit strategic goal to ‘support patients to be active partners in their care’



Priority 4: Improve success rate in helping people stop smoking and to reduce the harm caused by alcohol

Smoking harm prevention

Indicator	Target	Q1	Q2	Q3	Q4
Smoking status recording for all inpatients	90%	93%	93%	92%	90%
Brief advice for identified inpatient smoker	90%	95%	94%	91%	92%
Smoking status recording in five outpatients services*	90% (Q3 & Q4)	Methodology Set		91%*	92.9%*
Brief smoking advice provided in five outpatients services*	90% (Q3 & Q4)	Methodology Set		95%*	95%*
Quit attempt - Percentage referred to Stop Smoking Service	Measure referral Rates	21%	23%	23%	29%
Staff smoking reduction	Conduct two stop smoking events after Q1	Event planning completed	Event successfully conducted	Event successfully conducted	-

* OP services: Respiratory, TB, Cardiology, Maternity, Paediatrics (Asthma and other respiratory problems). Performance measured by manual audit.

Overall, performance in delivery smoking harm prevention has been strong in 2014/15. We remain committed to improving this in 2015/16.

Alcohol harm prevention

Indicator	Target	Q1	Q2	Q3	Q4
Screening in A&E	Q1: 20% Q2: 30% Q3: 40% Q4: 50%	35.3%	43.6%	48.6%	51.3%
Brief intervention	90%	98.3%	96.4%	96.5%	98.2%
Offer Referral information	90%	98.3%	96.4%	96.5%	98.2%
GP communication	90%	90.1%	91.4%	92.6%	90.5%

Delivering alcohol harm prevention in 2014/15 has also been a key strength. We will continue our focus on this into 2015/16.

Priority 5: Work with other Islington stakeholders to develop our pilot Community Education and Provider Network (CEPN)

Islington CEPN is led by Whittington Health. The membership includes:

- Islington CCG
- GP surgeries
- London Borough of Islington
- Community pharmacies
- Community service providers
- Acute providers
- Higher Education institutions
- Voluntary and Community Sector

In 2014-15, Islington CEPN pilot's aim was to fully establish itself through a fit for purpose governance structure. Its first year work programme aimed to align the integrated care agenda and Islington's "locality offer", with an appropriately developed workforce.

In 2014-15, the CEPN had many successes. It implemented an Integrated Workforce Assessment programme and Care Certificate pilot. It developed a super hub for Community Nursing, brought additional resources into the borough, and formed successful partnerships with a variety of parties, including the voluntary sector, local authorities and care homes.

The CEPN adds strength to what we want to achieve by working collectively and provides a framework in which to do so, as well as allowing us to develop more collaboratively and in an integrated manner. It adds strength to the well-established partnership approach across health and social care economies in Islington. The network has been a catalyst for change not only for the training and workforce development but also in other areas having a wider impact on the system than initially imagined.

The Islington CEPN Steering Group had a priority setting workshop in March 2015 to look at its joint strategic priorities for the second year and it will focus on: workforce; effectiveness; learning; and, faculty development.

CQUINs 2014/15

1.8% of Whittington Health's income in 2014-15 was conditional on achieving quality improvement and innovation goals agreed between Whittington Health and our local commissioners through the CQUIN payment framework. These goals were agreed because they all represent areas where improvements result in significant benefits to patient safety and experience. Both Whittington Health and our commissioners believed they were important areas for improvement.

The achievement of CQUINs has been embedded into Whittington Health in 2014/15. There is a full CQUIN team responsible for the achievement of CQUINs with an Operational lead and a Clinical lead. There is also a clinical lead and operational lead for each individual CQUIN.

Performance against CQUINs

CQUIN scheme	Rationale / Objectives	Estimated Compliance
Friends and Family Test	The FFT will provide timely, granular feedback from patients about their experience. A number of different services will use the test including Maternity and ED. Staff will also be surveyed.	Compliant
NHS Safety Thermometer	This involves a series of measures to improve patient safety and benchmark us against other organisations.	Compliant
Dementia screening in >75 yrs for emergency admissions	To make sure we screen patients who are admitted as an emergency for dementia.	Compliant
Integrated Care	To encourage co-ordination between clinicians providing care at different stages in a patient's pathway - across treatment settings.	Compliant
Stop smoking interventions in the Whittington Hospital	Smoking cessation: Up to one in five deaths in London is due to smoking yet there are cost effective interventions that can be used in hospitals to reduce that mortality, improve health and prevent admissions.	Compliant
Alcohol screening in the emergency department	To make sure that patients with alcohol problems are identified and that their General Practitioners are informed, so that they can offer help.	Compliant
Domestic Violence Prevention	To ensure that staff are trained in approaching patients about domestic violence and abuse, and are able to provide specialist advice, advocacy and support.	Compliant
Value based commissioning: Diabetes, Elderly People with Frailty and Mental Health	To encourage communication between Whittington health, Commissioners and other nearby trusts around the following clinical areas: Diabetes, Elderly People with Frailty and Mental Health	Compliant
Child Health Information System (CHIS)	To promote the secure and timely transfer of clinical records between providers and the tracking of all HepB, BCG and LAC. This promotes best clinical care for the most vulnerable children.	Partially compliant

Looking forward, there are detailed discussions with commissioners to focus quality measures on outcomes. The Trust believes this will result in our Quality Account being increasingly focused on outcomes rather than process measures in future.



Statements of assurance from the Trust Board

Review of services

During 2014-15, Whittington Health provided 198 NHS services delivered through three divisions, and did not sub-contract any services. The Trust has reviewed all data available on the quality of care of those services.

The Trust Board receives, reviews and acts on quality of data on a regular basis, as key quality indicators are included in the Trust's Performance Dashboard. It also receives regular comprehensive patient feedback reports including information on complaints, our Patient Advice and Liaison Service (PALS), litigation and local patient survey findings.

The clinical income generated by the NHS Services reviewed in 2014-15 for the compilation of the Quality Accounts represents 100% of the total clinical income of Whittington Health.

Participation in Clinical Audits 2014-2015

During 2014/2015 48 national audits and 4 national confidential enquiries covered NHS services that Whittington Health provides.

During 2014/2015 Whittington Health participated in **96%** national clinical audits and **100%** national confidential enquiries of the national clinical audits and national confidential enquiries which it was eligible to participate in.

The national clinical audits and national confidential enquiries that Whittington Health participated in are listed in the table below. The reasons for non-participation are also included.

The national clinical audits and national confidential enquiries that Whittington Health participated in and for which data collection was completed during 2014/2015 are included below, listed alongside are the number of cases submitted to each audit.

Title	Management Body	Participation during 2014/15	If data collection completed, no. of cases submitted
Acute Coronary Syndrome or Acute Myocardial Infarction (MINAP)	National Institute for Cardiovascular Outcomes Research	Yes	90 cases
Adult Community Acquired Pneumonia	British Thoracic Society	Yes	On-going data submission
British Society for Clinical Neurophysiology and Association of Neurophysiological Scientists Standards for Ulnar Neuropathy at Elbow testing	Association of Neurophysiological Scientists (ANS)/British Society of Clinical Neurophysiologists (BSCN)	Yes	20

Bowel cancer (NBOCAP)	Royal College of Surgeons of England	Yes	64 patients
Case Mix Programme (CMP)	Intensive Care National Audit & Research Centre (ICNARC)	Yes	718 cases
Diabetes (Adult)	Health and Social Care Information Centre	Yes	1700 cases
Diabetes (Paediatric) (NPDA)	Royal College of Paediatrics and Child Health	Yes	On-going data submission
Elective surgery (National PROMs Programme)	Health and Social Care Information Centre	No	See below
Epilepsy 12 audit (Childhood Epilepsy)	Royal College of Paediatrics and Child Health	Yes	Completed
Falls and Fragility Fractures Audit Programme (FFFAP)	Royal College of Physicians (London)	Yes	118 cases
Fitting child (care in emergency departments)	The Royal College of Emergency Medicine	Yes	50 cases
Inflammatory Bowel Disease (IBD) programme	Royal College of Physicians (London)	Yes	41 cases
Lung cancer (NLCA)	Royal College of Physicians	Yes	19 cases see below
Major Trauma: The Trauma Audit & Research Network (TARN)	The Trauma Audit & Research Network	Yes	Retrospective data submission Q4 2014/15
Maternal, Newborn and Infant Clinical Outcome Review Programme (MBRRACE-UK)	MBRRACE-UK, National Perinatal Epidemiology Unit	Yes	32 cases
Medical and Surgical Clinical Outcome Review Programme, National Confidential Enquiry into Patient Outcome and Death (NCEPOD)	NCEPOD	Yes	100% compliance See section below
Mental health (care in emergency departments)	The Royal College of Emergency Medicine	Yes	33 cases
National Audit of Intermediate Care	NHS Benchmarking Network	Yes	223/332 cases or 75.9%
National Cardiac Arrest Audit (NCAA)	Intensive Care National Audit & Research Centre (ICNARC)	No	See below
National Chronic Obstructive Pulmonary Disease (COPD) Audit Programme (Pulmonary Rehabilitation)	Royal College of Physicians (London)	Yes	On-going data submission
<i>National Audit of Dementia</i>	<i>Royal College of Psychiatrists</i>	<i>Not applicable</i>	<i>See below</i>
National Comparative Audit of Blood Transfusion programme	NHS Blood and Transplant	Yes	Completed
National Confidential Inquiry into Suicide and Homicide for people with Mental Illness (NCISH)	National Confidential Inquiry into Suicide and Homicide by People with Mental Illness (NCISH)	Yes	Ongoing
National Emergency Laparotomy Audit (NELA)	Royal College of Anaesthetists	Yes	100 cases

National Heart Failure Audit	National Institute for Cardiovascular Outcomes Research	Yes	160 cases
National Joint Registry (NJR)	Healthcare Quality Improvement Partnership	Yes	Ongoing
National Prostate Cancer Audit	Clinical Effectiveness Unit, The Royal College of Surgeons of England	Yes	22 cases
Neonatal Intensive and Special Care (NNAP)	The Royal College of Paediatrics and Child Health	Yes	373 cases
<i>Non-Invasive Ventilation - adults</i>	<i>British Thoracic Society</i>	<i>Not applicable</i>	<i>See below</i>
Oesophago-gastric cancer (NAOGC)	Royal College of Surgeons of England	Yes	25 cases
Older people (care in emergency departments)	The Royal College of Emergency Medicine	Yes	119 cases
Pleural Procedure	British Thoracic Society	Yes	7 cases
Rheumatoid and Early Inflammatory Arthritis	British Society of Rheumatology	Yes	6 cases

Lung Cancer

The National Lung Cancer Audit has moved provider from the HSICA to the Royal College of Physicians and a new collecting system is being set-up. There were 75 lung cancer patients first seen in 2014 of which 19 have been entered onto the old Open Exeter system before it closed. It is proposed for the outstanding 56 patients to be entered on to the new system.

National Cardiac Arrest Audit (NCAA) – Reason for non-participation

The Trust undertakes its own cardiac arrest audit, which is reported monthly to Divisional Board and every 2 months to the Resuscitation Committee. As of 2015/16 the Trust will be participating in the national audit.

Elective surgery (National PROMs Programme) – Reason for non-participation

The audit was on hold and has now recommenced.

National Audit of Dementia – Not applicable

Healthcare Quality Improvement Partnership confirmed there was no data collection during 2014/15.

Non-Invasive Ventilation – adults – Not applicable

The audit was withdrawn by the British Thoracic Society

Additional National Audits	Management Body	Participated in 2014/15	Status of Audit
BAD National audit on melanoma skin cancer excision	British Association of Dermatologists	Yes	Completed 45 cases
BASHH Management of Anogenital Herpes	BASHH - specialty initiated National audit	Yes	Completed 40 cases
UK National Screening Committee Hepatitis B in Pregnancy audit	UK National Screening Committee	Yes	21 cases

National study of HIV in Pregnancy and Childhood	Royal College of Obstetricians and Gynaecologists / UCL Institute of Child Health, London	Yes	Ongoing
National Metabolic and Bariatric Surgery Registry	Association of Laparoscopic Surgeons, Association of Upper Gastrointestinal Surgery, British Obesity & Metabolic Surgery Society and Dendrite Clinical Systems	Yes	Ongoing
A multicentre prospective observational audit of the diversity of clinical management and outcomes of acute diverticulitis-time to look closely	Yorkshire Surgical Research Collaborative	Yes	First round data submission complete
Cardiac Rehabilitation	Health & Social Care Information Centre, British Heart Foundation	Yes	Ongoing
National Pregnancy in Diabetes audit	Health and Social Care Information Centre (HSCIC) working in collaboration with Diabetes UK and Diabetes Health Intelligence.	Yes	Completed 27 cases
Minimum Data Sets for Palliative Care	National Council for Palliative Care	Yes	Completed 267 cases
National Trauma Snapshot Audit	National Council of Juvenile and Family Court Judges	Yes	Completed
Pain assessment in Intensive Care	Royal College of Anaesthetists and the Difficult Airway Society	Yes	Completed 22 cases
National clinical audit on paediatric eczema	British Association of Dermatologists	Yes	Completed 10 cases
National Audit of Antidote stocking in acute Hospitals 2014	College of Emergency Medicine	Yes	Completed
STARSurg (Student Audit and Research in Surgery) DISCOVER: Defining Surgical complications in the overweight	The Association of Surgeons in Training	Yes	Completed
Quality of Intra-operative cerebral protection	Quality of Intra-operative cerebral protection	Yes	Completed

The reports of **10** national clinical audits and national confidential enquiries were reviewed by the provider in 2013/2014 and Whittington Health intends to take the following actions to improve the quality of healthcare provided.

Whittington Health intends to continue to improve the processes for monitoring the recommendations of National Audits and Confidential Enquires in 2015/2016 by ensuring:

- Each of the three divisions have an agreed annual clinical audit (quality improvement) programme which aligns the Division's audit strategy to the Trust's overall audit strategy and priorities. National audit and national confidential enquiries will continue to be a key component of these programmes.
- Capacity is channelled where appropriate away from small ad-hoc audits to major, national audits vital to monitor and ensure safety without losing flexibility or suppressing good local ideas.
- Performance in national clinical audit will continue to be acknowledged through the dissemination of participation certificates and outcome presentations at senior Divisional and Corporate level meetings including Trust speciality half day audit meetings.
- National audit compliance will continue to be monitored on an ongoing basis with reporting via the monthly Divisional Quality Committee meetings.

Pleural Procedures

The Pleural Procedures national audit was overseen by the British Thoracic Society (BTS) and the aim was to assess if hospitals are meeting the quality standards in pleural fluid management and chest drain insertion as set out in the BTS national guidelines. The outcome of the audit will look to drive improvements in the quality of care and services for these patients. Whittington Hospital participated in this audit and reviewed patients who had a chest drain inserted from 1st June to 31st July 2014.

The Hospital submitted 7 patient audits and the findings indicated that there must be documented evidence of patient consent in the patient record. As a result of this, a new Trust guideline was written and approved on pleural procedures, and a chest drain specific consent form. All trainees are to be informed and educated that the consent form needs to be printed off and completed for each patient undergoing chest drain insertion.

National Emergency Laparotomy Audit (NELA)

The NELA Organisational Audit was presented at a multi-disciplinary audit half day meeting in July 2014. This meeting also received feedback from 6 months of audit data.

It was identified that Whittington Hospital is in the lowest quartile in the country for the number of emergency laparotomies carried out at approximately two per week.

By July 2014, 35 cases were complete, of which there had been 6 deaths (17%). All of these 6 cases had p-POSSUM scores that gave a predicted mortality of >10% (although there were also 8 other cases within this category who did not die).

There was discussion the pathway for these patients once in the hospital. Concerns were highlighted about late referrals from medical specialities and the challenges of providing gold standard staffing and facilities given the small volume of these cases carried out at Whittington Hospital. Improvements have been implemented including

high risk patients (using pre-op p-POSSUM scoring) being identified and fast tracked for Consultant management (surgical, anaesthetic and ITU) with urgent transfer to theatre.

The next review of the audit findings is planned for July 2015.

British Association of Dermatologist (BAD) Non-Melanoma Skin Cancer Excision National Audit

This is a national audit designed by the BAD and British Society of Dermatological Surgery to provide a snapshot of UK excision practice. The audit reviewed 10 cases per clinician. The aim of the audit is to ascertain if non-melanoma skin cancers are being sufficiently excised to prevent local recurrence.

The results of the audit identified that the pro-forma required updating in order for more detailed information is recorded to support the identification of high risk tumours. This will aid clinicians to identify high risk tumours prior to surgery and communicate this on the referral.

National Audit of Antidote stocking in Acute Hospitals 2014

Emergency Departments (EDs) are expected to carry certain antidote medication which is to be stored in ED for instant access, whilst some medication must be available within one hour and for others staff need to know where they can be accessed. The College of Emergency Medicine and National Poisons Information Service updated this guideline in 2014, and NHS wanted to audit the availability of these antidotes, because past audits have revealed some gaps in this area.

Following the findings of the audit, a process has been established whereby Pharmacy will be informed by e-mail when antidotes are due to expire so they can be replaced.

The reports of **96** local clinical audits were reviewed by the provider in 2014/2015 and Whittington Health intends to take the following actions to improve the quality of healthcare provided.

Whittington Health intends to continue to improve the processes for monitoring the recommendations of local clinical audits in 2015/2016 by ensuring:

- All clinical audits are now mapped against the CQC standards.
- Following previous external auditor recommendations, each local clinical audit will additionally identify the source of the audit and the quality driver.
- The audit registration form has been updated to reflect the requirements of registering both clinical audit and service evaluation projects.
- A programme of clinical audit awareness sessions, half-day clinical audit teaching workshops and ad hoc information dates by the Clinical Governance Department will continue throughout the coming year.
- Clinical audit actions will continue to be assigned to a senior clinician and managerial representative if appropriate, with specific time scales for completion.



- Local clinical audit performance will continue to be monitored on an ongoing basis with regular reporting via the monthly Divisional Quality Committee meetings.

Examples of actions being taken for local audit:

In December 2013 NICE introduced guidelines on IV Fluid Management. Current evidence demonstrates that 1 in 5 patients suffer morbidity or mortality as a result of inappropriate administration of IV fluids and electrolytes.

The guideline was audited in line with best practice. As a direct result of this audit and guideline, we have taken the following actions:

- Produced a local IV Fluids Prescribing Guide based upon the NICE model;
- Produced a pocket-sized, tri-fold guide carried by doctors attached to their ID badge. This is a quick and easy reference, developed with Dr Chekairi (Clinical Director for Anaesthesia), Professor Montgomery and Professor Mythen
- Approved by both the Drugs and Therapeutics Committee and the Clinical Guidelines Committee, these guides have been printed with an initial run of 100 copies. They are to be distributed to junior doctors at a teaching session of IV Fluid prescribing during Induction Week. Initial feedback has been overwhelmingly positive.
- A local hospital management guideline entitled *Intravenous Fluid Management: For General Medical and Surgical Patients* with accompanying general information has also been written by Dr Ruth Richardson (FY2) with Dr Chekairi and has already been ratified at the Clinical Guidelines Committee.

To assess whether Abdominal X-rays are requested appropriately for Surgical Patients

Anecdotal evidence suggested surgical patients admitted to Whittington Hospital undergo abdominal x-ray (AXR) unnecessarily. There is a significant radiation dose associated with AXR. The aim of the audit was to assess whether AXRs are requested for appropriate indications for emergency surgical patients in line with imaging referral guidelines from the Royal College of Radiologists

The outcome of the audit has resulted in:

- Teaching of the Royal College of Radiologist guidelines for AXR indications to Surgical and ED staff with leaflets on the importance of compliance being disseminated to ED staff.
- Discussion with Radiology Department regarding the possibility of vetting AXR requests/using the electronic system Anglia ICE.

Smoking Cessation Policy at Simmons House

Simmons House is an Adolescent Psychiatric Unit for young people aged 13-18. It is an open unit and permits smoking on the grounds of the unit in a designated area (the outside courtyard) under the current policy. This is a local audit designed to review whether the current smoking policy at Simmons House is being complied with.

The audit results demonstrated that further awareness of the policy was required and posters with key findings of the audit and flow chart of implementation of recommendations is to be provided to team leaders to disseminate among the whole multidisciplinary team.

Snack Provision in Early Year Settings in Islington

The early years provide a crucial time to help children develop healthy eating patterns and reduce health inequalities which persist across the life course. The quality of early year's experiences, including education, can have a fundamental impact on development, and an increasing number of children in England are attending full day care. Early year settings therefore provide an ideal opportunity to promote positive healthy eating messages to both children and parents, through conversations, activities and role modelling as well as familiarising children with a variety of foods.

The key aim of this audit was to assess whether early year providers such as, Private, Voluntary and Independent nurseries and Children Centres within Islington are implementing the Voluntary Food and Drink Guidelines for Early Years in particular focusing on the snack provision provided within the early year settings.

The audit identified that there should be on-going promotion and support to the Early Years' setting of the Voluntary Food and Drink Guidelines and to introduce twice yearly review of menus by Summer 2015.

National Confidential Enquiry into Patient Outcome and Death (NCEPOD)

Eligibility and participation:

Title	Participation 2014/2015	Percentage of cases submitted
Sepsis	Yes	100%
Gastrointestinal haemorrhage	Yes	100%
Tracheostomy care	Yes	100%

NB Lower limb amputation study: there were no relevant cases attributable to the Trust however the organisational questionnaire was completed and submitted.



Participation in clinical research

In 2014–15, 609 patients who received their care through Whittington Health were recruited into studies classified by the National Institute of Health Research (NIHR) as part of the NIHR research portfolio. This compares to 236 patients in 2013–14.

There are currently 31 NIHR portfolio studies in progress at Whittington Health compared to 21 studies in 2013–14. In addition to the 31 NIHR portfolio studies that are on-going, an additional 12 other studies were commenced in 2014-15. These studies are undertaken by nurses, allied health professional and trainee doctors. The results and impact of these studies are published in peer reviewed publications and at conference presentations.

In completing our clinical strategy enabling local people to ‘live longer healthier lives’, a key strategic goal has been identified to become a leader of medical, multi-professional education and population based research. To this end we are currently developing a Whittington Health Research Strategy that will underpin our clinical strategy. We believe we are uniquely placed to take a life course approach to population based research and be at the forefront of the synergy between clinical service, education and clinical research.

Participation in clinical research demonstrates Whittington Health’s commitment to improving the quality of care that is delivered to our patients and also to making a contribution to global health improvement. We are committed to increasing the number of studies in which patients can participate, as research active hospitals deliver high quality care. The Trust’s research portfolio continues to evolve to reflect the ambitions of our ICO and also reflect the health concerns of our local population, including cancer, haemoglobinopathies, critical care, infection, women’s health, continence science and speech and language therapy.

The CQC and Whittington Health 2014/15

Whittington Health is required to register with the CQC and its current registration status is registered with no conditions. The CQC has not taken any enforcement action against Whittington Health in 2014/15.

The CQC has not made any formal visits to Whittington Health services in the hospital or the community since the hospital inspection in January 2014 that was referred to in the Quality Account for 2013/14.

Only one essential standard was not considered to have been met at that inspection but the overall comments by the CQC were reviewed and a detailed action plan was set out. Progress was reported and reviewed throughout the year through the governance committee structures of the Trust, including the Quality Committee. There were a total of 84 Corporate or Divisional actions and 64 were reported as completed by September 2014 with the remainder on track to meet target dates.

The CQC Intelligent Monitoring (IM) Report uses 150 different data sets, including staff and patient surveys, mortality rates, and performance information, as one of the ways of regulating services and deciding what services to inspect. In March 2014 the report raised the assessment of Whittington Health from risk band 4 to risk band 6 (the safest band). Subsequent IM reports in July and December 2014 have continued to place Whittington Health in band 6.

A robust programme of mock CQC inspections of wards and departments in the hospital and community settings is in place, using the CQC Key Lines of Enquiry for each of the five domains of Safe, Caring, Responsive, Effective and Well-led.

There has also been a programme of regular presentations by the team, supported by the Chair of the Trust, with the aim of raising awareness among staff of the role of the CQC, how they carry out their inspections and how staff can demonstrate and promote areas of good practice.

The Trust anticipates a full formal inspection during 2015/16.



Quality of Data

Reliable information is essential for the safe, effective and efficient operation of the organisation. This applies to all areas of the Trust’s activity from the delivery of clinical services to performance management, financial management and internal and external accountability. Understanding the quality of our data means we can accurately measure our performance and enable healthcare improvements. Whittington Health submitted records during 2014/15 to the Secondary Uses service for inclusion in the Hospital Episodes Statistics which are included in the latest published data.

Whittington Health’s Operational Divisions have responsibility for data quality in their areas. The Trust has a Data Quality Group which includes representation from each division. This group is responsible for implementing an annual data improvement and assurance plan and measures the Trust’s performance against a number of internal and external data sources. A Senior Data Quality Lead is in place to ensure the agenda is part of everyone’s business. Data Quality Groups for Acute and Community have been established; the Data Quality Policy and terms of reference have been updated and agreed. Acute Standard Operating Procedures for areas that have been identified as needing strengthening have been rolled out to staff.

Data Quality groups have a system/methodology for spot checking the quality of data items and monitoring compliance as part of the continual audit programme for 2014/15. Data Quality issues can be reported directly to the Data Quality Team via a dedicated email address, which is monitored by the Data Quality Team. In 15/16 the work of the Data Quality Group will be strengthened.

Information Governance (IG)

In 2014/15 the Trust continued to work to deliver IG Level 2 compliance with the IG toolkit. Unfortunately, the Trust achieved 59%, requiring 66% to be Level 2 compliant. 2014/15 was a year of transition for Information Governance in the Trust. There were some staff changes and a permanent executive Senior Information Responsible Officer (SIRO) was identified in September 2014.

IG Toolkit attainment levels

Year	Score	Score
2011/12	69%	Satisfactory
2012/13	60%	Not Satisfactory
2013/14	60%	Not Satisfactory
2014/15	59%	Not Satisfactory

Whittington Health is committed to achieving full compliance with the IG toolkit in 2015/16.

What does this mean?

This means that, although Whittington Health has delivered high standards of governance for the management, protection and quality of patient and staff information in many areas, there remain areas for improvement, especially with respect to data quality, the management of health and corporate records, and IG



training compliance. The work to achieve these remaining standards is monitored by the IG Committee and the Trust Audit and Risk Committee.

Mitigation of Risk

Actions are in place to mitigate against identified risk and to improve Trust performance against IG Toolkit requirements for 2015/16, including the following:

- The Data Quality Group will include the appropriate IG Toolkit requirements in their annual improvement plan and submit regular updates, and evidence items, to the IG Committee for assurance;
- The Records Management Board will be reinvigorated and support the implementation of the requirements in line with the Trust’s Records Management Strategy
- The IG department aims to improve standards through the implementation of the 2015/16 IG Improvement Plan, information flow work-plan, and IG action plans (e.g. data sharing, pseudonymisation, serious incidents, information security, and IG training)
- The IG team will be fully recruited to.

The area that continues to present a challenge to the Trust is the achievement of the 95% target for all staff to have completed IG training annually. The compliance rates will continue to be regularly monitored by the Information Governance Committee, including methods of increasing compliance. The IG department will continue to target staff with individual emails, Whittington bulletin messages and classroom-based Induction sessions.

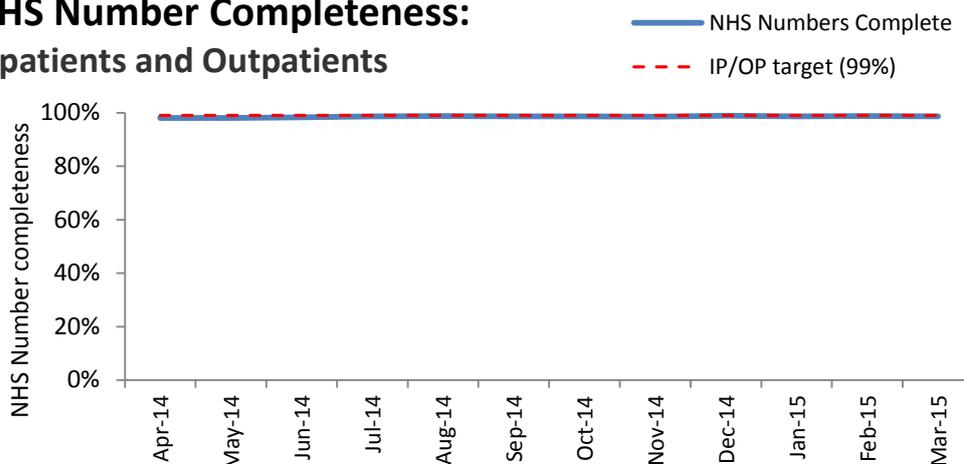
NHS Number Completeness

Month & Year	Inpatient and Outpatient Dataset		A&E Dataset	
	Completeness	Target	Completeness	Target
Apr-14	98.0%	99%	87.7%	95%
May-14	98.0%	99%	86.3%	95%
Jun-14	98.3%	99%	87.8%	95%
Jul-14	98.6%	99%	85.1%	95%
Aug-14	98.8%	99%	87.2%	95%
Sep-14	98.7%	99%	89.9%	95%
Oct-14	98.6%	99%	87.5%	95%
Nov-14	98.5%	99%	91.8%	95%
Dec-14	98.9%	99%	94.5%	95%
Jan-15	98.7%	99%	94.3%	95%
Feb-15	98.8%	99%	94.4%	95%
Mar-15	98.6%	99%	94.7%	95%

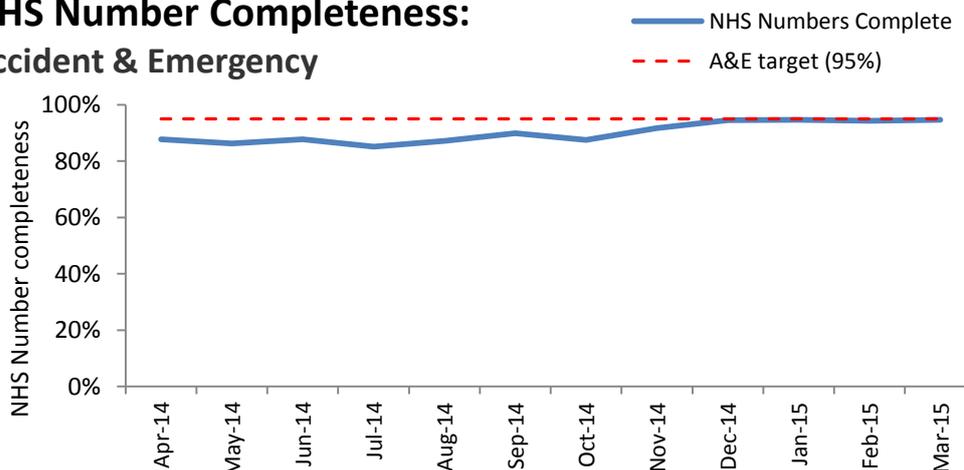
The Trust has an NHS number action plan in place and continues to work hard to achieve the targets in this area.



**NHS Number Completeness:
Inpatients and Outpatients**



**NHS Number Completeness:
Accident & Emergency**



Clinical coding audit

A clinical coding audit was not undertaken this year. Conducting a clinical coding audit is a priority for the Trust for 2015/16. A Data Quality group has been in place through 2014/15, however arrangements are being strengthened in 2015. There have been internal and external data quality review including internal audit, and Commissioning Support Unit and NHS England assurance reviews.

Part 3: Review of quality performance

As well as monitoring our quality priorities, the Trust Board receives a monthly report (the “Dashboard”) on all national performance indicators. This report is part of the Trust’s Board papers and is published on the Trust’s website.

National performance indicators

Goal	Standard/benchmark	Whittington performance
RTT 18 Week Waits: Admitted Patients	90% of patients to be treated within 18 weeks	91.64% (Dec14-Mar15)
4 hour ED wait	95% to be seen within 4 hours	94.74%
RTT 18 Week Waits: Non-Admitted Patients	95% of patients to be treated within 18 weeks	95.31% (Dec14-Mar15)
RTT 18 Week Waits: Incomplete Pathways	92% of patients to be waiting within 18 weeks	93.00% (Dec14-Mar15)
Outpatient follow up ratio	London upper quartile performance	1.6
Hospital Cancellations on the Day	Target = 0 Cancellations on the day (Trust monitors all cancellations and specifically those for Urgent procedures)	62 Total Cancellations on the day (10 of which were urgent procedures)
Waits for diagnostic tests	99% waiting less than 6 weeks	99.15%
Day surgery rate	NHS Better care, Better Value Indicators (using The British Association of Day Surgery aspirational day surgery rates guidelines)	84.17% (Reported quarterly. Most recent data available: 14/15 Q3)
Outpatient Department (OPD) DNA rate (hospital)	8%	Firsts: 13.44% Follow Ups: 14.31%
Community Adults’ Services DNA rate	0.1	5.64%
Community Children’s Services DNA rate	0.1	7.22%
Average length of stay for all acute specialities	1 day reduction (5.81 days in 2013/14)	6.0 Days
Staff sickness absence rate	Local target: less than 3%	2.82%
Ward cleanliness score	95%	98.3% (Most recent score used: period 09 Jan 15 to 17 Feb 15)
Elimination of mixed sex accommodation	0 mixed sex breaches	30 cases Apr14-Jul14 0 cases Aug14-



		Mar15
New Birth Visits (Islington)	95% seen within 14 days	90.5%
New Birth Visits (Haringey)	95% seen within 14 days	86.0%
Sexual Health services	100% offered an appointment within 2 days	99.65%
Cancer waits		
Urgent referral to first visit	93% seen within 14 days	91.60%
Diagnosis to first treatment	96% treated within 31 days	99.59%
Urgent referral to first treatment	85% treated within 62 days	90.14%
Maternity		
Bookings by 12 weeks, 6 days of pregnancy	90%	85.01%
One to one midwife care in labour	100%	94.06%
Smoking in pregnancy at delivery	Less than 17%	5.24%
Rate of breast feeding at birth	Less than 78%	90.24%
Complaints		
New complaints	no benchmark for ICO	359
Palliative care		
% of deaths with palliative care coding	Not available	Not available

Summary Hospital Mortality Indicator (SHMI)

Whittington Health has the lowest SHMI score in the country. We consider this data is as described because the data is obtained from Hospital Episodes Statistics data and sourced via the HSCIC Indicator portal. Performance is reviewed monthly in the Trust performance report to the Board.

Whittington Health SHMI score	0.597
National standard	100
Lowest national score	0.597 (Whittington Health)
Highest national score	1.198

PROMs

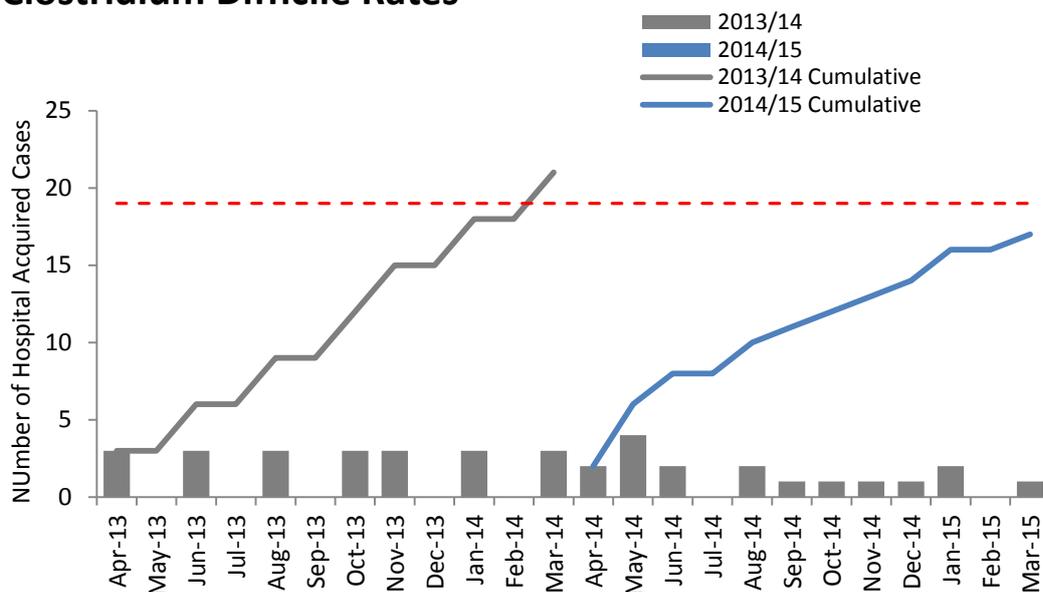
We did not collect PROMs data in 14/15. Our renewed improved process is now in place and will be submitted in 2015/16. We are putting in place improvements to our governance arrangements and extending internal audit to ensure that we capture all statutory data.

Clostridium Difficile

Clostridium Difficile (C Diff) rates per 100,000 bed-days

Month & Year	Monthly Cases	YTD Cumulative	2014/15 YTD Target
Apr-13	3	3	19
May-13	0	3	19
Jun-13	3	6	19
Jul-13	0	6	19
Aug-13	3	9	19
Sep-13	0	9	19
Oct-13	3	12	19
Nov-13	3	15	19
Dec-13	0	15	19
Jan-14	3	18	19
Feb-14	0	18	19
Mar-14	3	21	19
Apr-14	2	2	19
May-14	4	6	19
Jun-14	2	8	19
Jul-14	0	8	19
Aug-14	2	10	19
Sep-14	1	11	19
Oct-14	1	12	19
Nov-14	1	13	19
Dec-14	1	14	19
Jan-15	2	16	19
Feb-15	0	16	19
Mar-15	1	17	19

Clostridium Difficile Rates



Whittington Health considers that this data is as described for the following reasons; the data used for these calculations is sourced from national submissions of C Diff incidents. Locally reported performance is reviewed monthly in the Trust performance report to the Trust Board. We cannot provide national comparison information as year-end information has not been published at the time of writing.

What we are doing to improve Clostridium Difficile rates

During 2014/2015 there were 17 patients diagnosed with Trust-attributable Clostridium Difficile (C Diff) diarrhoea against a locally agreed ceiling objective of 19, resulting in the organisation being below the ceiling trajectory at the year end. This was a significant improvement on last year's performance and the lowest figures submitted since mandatory C Diff surveillance commenced in 2003.

Each patient case of Trust-attributable C Diff was thoroughly investigated with a full Consultant-led post-infection review focusing on all aspects of the patient pathway from admission to diagnosis. 13 cases were deemed by the Trust and the local CCG to be entirely non-preventable. 3 cases out of 17 were associated with features where we were non-compliant with Infection Prevention and Control practices. There was only 1 Antimicrobial prescribing non-compliance amongst the 17 cases. Overall there has been an improvement in performance related to isolation and speed of testing for C Diff. The deep cleaning programme continued in clinical areas and also level of cleaning and use of personal protective equipment was high.

There was a Trust Development Authority (TDA) improvement visit in November 2014 when the Trust was over planned trajectory for C Diff. Feedback from the inspection team was highly complementary with a request made to share exemplar practices with other organisations. No critical issues around policy, procedures or practice were raised.

Each case of C Diff in 2015/16 will be reviewed in significant detail and we will endeavour to deliver less cases focussing on those with any preventable themes. The ceiling objective for 2015/16 is 17.

Venous thromboembolism

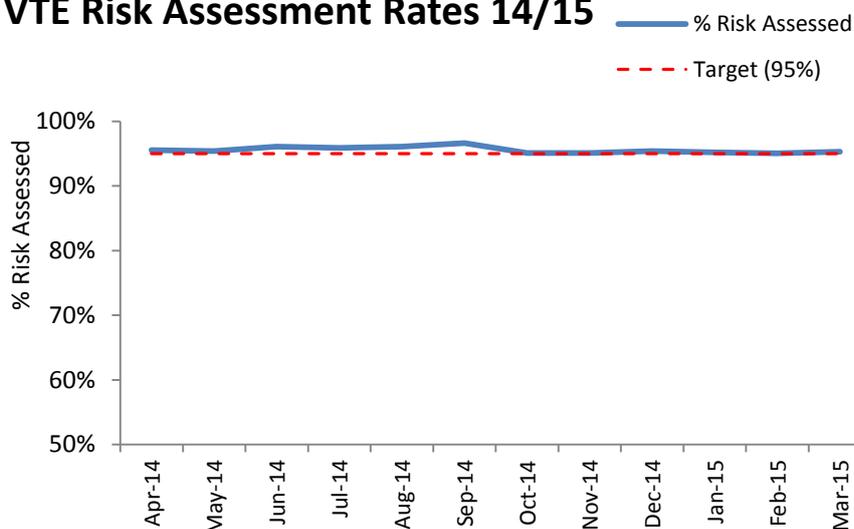
Venous thromboembolism (VTE) is a condition in which a thrombus – a blood clot – forms in a vein. Usually, this occurs in the deep vein of the legs and pelvis and is known as deep vein thrombosis (DVT). The thrombus or its parts can break off, travel in the blood system and eventually block an artery in the lung. This is known as a pulmonary embolism (PE). VTE is a collective term for both DVT and PE. VTE is a major cause of mortality and disability in England with thousands of deaths directly attributed to it each year. Over the years, hospital acquired venous thromboembolism has been referred to as the, “silent killer”. The majority of people still associate blood clots with long-haul air flights but the truth is you are 1000 times more likely to suffer a VTE by simply being admitted to hospital. On the back of this the government has therefore set hospitals a target requiring 95% of all admitted patients to be assessed in relation to their risk of VTE and appropriate treatment administered.



Whittington Hospital met or performed better than the 95% target for the year 2014/15. We cannot provide national comparison information as year-end information has not been published at the time of writing.

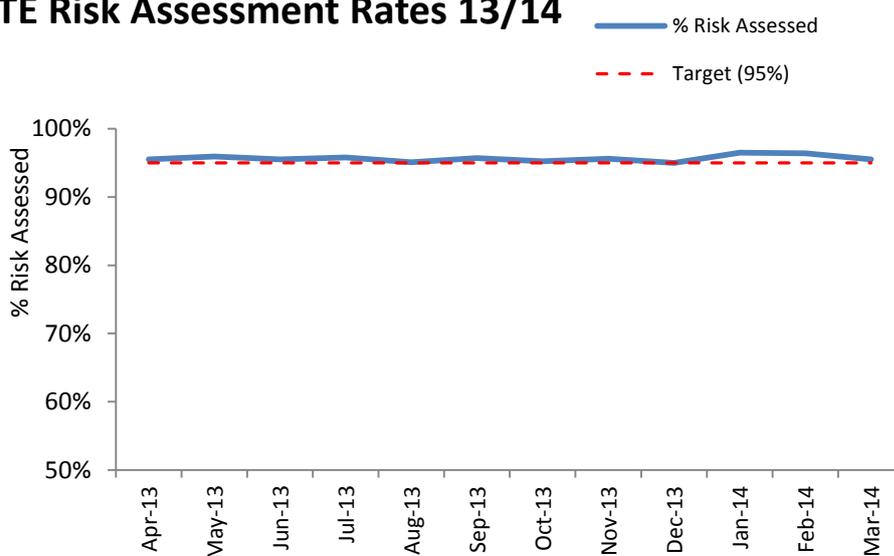
Month & Year	% Risk Assessed	Target
Apr-14	95.54%	95%
May-14	95.40%	95%
Jun-14	96.10%	95%
Jul-14	95.90%	95%
Aug-14	96.08%	95%
Sep-14	96.62%	95%
Oct-14	95.10%	95%
Nov-14	95.09%	95%
Dec-14	95.38%	95%
Jan-15	95.22%	95%
Feb-15	95.04%	95%
Mar-15	95.30%	95%

VTE Risk Assessment Rates 14/15



Month & Year	% Risk Assessed	Target
Apr-13	95.50%	95%
May-13	95.90%	95%
Jun-13	95.50%	95%
Jul-13	95.80%	95%
Aug-13	95.10%	95%
Sep-13	95.70%	95%
Oct-13	95.20%	95%
Nov-13	95.60%	95%
Dec-13	95.00%	95%
Jan-14	96.50%	95%
Feb-14	96.40%	95%
Mar-14	95.5%	95%

VTE Risk Assessment Rates 13/14

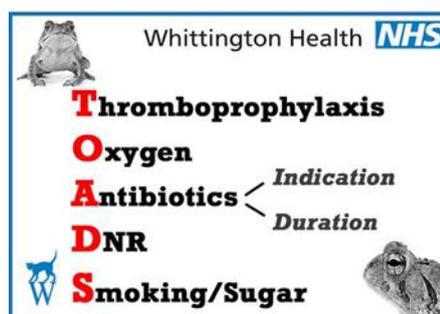


Planned improvement

Introduction of TOADS check list

A common theme we have identified from VTE root cause analysis is inconsistency or lack of documentation in the case notes concerning VTE management; this was more pronounced in documentation of repeat VTE assessment. In

response to these findings the thrombosis working group will be rolling out a trust wide awareness campaign aimed at front-line clinicians which will not only include VTE and appropriate management but will encompass five other key clinical areas. The aim of



this initiative will be to improve initial and on-going management of these key areas of clinical care, alongside improving documentation by front-line clinicians.

Patient safety incidents resulting in severe harm

The data in this report is derived from information uploaded to the National Reporting and Learning Service (NRLS) Patient safety incident data is used by the CQC as one of the indicators in their Intelligent Monitoring reports; *ID NRLS05: "Potential under-reporting of patient safety incidents"* The indicator is not rated as a risk for Whittington Health, when benchmarked against other medium acute Trusts.

The Quality Account considers incidents causing severe harm or death. Whilst Whittington Health appears slightly above the mean for both categories compared with other acute Trusts, this reflects a positive reporting culture, while for severe harm an excess arises because as an ICO, the Trust reports community acquired grade 3 pressure ulcers - unlike a purely acute trust. The NRLS does not have a separate category for ICOs.

The 52 severe harm incidents in 2014/15 included 31 pressure ulcers, 5 falls resulting in fractures, an incident of undiagnosed sepsis and a delay in diagnosing complications in a patient with learning disabilities. These four topics are among the key areas identified for improvement under the Sign up to Safety Campaign commencing in April 2015. Other incidents included eight in Maternity and Obstetrics including two still births and 5 transfers to neonatal intensive care. Events which are routinely reported as Serious Incidents are fully investigated.

The table below details four years of data relating to severe harm and death since the inception of Whittington Health as an ICO.

Year	Incidents causing Severe Harm	As a % of all incidents reported to the NRLS	Incidents resulting in Death	As a % of all incidents reported to the NRLS %
2011-12	76	2.22%	23	0.67%
2012-13	52	1.96%	14	0.53%
2013-14	56	1.55%	16	0.44%
2014-15	48	1.36%	13	0.37%

We are unable to provide a comparison to the national average, or to the Trusts with the highest and lowest numbers, as this information is published 6 months in arrears, and therefore, it has not been published at the time of publication.

Safety Alerts

The Trust receives Safety Alerts via the Central Alerting System (CAS) from external bodies, such as NHS England, Medicines and Healthcare Products Regulatory Agency (MHRA), Department of Health and Public Health England. These alerts



contain information about safety issues that could potentially harm patients or staff and usually contain a number of actions the organisation is required to carry out to minimise the risk of occurrence.

During 2014/15 alerts received included, 15 Patient Safety Alerts; 50 Medical Device Alerts and 60 Estates Alerts. 18 Field Safety Notices were also received from external suppliers and these are also logged on the Datix Safety Alerts system.

Alerts are received centrally in the first instance by the CAS Liaison Officer; they are managed on the Datix Risk Management system to ensure compliance with deadlines which is monitored closely by the Safety Alerts Group which meets every six weeks. Activity of the Safety Alerts Group is regularly reported to the ICO Patient Safety Committee.

In accordance with two Safety Alerts issued by NHS England, the roles of Medication Safety Officer (MSO) and a Medical Device Safety Officer (MDSO) have been identified and systems have been put in place for effective ongoing compliance.

Medicines Management

There have been significant improvements and achievements in medicines management at the Trust over the past year.

In 2014/15, we appointed a medication safety officer to support the national initiatives in improving medicines safety in hospital. Furthermore, two new pharmacist posts were commissioned to support the optimisation of medicines for patients over 75 in care homes, and those identified in GP practices who are taking more than ten medicines.

This year, we introduced e-prescribing on maternity wards. A preliminary audit has shown a decrease in error rate of 7% to 1% prior to pharmacy screening and intervention. Through e-prescribing we have ensured that midwives can only order items on our formulary that are on the midwifery exemption list. The doses of these medicines are set and therefore are reducing prescribing errors.

Never events

Never events are a sub-set of Serious Incidents and are defined as 'serious, largely preventable patient safety incidents that should not occur if the available preventative measures have been implemented by healthcare providers'

NHS England issued a list of 25 Never Events in December 2013. This list is currently being revised. The Trust will review the revised list in 2015 to ensure there are preventative systems and procedures in place for each of the risks.

Whittington Health reported no Never Events in 2014/15.

Key performance information

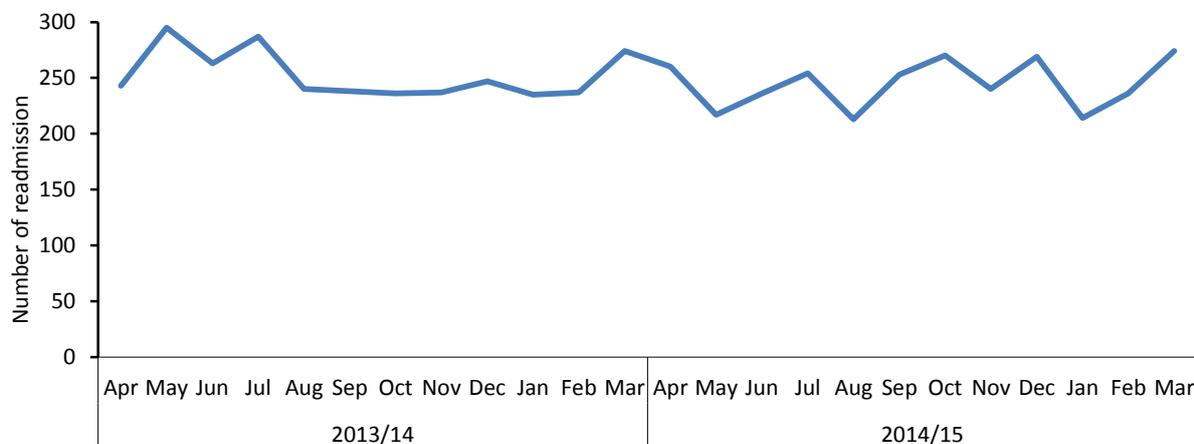
Emergency Readmissions within 30 days

Year and Month		Number of Readmissions
2013/14	Apr	243
	May	295
	Jun	263
	Jul	287
	Aug	240
	Sep	238
	Oct	236
	Nov	237
	Dec	247
	Jan	235
	Feb	237
	Mar	274
2014/15	Apr	260
	May	217
	Jun	236
	Jul	254
	Aug	213
	Sep	253
	Oct	270
	Nov	240
	Dec	269
	Jan	214
	Feb	236
	Mar	274

Emergency readmissions are monitored by the Emergency Care Value Improvement programme. Within Operations and as part of evaluating our Ambulatory Care models, we review emergency readmissions as well as frequent attenders on an ongoing basis.

This information cannot be broken down by age group and national comparisons cannot be made as this information has not been published at the time of writing.

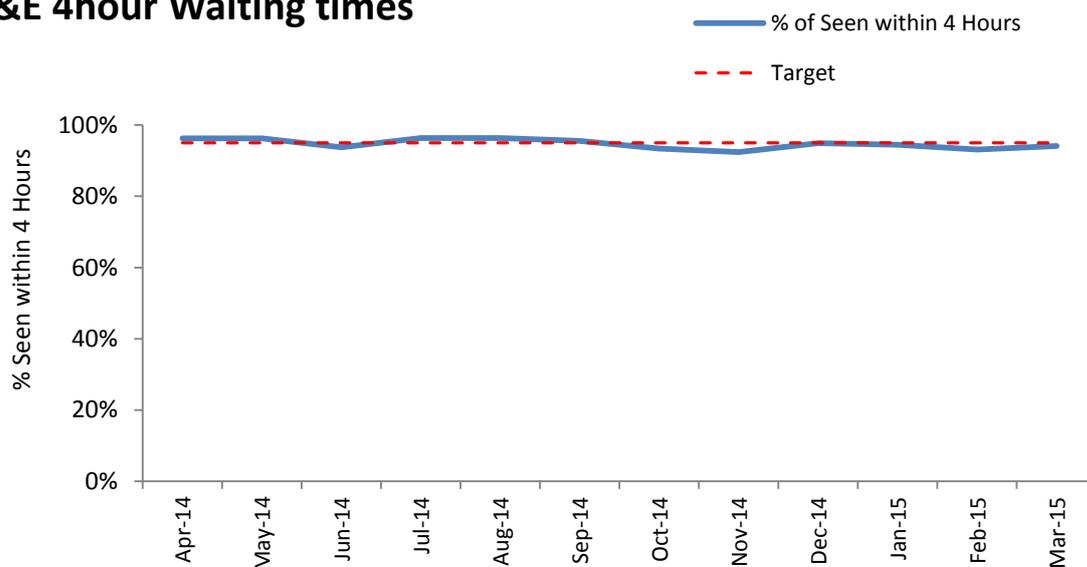
Emergency Readmissions within 30 days



Accident & Emergency Department - 4 Hour wait performance

Month & Year	% Seen within 4 Hours	Target
Apr-14	96.3%	95%
May-14	96.3%	95%
Jun-14	93.7%	95%
Jul-14	96.4%	95%
Aug-14	96.4%	95%
Sep-14	95.5%	95%
Oct-14	93.4%	95%
Nov-14	92.4%	95%
Dec-14	94.9%	95%
Jan-15	94.5%	95%
Feb-15	93.1%	95%
Mar-15	94.1%	95%
Year Total	94.7%	95%

A&E 4hour Waiting times



In 2014/15, robust resilience planning was undertaken in the face of increasing A&E attendance. Whittington Health has strong relationships with other providers and partners regarding emergency care. The Emergency Care Value Improvement Plan and the local area resilience committee will be reviewing Emergency Care and A&E waiting times to identify lessons that can be learned.

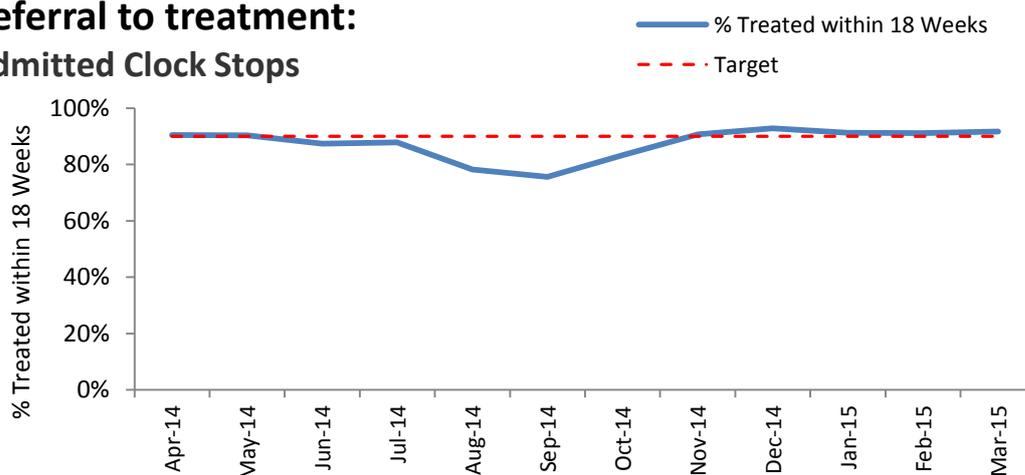
The Trust has performed well against the A&E waiting time target in comparison to many peers and is continuing to innovate around the Emergency Care pathways through services such as Ambulatory Care to ensure that patients receive high-quality timely care in the most appropriate setting.

Referral to Treatment (RTT) Waiting Times

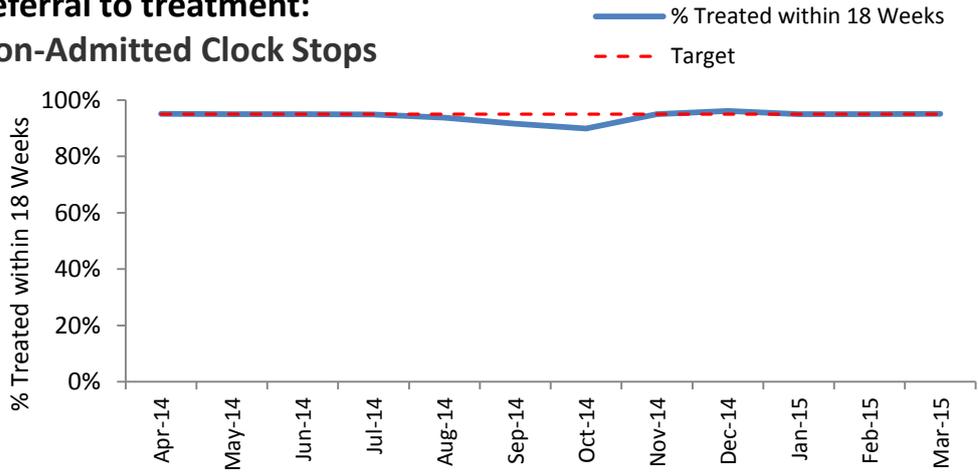
Through July to October additional funding was provided to increase the number of patients treated on the RTT pathways. The improvement plan increased capacity to treat more long waiting patients. This meant that national targets were suspended during this period, but were reinstated from November onwards. All RTT targets have been met from November onwards.

Month & Year	Admitted Clock Stops		Non-Admitted Clock Stops		Incomplete Waiters	
	% Treated within 18 Weeks	Target	% Treated within 18 Weeks	Target	% still waiting under 18 weeks	Target
Apr-14	90.5%	90%	95.1%	95%	-	92%
May-14	90.3%	90%	95.0%	95%	-	92%
Jun-14	87.5%	90%	95.1%	95%	90.2%	92%
Jul-14	87.9%	90%	94.9%	95%	87.3%	92%
Aug-14	78.2%	90%	93.7%	95%	86.9%	92%
Sep-14	75.6%	90%	91.6%	95%	85.7%	92%
Oct-14	83.3%	90%	90.0%	95%	84.9%	92%
Nov-14	90.7%	90%	95.0%	95%	92.2%	92%
Dec-14	92.8%	90%	96.1%	95%	92.4%	92%
Jan-15	91.3%	90%	95.0%	95%	92.8%	92%
Feb-15	91.1%	90%	95.1%	95%	93.2%	92%
Mar-15	91.7%	90%	95.2%	95%	93.5%	92%

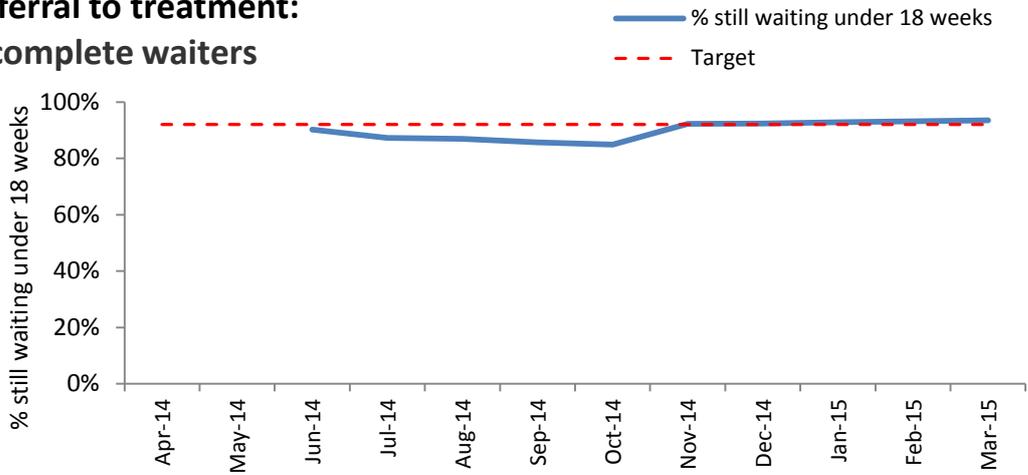
Referral to treatment: Admitted Clock Stops



**Referral to treatment:
Non-Admitted Clock Stops**



**Referral to treatment:
Incomplete waiters**



Average Length of Stay

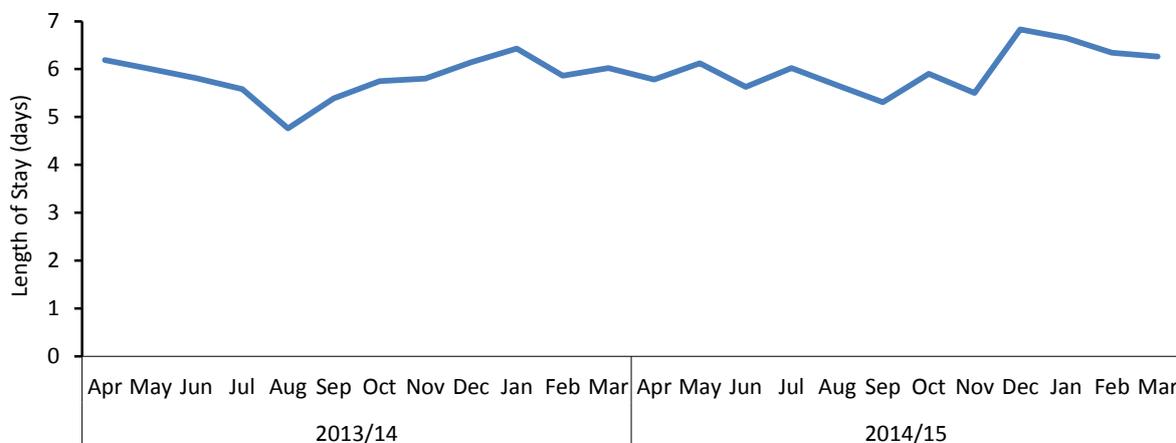
Year and Month		Average LoS
2013/14	Apr	6.19
	May	6.00
	Jun	5.81
	Jul	5.58
	Aug	4.76
	Sep	5.39
	Oct	5.75
	Nov	5.80
	Dec	6.14
	Jan	6.43
	Feb	5.86
	Mar	6.02
2014/15	Apr	5.78
	May	6.12
	Jun	5.63
	Jul	6.02
	Aug	5.66
	Sep	5.31
	Oct	5.90
	Nov	5.50
	Dec	6.83
	Jan	6.65
	Feb	6.34
	Mar	6.26

Our average Length of Stay in 2014/15 was 6.00 days, compared to an average of 5.81 days in 2013/14.

Analysis of Length of Stay is completed each week. This has shown an increase in acuity and age of patients needing admission into acute beds. The development of our ambulatory care unit has also shown a reduction in people who have a short stay admission to the Trust.

The Trust has strong working relationships to identify and progress integration of each individual patient's needs. This includes mental health, social care, and other providers. Length of Stay will continue to be monitored and analysed throughout 2015/16.

Average Length of Stay per month



Patient Experience

Friends and Family Test

FFT is a feedback tool which supports patients to feedback about their experiences. FFT was introduced in 2013 and has been made available across Whittington Health as follows:

- all inpatients that stay more than 24 hours (implemented April 2013)
- all those who attend ED and are discharged from there (implemented April 2013)
- all women at four stages of the maternity pathway: antenatal (36 weeks specifically); birth (labour ward/birthing unit/homebirth); postnatal ward and postnatal community (implemented October 2013)
- all those attending the day treatment centre (implemented September 2014)
- all those attending outpatients (implemented October 2014)
- all those accessing community services (implemented January 2014)

Whittington Health is using a variety of methods to collate patient feedback. This includes postcards, handheld devices and kiosks. Whilst the postcards only include the FFT questions the surveys available via kiosks and handheld devices also include additional questions regarding patient experience.

Feedback is being circulated every two weeks to clinical and operational leads for action. Monthly reports of the overall response rates and scores are submitted to the Trust Board once the data is validated and approved.

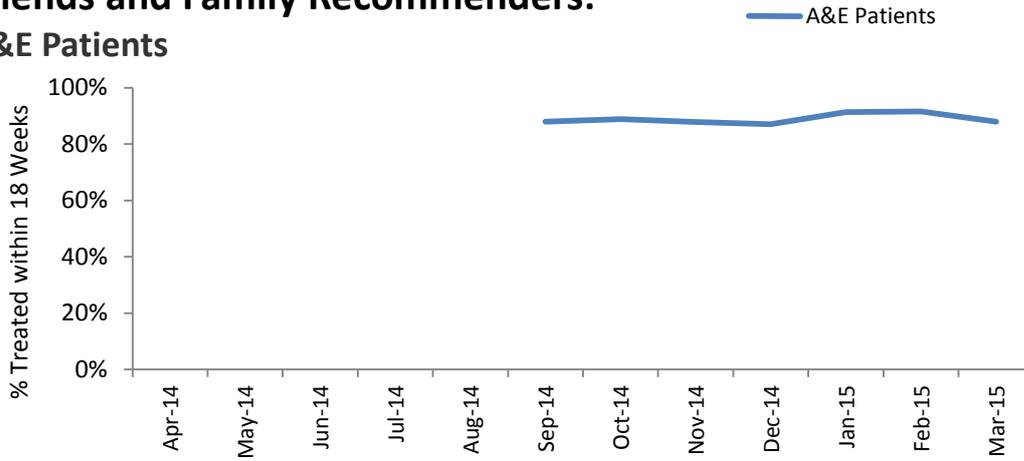
Whittington Health is currently required to meet a target response rate of 20% for ED, 40% for inpatients and 15% for maternity. Whittington Health is currently achieving the target response rates in all areas and the scores have remained consistent overall. The responses rates, scores and actions taken are discussed regularly at the Patient Experience Committee.

Month & Year	A&E Patients	Inpatients	Maternity
Apr-14	Patient Survey methodology changed mid-year (in line with national guidance)		
May-14			
Jun-14			
Jul-14			
Aug-14			
Sep-14	87.9%	87.7%	89.9%
Oct-14	88.9%	89.5%	92.2%
Nov-14	87.9%	87.5%	90.5%
Dec-14	87.0%	93.8%	87.2%
Jan-15	91.4%	93.6%	94.9%
Feb-15	91.6%	86.4%	88.6%
Mar-15	88.0%	90.0%	88.5%



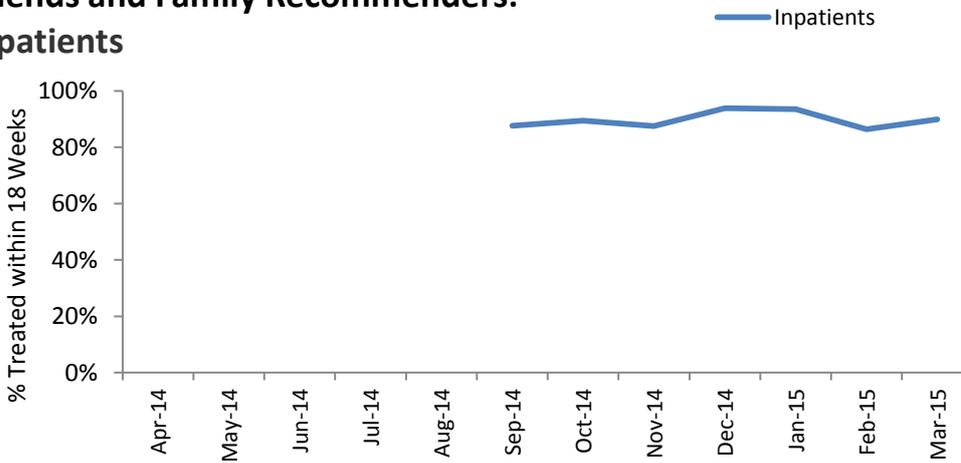
Friends and Family Recommenders:

A&E Patients



Friends and Family Recommenders:

Inpatients



Friends and Family Recommenders:

Maternity



PALS and Complaints

Feedback from concerns and complaints is also used to help us focus on areas where we need to improve. During 2014/15 we have continue to embed improvements with regards to how we manage our complaints. This has included our processes for handling complaints; engagement with complainants whilst investigations are underway; our response times; the timeliness and regularity of reporting on themes and trends and ensuring that action plans are developed and monitored for upheld complaints.

In the year 2014/15 the PALS and Complaints Team received a total of 359 formal complaints, 95% of which were allocated across our three operational divisions as follows: 43% to ICAM (153), 35% to SCD (126) and 17% to WCF (63). In terms of themes, 46% of complaints received during this period related to medical and nursing care (164), 26% related to communication and attitude (94) and 10% were regarding appointments (38).

Of the 359 formal complaints received, 34 (9%) required an allocation of 40 working days for response as they were deemed complex and 37 remained opened as at 22nd April.

Of the 298 closed complaints, 64% (192) were responded to within 25 working days. (Please note that it is possible that this figure will change as the outstanding complaints are closed).

During 2014/15, the Trust also received 1740 PALS queries, the majority of which related to issues around appointments (38%), communication (16%) and medical and nursing care (12%). Many of these led to specific learning and improvements in care.

Examples of improvements that have happened or are in progress from the investigation of complaints and PALS queries are outlined below:

- As a result of missed fractures ED introduced high resolution screens.
- To support learning from complaints about attitude in ED a small theatre company were commissioned (through fund raising) to provide a series of sketches with audience participation using examples from complaints
- Following a medication error in the learning disability service staff underwent assessment and training; a local service medication protocol was written; an audit was carried out; the service were provided a named pharmacist and given access to an out of hours pharmacy advice line
- A number of staff have attended Sage and Thyme training to support improvement in communication (this training continues)
- Following a complaint from patient who suffered pain when being given a transfusion in ambulatory care the department produced a leaflet about receiving a transfusion including what to expect
- Following a complaint about a junior member of staff in ambulatory care the service developed a 'buddy' scheme to support and mentor junior staff

- To improve patient experience in the recovery unit for those whose stay is prolonged the department have provided: screens to ensure privacy for patients and relatives; soft chairs to enable patients to be sat out; snack boxes and hot and cold drinks; portable phones so that patients can contact their relatives and a leaflet with more robust information about what to expect on the day of surgery

As well as patients, we also seek views from the public, particularly our Governors and Healthwatch. They provide us with a user perspective from our local population, and actively participate in a number of key forums including the Trust Board, the Quality Committee and the Patient Experience Committee.

Partnership working

We have continued to work collaboratively with colleagues in other hospitals. For example, we work in partnership with UCLH on our TB service, Hospital at Home, and bowel screening service.

We are a member of UCL Partners, an Academic Health Science Network (AHSN), which is dedicated to achieving better health for our population. Its aim is to harness the best of academic medicine, high class education and clinical practice to deliver significant health improvement. Examples of work undertaken are: developing a new approach to providing an integrated, improved quality cancer service; providing patients with long term conditions with more information, choice and control, so that they have a better experience and reduced hospital visits; and developing a set of outcome measures to ensure patient pathways focus on what matters to patients.

Within the UCLP Quality Forum, Whittington Health is working with the other partner organisations on better prevention and management of deterioration of inpatients.

We work closely with our partners in local authority social services. Joint work is essential in adult and children's safeguarding. Islington Social Services have a base at the Whittington Hospital, enabling easy and fast access to advice and support. We also work with social services for the relevant borough to arrange patient discharges, particularly in complex cases, where support packages in the community are required.

This year, partnership working was crucial for the Trust as we developed our proposal to become one of NHS England's vanguard sites from the Five Year Forward View. We developed a joint proposal with Islington and Haringey CCGs, Islington and Haringey Councils, Camden and Islington NHS Foundation Trust, and other local partners. We were shortlisted, but not selected as one of the final sites. We are committed, as are our partners, to move forward with this work.

Quality Standards

Throughout 2014/15 work was completed to embed 14 Quality Standards within the three clinical divisions of the Trust. There was a specific quality programme that resulted in each division having a Divisional Quality Committee with a programme of work. Each Division identified a clinical and operational quality lead.

Whittington Health's 14 Quality Standards are:

- Patient Experience
- Sepsis
- Infection Prevention & Control
- Clinical Notes
- Patients Consent
- Falls
- Medicine Management
- Pressure Care
- Identification of Patients
- Recognising and responding to the deteriorating patient
- Patient Handover
- Identification of Staff
- Mortality Audits
- End of Life

We have achieved improvements in most areas; there have been improvements in communication and sharing of data both within and across divisions.

We have seen significant improvements in our Sepsis quality standard. A focus group led by three staff with a special interest in sepsis and regularly attended by other key stakeholders was formed to work on improvements in this area. Implementation of the care bundle known as 'sepsis 6' has been shown to reduce mortality by 50%, and in 2014/15 Whittington Health achieved an improved compliance rate of 65%.

The work of the quality standards will continue. The clinical business units will continue to have Quality Committees that will consider the quality and safety agenda.

Some of the quality standards are explicitly part of our 'Sign up Safety' work programme in 15/16, for example, Sepsis, Falls, pressure care and patient experience. The remainder will continue to be priorities through work to prepare for our CQC inspection, our work to deliver CQUINs, our contractual obligations or through our quality improvement work which will continue to ensure that we deliver the best care for deteriorating patients, or patients on end of life care pathways. As the clinical business units become established they will also identify more local priorities in their service areas that will fit within the framework of our clinical strategy and quality and safety agenda.

Revalidation

In 2012 the General Medical Council launched the national process of strengthened appraisal and revalidation. Appraisal is fundamental to revalidation, and Whittington Health continues to value this process as a means of improving quality through providing a supportive environment for clinicians to reflect on their practice and how they can improve it. The Trust reports on a quarterly basis to NHS England, in addition to performing our own internal monitoring. The Responsible Officer has made 92 recommendations to the General Medical Council (GMC) from April 2014 - March 2015, in line with their schedule of revalidation dates. We have assessed our processes and have submitted the first of a number of Medical Appraisal Annual Board Reports to NHS England which is designed to provide the Board with oversight and assurance of its local medical appraisal and revalidation process.

Dealing with inequalities

Learning disabilities

The integration of health and social care services for people with learning disabilities has been policy of successive governments and local partners, and remains a key driver for future improvements in the delivery of health and social care services, nationally and locally. A section 75 partnership agreement sets out the contractual arrangements for the establishment of an integrated provision of learning disabilities services in Haringey, under the title of Haringey Learning Disabilities Partnership (HLDP), with Haringey Council as lead organisation in the Partnership alongside Whittington Health and Barnet, Enfield and Haringey Mental Health Trust. HLDP health and social care services work closely together to improve outcomes and reduce inequalities.

Whittington Health is committed to providing the best possible care to ensure good health outcomes for people who have learning disabilities and their families. We recognise that all our patients are unique, with individual needs.

As part of the response to Winterbourne View, the Department for Health developed a national response looking at issues affecting people with learning disabilities residing in hospitals. NHS England then made a Transforming Care commitment, which includes the delivery of Care and Treatment Reviews (CTRs) for patients.

CTRs assess the needs of people with learning disabilities and how their future care needs can best be met – including the most appropriate setting. The CTR process also supports the action planning required to deliver the required discharges or transfers into the appropriate care. CTRs are being offered to people with learning disabilities who are in hospital beds, who have requested a review. They are also offered where a review has been requested by their family, or commissioner.

The CTR process asked whether the person needs to be in hospital, and if there are care and treatment needs, why these cannot be carried out in the community. CTRs support the aspiration to make sure that people with learning disabilities are supported to have good lives in the community and are only in a hospital if they absolutely need to be, for the shortest length of time necessary, and on a clear evidence based assessment and treatment pathway. The person will only be

transferred or discharged to a different setting where this is the most appropriate outcome, based on their personal and clinical needs. There is no quota for discharges or transfers.

Haringey has 8 people who were assessed under CTRs in January and early February 2015. Members of the HLDP represented Haringey at each of these reviews and there are discharge plans (at different stages of development) in place for all 8 of these people.

The Acute Liaison (Learning Disabilities) Nurse has supported parent carers and people with learning disabilities to share their stories about their experience of the Whittington Hospital at the Trust Board. She continues to actively contribute to the Haringey and Islington Learning Disability Partnership Health Sub-Groups, which feed into the Learning Disability Partnerships Boards. In 2015, the Whittington Hospital Learning Disability Steering Group will undertake a peer reviewed self-assessment of the six standards of CQC special data collection 'Access to healthcare for people with a learning disability, including people on the autism spectrum' and linked to findings, recommendations of Confidential Inquiry into premature deaths of people with learning disabilities (CIPOLD) and the Health and Social Care Self-Assessment Framework (2015). Also, a Whittington Hospital project group is currently developing a protocol for flagging additional information regarding diagnosis, communication issues, potential barriers to effective healthcare, reasonable adjustments, etc in the individual patient with learning disabilities electronic records.

Purple Folders

Approximately 450 new Purple Folders have been distributed to people with learning disabilities, their carers and families across Haringey. Within the Purple Folder is an easy read Health Action Plan (HAP) – which is used to provide an overview of the current treatment and proposed follow-up care for the person with learning disabilities. Health professionals across the NHS (primary, secondary and tertiary care) have responsibility for completion of the HAP at each consultation.

Friends and Family Test

A service user (easy read) version of the FFT is available at the learning disabilities services located Edwards Drive 1 and 2 (Bounds Green) and is offered after clinical appointments, therapy sessions, assessments, etc. HLDP hope this feedback will provide valuable information for our service to celebrate good practice, and identify opportunities to make improvements.

Improving the care of people with learning disabilities is one of our key priorities in our sign up to safety programme for 2015/16.

Safeguarding children

Whittington Health is committed to safeguarding children and young people by ensuring that safeguarding and promoting the welfare of children is embedded across all services.



Section 11 of the Children Act (2004) places a duty on every NHS Trust to have arrangements in place to ensure that the organisation and all staff working within it have regard to the need to safeguard and promote the welfare of children. In compliance with this responsibility the following arrangements for safeguarding children are in place:

- Whittington Health meets statutory requirements in relation to Disclosure and Barring Service (DBS) checks. All relevant staff complete a DBS check prior to employment and staff working with children are required to complete an enhanced level of assessment..
- Legacy guidelines and policies have been combined and updated to form one Whittington Health Safeguarding Children Policy, 2015. The aim of the policy is to detail the operational and strategic management processes and procedures involved in regards to safeguarding children. All safeguarding children policies and systems are reviewed regularly as part of Whittington Health's quality assurance process.
- Whittington Health has a policy in place for working with women who have experienced, or girls who are at risk of experiencing Female Genital Mutilation. The policy is written in line with the Female Genital Mutilation Multi-Agency Practice Guidelines 2011, Working Together to Safeguard Children 2013 and the London procedure for safeguarding children at risk of abuse through female genital mutilation 2007.
- Whittington Health has an audit programme to assure the Trust Board that safeguarding children systems and processes are working.
- Safeguarding Children supervision is mandatory for all professionals who work with children and families and is available for all other staff. Supervision is provided by appropriately trained and experienced lead professionals and is monitored by the safeguarding children committee. An audit on the quality and standard of safeguarding supervision is being undertaken in the first quarter of 2015/16.
- An action plan is in place to ensure that all staff are trained to the appropriate level. An active programme of increasing awareness is in place to improve uptake of training. An updated Training Policy is being ratified in quarter 1 of 2015/16.
- Whittington Health has fully participated in review processes associated with safeguarding and has an action plan and work programme to embed learning from local and national Serious Case Reviews and incidents.
- The Director of Nursing is the Executive Director Lead for Safeguarding and Chairs the Whittington Health Safeguarding Children Committee. The Trust Board receives updates and an annual Safeguarding Children report.

Whittington Health is represented on Local Safeguarding Children Boards in Islington and Haringey and actively participates in all LSCB sub groups and training events.



Safeguarding adults

This year has seen the Care Act 2014 come into force; from the 1st April 2015 Safeguarding Adults has a statutory footing that sets out a clear legal framework for how organisations will work in partnership with the local authority to protect adults at risk of abuse.

Last year's Quality Account return indicated that training for staff relating to the Mental Capacity Act (MCA) would be increased. This year has seen a number of training sessions on the MCA and Deprivation of Liberty Safeguards (DoLS), some of which have been arranged via the Learning and Development team and others have been bespoke sessions arranged by and funded by NHS England. Face to face level two safeguarding adults training is being delivered to staff throughout the year in order to meet the target of 90%.

Our plans for the year ahead include:

- Ensuring that the Adult Safeguarding policies are supported by relevant and accessible guidance and information that enables clinical staff to ensure that vulnerable patients in our care are appropriately safeguarded.
- A priority for 2015/16 is to reach 90% compliance of staff trained in Safeguarding Adults level one and level two. This includes the categories of abuse and definitions used in the Care Act.
- The preparation with relevant clinical staff of Standard Operating Policies on MCA/DoLS and the preparation of standardised Adult Safeguarding investigation reports.
- Use of DATIX as a mechanism for capturing Adult Safeguarding alerts raised by the organisation which will link to joining information from complaints, DATIX and Adult Safeguarding alerts which have been raised against the organisation.

Equality, Diversity and Human Rights

Patients' experiences continue to be at the heart of the Trust's equality and quality agenda. The Trust's mission statement "Helping local people living longer, healthier lives" and strategic goals recognises the rights of patients, service users and staff. This has been demonstrated by the increasing the number of opportunities to listen to our patients' experience and staff feedback at Trust Board; meetings and other fora. Patients through various channels such as local voluntary groups and Healthwatch are regular attendees to events, meetings and forums taking place across the boroughs served by Whittington Health.

2014/15 has been a notable period for Whittington Health as an ICO focusing on the continuous improvement of healthcare services for our local communities, Islington and Haringey in particular. The opening of the ambulatory care centre for people of all ages has provided an easier access to diagnostic tests, consultants and specialist staff in one place. This is an example of improving access; and is seen as a major achievement in achieving the vision of providing excellence and innovative practices in healthcare for all of our local communities. The Trust continues to work in

partnership with colleagues in the local authorities and commissioning to embed good practice.

Whittington Health developed and piloted a bespoke programme, named, 'Inclusive Champions'. The purpose of the programme is to increase the strength of knowledge of Human Rights on behalf of patients, service users and workforce. The programme is currently under review as is the equality and diversity policy following the evaluation by the participants who piloted the programme.

Apprenticeships were introduced into the workforce during 2014, with a particular focus on younger people from our local communities. Whittington Health successfully recruited twelve young people during 2014/15.

Appraisals can be seen as a tool for promoting equality throughout the Trust. Annual appraisals are expected to be carried by all managers for their staff. In 2014 a new appraisal system was implemented across the Trust. There have been issues with regard to the process and the amount of paperwork staff are expected to complete. In 2015, the detail of the process is being simplified; senior leadership and the Trust Board are committed to ensuring continuous development and lifelong learning. Monitoring of appraisal compliance forms a part of the Chief Executive performance reviews and is built into individuals' objectives. We will continue to refine the process to support all staff completing appraisals and having Personal Development Plans in place.

The national staff survey findings shows that the equality and diversity training is well regarded by staff. The compliance rate for staff attending training has been consistently in excess of 85% during 2014/15.



Divisional Quality Highlights

Integrated Care and Acute Medicine (ICAM)

Musculo-Skeletal Service (MSK)

Independent Prescribing

Physiotherapists were given independent Prescribing rights in 2013, a landmark decision in healthcare provision aimed at improving the patient pathway and their care outcomes, through a one-stop-shop approach.

Recognising the need to innovate by looking at new roles and difference ways of working, our first Independent Prescriber recently qualified in January 2014 and the aim as part of the Clinical Assessment and Treatment Service (CATS) is to develop the role for physiotherapists in medicines management, so that patients can benefit from faster access to medicines e.g. painkillers and anti-inflammatories hugely improving the care that we can provide.

MSK Website

The MSK WEBSITE – www.whittington.nhs.uk/msk

The MSK website is now available, providing information and guidance on self-management as well as information for service users on how to access and refer to MSK Services e.g. Physiotherapy and Podiatry. An electronic version of the Adult MSK referral form and patient self-referral form is available to download.

Access Times

Through increased productivity, better access to information and transformation in the management of referrals, access times for both RTT and Non-RTT have significantly improved

Ambulatory Care

Our ambulatory care model is unique. It delivers a whole-system approach that bypasses traditional acute, community and primary care boundaries to provide truly holistic multi-disciplinary working. These clinician-to-clinician discussions are crucial to directing patients to the most appropriate place for them, rethinking the 'default settings' of the acute care pathway.

Our Ambulatory Care service has been essential at easing demand pressures. The Whittington Hospital has not increased its bed base as ED attendances have risen. Treating patients in Ambulatory Care is more efficient for patients, ensuring that they spend the minimum amount of time that is necessary in hospital. An internal audit of on-the-day referrals to Ambulatory Care was conducted in November 2014; 70% of 195 calls received over 10 days by the consultant bleep were accepted to be seen in Ambulatory Care, thus directing patient flow away from ED.

Patients who have benefitted from this approach include our frail, elderly, complex and vulnerable patients. There is evidence that these patients have an increased risk of inpatient-related complications, e.g. hospital acquired infections, and falls. We are



co-located with the specialty clinics for the frail-elderly which means that there is better working around care for older people with access to expertise for some of our most vulnerable patients. Furthermore, Whittington Health's Integrated Community Ageing Team (ICAT) runs from Ambulatory Care, providing comprehensive geriatric reviews with full medication reviews and therapy input. Therefore, the Ambulatory Care service is improving the standard of care provided to our most vulnerable patients, providing them with safe, patient-centred, comprehensive care.

Ambulatory Care is proving highly successful at facilitating early inpatient discharges by providing access to rapid follow up, and at admission avoidance by enabling same day clinical review and diagnostics. There is a dedicated room for practical procedures such as lumbar punctures and pleural drains. The innovative acute surgical ambulatory pathway is also showing promising developments at reducing length of stay and bed days.

Ambulatory Care is providing excellent patient experience with 90% of patients reporting their experience as 'good' or 'very good'. Our position as an innovative ICO means the service operates harmoniously across care settings with new ways of working. We have developed a 'virtual ward', allowing patients to receive part or all of their care at home. This is possible as we have community matrons as part of the core ambulatory care clinical team. Patients can be seen in their own homes by community matrons or district nurses, thus providing acute expertise and resources in a comfortable and familiar setting.

We continue to be ahead of the curve on developments in Ambulatory Care; we now have the Enhanced Virtual Ward which includes local GPs. The virtual ward component of the service promotes integrated and efficient care for our patients. It has enriched links with community and voluntary teams who are crucial to ensuring continuity and joined up care for our patients.

Our Ambulatory Care service has a well-regarded reputation and is a pioneer in its field. We have held multiple open day events and tours aimed at explaining our model of care and had an extremely high level of interest from visitors nationally and internationally. Our innovative model of care and patient-centred approach is not just limited to the context of Whittington Health as an ICO, but has an application to the wider NHS.



District Nursing

This year, the District Nursing Service successfully completed their improvement project. This project was one of Whittington Health's value improvement projects. A Head of Nursing post for community nursing has been introduced with a specific focus on quality assurance and improvement.

Recruiting and retaining the best nurses has been at the heart of the project. A successful recruitment campaign has been run locally, nationally and internationally, and the number of unfilled vacancies has now been reduced to 10%. Across London the number of nurses undertaking the District Nursing specialist practitioner course continues to be very low and the service has developed career pathways for nurses to be able to undertake the course both full and part time, as well as continuing to recruit to staff nurse, pharmacy technician, health care assistant and phlebotomist posts. Rotational posts across the division have been introduced to give nurses the opportunity to develop their skills and careers within Whittington Health. The increased number of permanent staff in post has improved continuity. Alongside this the team have introduced a District Nursing post in each borough visiting patients who have palliative care needs so that the group of patients at the end of life receive care from the same nurse wherever possible.

The District Nursing teams have been restructured to fit around the proposed integrated locality working models in both Haringey and Islington. Each team is led by a District Nurse Team Manager who works alongside a Community Matron. The triage nurses who manage and signpost new referrals to the service are now based with the district nurse message-taking service so that calls can be effectively and quickly passed to the most appropriate nursing team. This has also meant that calls can be answered and actioned more quickly by the message-taking service, leading to better patient experience and being able to respond more quickly to patient need.

A large part of the project has been around improving productivity in order to effectively manage increased workload. Senior administrator posts have been introduced to release the senior nurse team for advanced clinical care. iPads have been rolled out to all of the teams, meaning that documentation and risk assessments can be completed more easily in patients' homes. Decisions can be made more easily on site in the home between the District Nurses and specialist nurses. Nurses are now able to start their day on patient visits rather than going to the office as they receive their clinical handover via FaceTime from a nursing co-ordinator at the work base. The nurse co-ordinator is able to track where each team member is so that urgent patient visits can be allocated to the nurse who is geographically close to the patient. The service has worked with NHS Elect to further understand demand and capacity. A successful process has been introduced to monitor and maintain length of stay on the District Nursing caseloads. More electric cars and electric bikes have been introduced to reduce travel time. The District Nurses in North East Haringey, North and Central Islington are piloting a wound dressings purchase project, meaning that dressings are ordered and delivered from a central District Nursing store without the need to request prescriptions from the surgeries and rationalising the dressings ordered and used.



Stroke prevention/anti-coagulation

The Whittington has, over the last 10 years developed a unique model of shared and distributed care for anticoagulant and stroke prevention services in the community. These have included outreach services from the hospital, community pharmacy delivered services and GP Practice delivered. We also have developed a small self-monitoring programme for patients over the last years.

Now the Whittington partners a UCL spin out company (www.heliconhealth.co.uk) that supports the delivery of stroke prevention services. With Helicon Health's comprehensive package of software, patient and clinician education together with other support we are improving care for thousands of people in north London and Hertfordshire. In one particular CCG in north London, where GPs, hospital clinicians and patients work together, it is estimated to have prevented 37 strokes in an over-60 population of 57,290, saving around £592,000 per annum in stroke care. Imagine those savings extrapolated across the whole UK, not to mention the reduction in human suffering and disability.

AF accounts for only about 20% of stroke risk in the population. If we are really serious about cutting the risk of stroke, we need to have a much broader view of patient self-care than anticoagulation monitoring. We will need to adopt more effective means to control high blood pressure (responsible for around 50% of stroke risk); inactive lifestyle (20%) and smoking (10%). Preventing stroke and heart disease isn't the sole responsibility of cardiac specialists and a few enlightened patients. It's a public health task for us all, including town planners and architects, to encourage a more active life-style.

We are now grasping every opportunity to enable patients to self-test and manage their own health in partnership with their doctor. That way they will better understand the benefits of our interventions. Take the biggest stroke risk of all, high blood pressure (BP). Despite a plethora of effective drugs, we have failed miserably to deal with this on a large scale. Many people do not take their medication (sometimes because of the side effects) and don't understand why it's important. How much would compliance improve if patients took their own BP regularly using a simple wrist device, and sent the results to an electronic health record (EHR) to be recorded on a graph that both they and their doctor could see?

The same method could be applied to weight control, exercise and diabetes care, areas where sophisticated, user-friendly patients apps already proliferate but are not yet connected nor incorporated into the EHR nor into the patient record. The aim, whatever the area of health, would be to take the patient-generated information and use it to tailor and improve their health care. The result? Expert patients who are less likely to suffer stroke and engaged in far healthier relationships with their doctor. Patient apps, particularly when incorporated into the patients EHRs not only improve care, they are also a rich source of data that provide the analytics we need to improve care across whole health populations. And with the development of two-way interoperability between hospital systems and GP systems such as exists in HeliconHeart, this data becomes yet more powerful. Data convinces health



commissioners. And we now also have sophisticated outcome data against which to measure our preventative measures for stroke prevention – the Sentinel Stroke National Audit Programme defines the numbers of patients sustaining a stroke in the preceding months and can be viewed at a CCG level.

Endoscopy

The Endoscopy Unit is one of the busiest day case diagnostic services at the Whittington Hospital, undertaking just over 7,000 procedures last year alone.

The unit has seen significant improvements over the last couple of years, yielding well-recognised achievements both internally and externally.

A transformation programme began in 2013 when, at the time, it was recognised that there were a number of administrative issues within the service. To support improvements, the organisation requested an external review from the national support team. A visit was undertaken in March 2013. The Trust was keen to provide assurances in the delivery of the services to meet all national targets and quality standards. New management structures were put in place aligned with new clinical leadership. So began a journey of qualitative improvement and growth of the service, with the development of a strong well-embedded team ethos from all disciplines. In October 2013 the National Support Team returned and their follow up report commended the Trust for the significant improvements that had been made in such a short period.

To cement the incredible hard work of all the team, the unit was inspected by the Joint Advisory Group (JAG) in November 2014. JAG operates within the Clinical Standards of the Royal College of Physicians. The Endoscopy unit was assessed against a number of national standards including quality of care, patient experience, training, the unit environment, cleaning standards, equipment and the length of wait between referral and diagnosis. The unit was successful in meeting all standards, and some areas were highly recommended for the high quality level of service.

Following the JAG accreditation, the Endoscopy unit proceeded with the National Office for Bowel Cancer screening inspection to be an accredited Bowel Scope Screening Centre, offering flexible sigmoidoscopy screening for people aged 55 and upwards, starting from March 2015. This is a programme working in partnership with UCLH and is aimed at having a significant impact in the early detection and treatment of bowel cancer for our community.

These achievements are a true reflection of the dedication and hard work of the whole Endoscopy team. 2014/15 has marked the unit out as one of an elite number of hospitals delivering the highest quality and safe endoscopy services to patients.

Women, Children and Families (WCF)

Hospital at Home

The project involves the establishment of a seven days a week Hospital at Home service for children and young people in Islington. This is being provided by Whittington Health for patients of both Whittington Hospital and UCLH.

Specialist community children's nurses work in partnership with acute paediatricians at Whittington Health and UCLH to provide safe care at home for acutely unwell children and young people from 0-18 years, enabling them to be discharged from hospital quicker or preventing admission.

The service operates 7 days a week. It is a nurse led team available to conduct home visits 8am-10pm and can administer IV antibiotics or home phototherapy, monitor the trajectory of an acutely unwell child or young person and/or provide additional support to enable the carer to look after the child or young person in their home environment.



The service works closely with community paediatricians, GPs, midwives and other community health services. Centre 404 (voluntary sector provider of services to families with a disabled child) and Islington parents are actively shaping the service to meet the needs of parents, especially those of children and young people with complex needs.

At this stage of the project all referrals are coming from WH or UCLH A&E but in future, as GP confidence in the service grows, we want to consider the possibility of the service taking GP referrals, particularly for children already known to the service. This would result in a higher level of savings.

Example of quotes:

“excellent service very professional, staff friendly, helpful, punctual, clear communicators. did what they said they would do and acted as a link between hospital and home.”

“very supportive, puts you at ease”

Evidence of Public or Patient Involvement in decision making
<ul style="list-style-type: none"> • Consent needed from Parents to admit into the Hospital at Home Service • Parents and carers are to be approached through a third sector organisation ‘Centre 404’ to ask which questions would matter to them for feedback. The feedback questionnaire on discharge will be co-produced with the views of parents and carers as to what matters to them, and will be responsive to the needs of parents and carers. • Two separate questionnaires, one for parents and one for young people aged 10-18 years will be developed. The questions will be similar in both questionnaires however the young peoples’ questionnaire will be customised with the type and language suitable to the aged group.

Surgery, Cancer and Diagnostics (SCD)

Theatres and the Day Treatment Centre (DTC)

Main Theatres’ utilisation has risen from high 60-75% to 80 – 85% over the past year, we identified areas affecting our planned hours used and address these weekly. We now follow 53% fewer theatre sessions than at the start of last year, and our average number of cases and theatre sessions is up. We now perform about 200 elective operations per week.

The DTC has seen theatre utilisation with a steady incline increasing the capacity of the unit to up to 65 elective cases per day and 40 endoscopies, plus all other unplanned procedures and infusions. This has built the foundations today for a strong and viable future.

We have worked in collaboration with Endoscopy to achieve full JAG accreditation, thus paving the way to increasing endoscopy lists by an extra 1/3. We have developed a bowel screening project in collaboration with UCLH to roll out in May 2015. The trust will then become one of the two largest bowel screening centres in London. We are undertaking a project doing extra capacity work for cataract procedures for Moorfields Eye Hospital meaning we are now catering for an average of 48 extra patients, increasing to 60 patients in May 2015. We have also commenced with a private sexual health project on Sundays to utilise theatre and clinical area space when the unit is closed to elective patients.

We have been undertaking research audits to ensure we have the most effective practice and appropriate usage of the DTC. This has been hugely beneficial to the future of the department. Furthermore, all of these newly created projects and strengthening of already formed relationships could not have been created without the immense dedication and commitment of the great team of staff involved.



Cancer

The 2014 results for the National Cancer Patient Experience Survey for Whittington Health mirror many of the areas for improvement specified in the National Cancer Patient Experience Report for 2014. Whittington Health is no longer in Macmillan's bottom 10 Trusts in the country which is a huge achievement. Whittington Health has one of the strongest performances across the sector in the recent CPES results. 83% of the patients rating their care as excellent or very good, which is a respectable score and a slight improvement on last year's score (82%), however this is still falling in the bottom 20% of all Trusts from across the country. There was a statistically significant improvement on 11 questions (out of 70 in total) since 2010, and significant improvement on 2 questions in the last year. There has not been a significant decline in any questions since 2010, however there was a significant decline in 1 question in the last year. For Whittington Health, 19 questions had the scores in the lowest 20% of all Trust scores across the country as opposed to 37 last year, and 13 questions fell into the best 20% of all Trust scores which is a vast improvement since last year (6 questions). There is still room for improvement as 15 questions still have scores lower than 70% however this is an improvement to last year (20 questions for 2013). There has been significant improvement since 2010 in patients being given the name of the Clinical Nurse Specialist (CNS) in charge of their care, with 100% of breast cancer patients reporting this. There has been a slight decline from the previous year in how easy patients find it to contact their CNS with a Trust score of 66% and a slightly lower score for breast (64%). The scores for hospital staff giving patients information on getting financial help (62%) has significantly improved in the past 4 years and is considerably higher than the national average and 58% for breast patients. There has been some improvement in the last year in hospital staff informing patients about free prescriptions, with scores more positively for breast (82%).

Electronic Holistic Needs Assessments (eHNA) started in October 2014, and early performance reports to date show improvements in all our tumour types for completion of eHNA and subsequent care plans. The immediate energy and drive in adopting the eHNA was recognised and awarded at a recent Macmillan eHNA event. We are leading London Cancer on completed eHNA and care plans for first two quarters of 2014. Macmillan are planning a 'learn and share' event for other neighbouring Trusts looking at implementation at Whittington as a successful example. The Cancer CNS team have won the Chief Executives team of the month award for Excellence regarding implementation of this project. Securing funding for this project from Macmillan ensures all our Cancer CNS and Chemotherapy team have Trust ipads which are invaluable resource for remote access to assist them in their roles. Our next stage of service improvement is to implement co-created eHNA between CNS and Macmillan support, ensuring all patients meet information officer on diagnosis and have opportunity to discuss how they can be of service.

Health and Well Being Events began in the autumn with more planned to start throughout 2015. Events currently being held are: 'Look Good, Feel Better' events every quarter, Breast Support Group every month, free 12 week 'Managing Fatigue' Exercise programme in partnership with Tottenham Hotspur Foundation, Help Overcoming Problems Effectively (HOPE) course based on a range of theoretical concepts from the areas of positive psychology and cognitive social theory.

We commenced monthly CNS meetings. From this several objectives and work streams were generated and we review our successes and plan further service development monthly to ensure these objectives remain viable and achievable.

We commenced monthly 1-2-1 sessions for all CNS affording opportunity to review job plans, ensuring objectives set at appraisals remain achievable, discuss any concerns so they are dealt with promptly. We are 100% compliant with appraisals for Cancer CNS team.

We introduced 'pre chemo chats'. This affords patients and relatives the opportunity to meet with their named nurse and the team after they have consented but before the actual day of treatment. Within the quiet room full assessment and admission is completed. This not only ensures we are compliant with peer review measures but it has proven hugely popular with patients and staff to afford protected time where all the necessary information can be given in an unhurried supportive environment.

We have introduced a new diary system which allows nurses to book patients not only based on chair availability but also individual nurse skill mix and availability, This has ensured safe working levels are spread throughout the week and unnecessary treatment delays are minimised.

Waiting times and satisfaction survey for Chemo Day Unit remains very positive and is presented in Waiting room for patients' and visitors to read full results. We created 'You said we Did' board to highlight all patient ideas and suggestions' are implemented wherever possible.

Our Chemotherapy 24hr hotline has been in place since May 2014. Initial feedback from a patient satisfaction survey reflects that patients find this an invaluable resource and very reassuring to have Chemotherapy Nurse advice out of hours. Full survey results and data were presented to Chemotherapy team in December detailing admission avoidance figures.

The Trust held a very successful coffee & cakes morning which raised £1,000 for Macmillan whilst raising awareness of the new Information service for patients, carers and staff. There is currently ongoing recruitment of volunteers which will allow the Pod to be fully open. Two new volunteers will start towards end of March.

The Official Opening by a celebrity guest Barbara Windsor in January was a fantastic success with both our patients and our staff. Tracey Palmer, the Trust's Macmillan Information Officer has successfully helped our cancer patients to receive over £20 870 in Macmillan grants These grants ,of around £300 per patient, allows them to spend it on whatever makes life easier for them at that time. Quarterly data reports show 419 people were seen in the POD from January until the end of March. Our Macmillan Information officer presents Macmillan updates and reports at our Cancer Nursing monthly meetings.

Dental services

Following a successful tender, from April 2014 our Dental Services now provide all Out of Hours Urgent Dental Care across 9 boroughs in North Central and North East



London. We also provide the only in-hours walk-in urgent dental service in the whole of London at Kentish Town.

Whittington Health Dental Services were the successful bidder for the Dental Service at HMP Holloway and YOI with services commencing in November 2014.

In partnership with local authority public health departments Dental Services have secured funding to increase provision of health promotion and fluoride programmes across Islington, Camden, Haringey and Enfield. This work, together with our paediatric dental services, have been recognised as a model of best practice in addressing the high rates of tooth decay and GA admissions for young children in north London.

We continue to achieve high scores for patient satisfaction across all our Dental Services, with over 90% of patients recommending the service to friends and family, as well as low levels of patient complaints

Dental Services are required by the Department of Health to carry out rigorous twice-yearly audits of Decontamination and Infection Control procedures. In 2014-15 these audits showed that 95% of dental clinics achieved the essential national quality standards with more than half achieving best practice.

Dental Services have provided training sessions for high-street dentists in minor oral surgery to improve their skills in this area and to foster collaboration between different sectors of dentistry.

Who has been involved in developing the Quality Account?

The Trust has engaged many internal and external stakeholders in the development of this year's Quality Account.

Internally, clinical and operational teams have been at the forefront of developing the Account, from frontline staff to management level. Clinical and operational leads were crucial in ensuring the Quality Account is detailed and provides accurate information. Clinical and corporate divisions worked together to produce the Quality Account. The Strategy and Planning team, Information team, and Clinical Governance team all had significant input into developing the Account.

Externally, our Quality Account has been seen by our governors, local CCGs, local Healthwatch, and our designated external auditors.

Statements from external stakeholders

Commissioners' Statement

NHS Islington Clinical Commissioning Group is responsible for the commissioning of health services from Whittington Health NHS Trust on behalf of the population of Islington and surrounding boroughs.

This Account has been reviewed within Islington CCG, Haringey CCG and by colleagues in NHS NEL Commissioning Support Unit.

Islington CCG welcomes the opportunity to provide this statement on Whittington Health Trust's Quality Accounts. We have reviewed the information contained within the Account and checked this against data sources where available to us as part of existing contract/performance monitoring discussions. We confirm the information is accurate in relation to the services provided but acknowledge that some information, such as CQUIN data for Quarter 4, is not yet validated. We also confirm that the content of the Account complies with the prescribed information, form and content as set out by the Department of Health.

We welcome the identified priorities for improvement for 2015/16 and support the focus on improving patient safety for the coming year. We are pleased to see some of the chosen priority areas for improvement are targeted on areas of vulnerability such as patient falls and the incidence of pressure ulcers. We are also pleased to see an emphasis on learning disabilities and the ambition to improve patients' experiences at the Trust.

As commissioners we will work with the Trust during 2015/16 to support the focus on improving the quality and safety of patient care. We recognise that there is a collective willingness to work collaboratively across the Trust, both in the hospital and across community services to improve the experience for our residents.

There has been no formal CQC inspection this year however the Trust has had an independent review undertaken by the TDA on Infection Prevention and Control procedures which was evaluated very positively. There has also been an external independent review of Safeguarding policies and procedures that was carried out in 2014 along with a Cancer Peer Review which was assessed as good with some actions for the Trust to take forward in the coming year.

We look forward to the year ahead working with Whittington Health to improve the quality and safety of health services for the population they serve. We will continue to work with the Trust on key priorities such as Referral to Treatment pathways, Cancer Services, meeting the growing demand on Urgent Care Services as well as the ongoing work to develop an integrated responsive Community Service.

Healthwatch Islington Statement

Healthwatch Islington notes and acknowledges the positive achievements of the Trust in 2014/15, in particular:

- Developing models of integrated care to make services more joined up for our local populations,
- Schemes to recognise staff achievements and support morale – and the comparatively high and positive response rate to the staff Friends and Family test,
- Reduced hospital stays brought about by the ambulatory care model,
- Improvements in maternity – in addition to those highlighted in the report, we were pleased to note that a recent PLACE audit demonstrated improvements in the maternity unit.

We welcome the strategic priorities for 2015/16 in particular the focus on patient-centred care. We welcome the involvement of Healthwatch at the Patient Experience Committee, though it can be difficult to demonstrate the impact of this involvement and how our feedback is used by the Trust to improve patient experience. We would welcome more focus on demonstrating the impact of feedback on planning and delivery.

We recognise that the Trust has worked to reduce waits for community-services. The Trust has not met targets on waiting times in all areas (though we note that they managed additional winter pressures well) and we hope to receive assurance that this will improve in 2015/16 so that patient experience or safety is not affected adversely.

Some local residents have reported issues with patient communication about appointments generally and around appointments for community services during the year. We have been informed that work is ongoing in this area.

We note the Trust's work to improve accessibility for people with Learning Disability. Feedback raised with Healthwatch Islington suggests that more could be done to improve the experience of Deaf patients, particularly those who need to use British Sign Language. We are keen to support the Trust on this issue.

Healthwatch Haringey Statement

Introduction

1. It would be helpful to have a definition of "Quality" at the beginning. In some other Quality Accounts it is defined as the three strands of Effectiveness, Safety and Experience.
2. It is very encouraging to see many examples of excellence reflected in awards and to individuals and teams over the last 12 months.
3. In the recent PLACE audit our team of volunteers were impressed with the significant improvements to cleanliness of wards and the other internal and external areas since their visit last year.



2014 /15 Performance / 2015/16 Priorities

1. The staff survey results are very disappointing and we are glad to see these issues are being addressed. They are reflected in the FFT % of staff not recommending The Whittington as a place to work - at 25% this is over twice the national average and should in our view be addressed as a priority for 2015/16.
2. Data quality is a continuing issue and there has been no improvement since 2012/13. This should be a priority for action in 2015/16 and we would expect to see a significant improvement this year.
3. New birth visits within 14 days in Haringey are well below the 95% target at 86.8% and lower than the 91% achieved in Islington. Why is the performance lower in Haringey than Islington and what action is being taken to improve the performance in Haringey?
4. Are the numbers of returns within 30 days after discharge recorded for the ambulatory care centre and in-patients? If so it would be interesting to see this breakdown.
5. In the section on Inequalities the work relating to those with learning disabilities is very positive. Does the Trust have any other monitoring data relating to those with Protected Characteristics e.g. ethnicity and physical disability.
6. There has been an improvement in the outpatient's service but to be honest this would not be difficult as the appointments / reception system was in a state of collapse. The figures for complaints show that this is a continuing area of concern for patients, accounting for 38% of the total, and we think it should continue to be a priority in 2015/16.
7. We think the section on PALS / Complaints should be given a higher profile and included in the section on Patient Experience not in the Partnerships section. We would also like to see a reference to the new CQC KLOI regarding Complaints and a commitment to develop a CQC compliant process.

Others

We approached our local Overview and Scrutiny Committee for feedback, but they were unable to comment before publication.

The Quality Account has also been reviewed by our Shadow Governors.

Part 4 How to provide feedback

If you would like to comment on our Quality Account or have suggestions for future content, please contact us either:

- By writing to: The Communications Department, Whittington Health, Magdala Avenue, London N19 5NF
- By telephone: 020 7288 5983 or
- By email: communications.whitthealth@nhs.net



Appendix 1: Statement of directors' responsibilities in respect of the Quality Account

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 in the form and content of annual Quality Accounts (which incorporates the legal requirements in the Health Act 2009 and the National Health Service (Quality Accounts) Regulations 2010 (as amended by the National Health Service (Quality Accounts) Amended Regulations 2011).

In preparing the Quality Account, directors are required to take steps to satisfy themselves that:

The Quality Account presents a balanced picture of the Trust's performance over the period covered, In particular, the assurance relating to consistency of the Quality Report with internal and external sources of information including:

- Board minutes;
- papers relating to the Quality Account reported to the Board;
- feedback from Healthwatch;
- the Trust's complaints report published under regulation 18 of the Local Authority, Social Services and NHS Complaints (England) Regulations 2009,;
- the latest national patient survey;
- the latest national staff survey;
- the Head of Internal Audit's annual opinion over the trust's control environment;
- feedback from Commissioners;
- the annual governance statement; and
- CQC Intelligent Monitoring reports.

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 reported in the Quality Account, and these controls are subject to review to confirm that they are working effectively in practice;

The data underpinning the measures of performance reported in the Quality Account is robust and reliable, conforms to specified data quality stands and prescribed definitions, and is subject to appropriate scrutiny and review; and

The Quality Account has been prepared in accordance with the Department of Health guidance.

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



Signature:

Appendix 2: Independent auditors' Limited Assurance report to the directors of the Whittington Hospital NHS Trust on the Annual Quality Account

We are required to perform an independent assurance engagement in respect of the Whittington Hospital NHS Trust's Quality Account for the year ended 31 March 2015 ("the Quality Account") and certain performance indicators contained therein as part of our work. NHS trusts are required by section 8 of the Health Act 2009 to publish a Quality Account which must include prescribed information set out in The National Health Service (Quality Account) Regulations 2010, the National Health Service (Quality Account) Amendment Regulations 2011 and the National Health Service (Quality Account) Amendment Regulations 2012 ("the Regulations").

Scope and subject matter

The indicators for the year ended 31 March 2015 subject to limited assurance consist of the following indicators:

- Percentage of patients risk-assessed for VTE
- Rate of clostridium difficile infections

We refer to these two indicators collectively as "the indicators".

Respective responsibilities of the Directors and the auditor

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 (which incorporates the legal requirements in the Health Act 2009 and the Regulations).

In preparing the Quality Account, the Directors are required to take steps to satisfy themselves that:

- the Quality Account presents a balanced picture of the Trust's performance over the period covered;
- 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 that they are working effectively in practice;
- the data underpinning the measures 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; and
- the Quality Account has been prepared in accordance with Department of Health guidance.

The Directors are required to confirm compliance with these requirements in a statement of Directors' responsibilities within the Quality Account.

Our responsibility is to form a conclusion, based on limited assurance procedures, on whether anything has come to our attention that causes us to believe that:

- the Quality Account is not prepared in all material respects in line with the criteria set out in the Regulations;
- the Quality Account is not consistent in all material respects with the sources specified in the NHS Quality Accounts Auditor Guidance 2014-15 ("the Guidance"); and
- the indicators in the Quality Account identified as having been the subject of limited assurance in the Quality Account are not reasonably stated in all material respects in accordance with the Regulations and the six dimensions of data quality set out in the Guidance.

We read the Quality Account and conclude whether it is consistent with the requirements of the Regulations and to consider the implications for our report if we become aware of any material omissions.

We read the other information contained in the Quality Account and consider whether it is materially inconsistent with:

- Board minutes for the period April 2014 to June 2015;
- papers relating to quality reported to the Board over the period April 2014 to June 2015;
- feedback from the Commissioners dated May 2015;
- feedback from Local Healthwatch dated May 2015;
- the Trust's complaints report published under regulation 18 of the Local Authority, Social Services and NHS Complaints (England) Regulations 2009, dated May 2015;
- the latest national patient survey dated 2014;
- the latest national staff survey dated 2014;
- the Head of Internal Audit's annual opinion over the trust's control environment dated May 2015;
- the Annual Governance Statement dated May 2015; and
- the Care Quality Commission's intelligent monitoring reports 2014/15;

We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with these documents (collectively the "documents"). Our responsibilities do not extend to any other information.

This report, including the conclusion, is made solely to the Board of Directors of the Whittington Hospital NHS Trust.

We permit the disclosure of this report to enable the Board of Directors to demonstrate that they have discharged their governance responsibilities by commissioning an independent assurance report in connection with the indicators. To the fullest extent permissible by law, we do not accept or assume responsibility to anyone other than the Board of Directors as a body and the Whittington Hospital NHS Trust for our work or this report save where terms are expressly agreed and with our prior consent in writing.

Assurance work performed

We conducted this limited assurance engagement under the terms of the Guidance. Our limited assurance procedures included:

- evaluating the design and implementation of the key processes and controls for managing and reporting the indicators;
- making enquiries of management;
- testing key management controls;
- limited testing, on a selective basis, of the data used to calculate the indicator back to supporting documentation;
- comparing the content of the Quality Account to the requirements of the Regulations; and
- reading the documents.

A limited assurance engagement is narrower in scope than a reasonable assurance engagement. The nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

Limitations

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information.

The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time. It is important to read the Quality Account in the context of the criteria set out in the Regulations.

The nature, form and content required of Quality Accounts are determined by the Department of Health. This may result in the omission of information relevant to

other users, for example for the purpose of comparing the results of different NHS organisations.

In addition, the scope of our assurance work has not included governance over quality or non-mandated indicators which have been determined locally by the Whittington Hospital NHS Trust.

Conclusion

Based on the results of our procedures, nothing has come to our attention that causes us to believe that, for the year ended 31 March 2015:

- the Quality Account is not prepared in all material respects in line with the criteria set out in the Regulations;
- the Quality Account is not consistent in all material respects with the sources specified in the Guidance; and
- the indicators in the Quality Account subject to limited assurance have not been reasonably stated in all material respects in accordance with the Regulations and the six dimensions of data quality set out in the Guidance.

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01 June 2015

Glossary

Abbreviation	Definition
BTS	British Thoracic Society
C Diff	Clostridium Difficile
CCG	Clinical Commissioning Group
CEPN	Community Education and Provider Network
CNS	Clinical Nurse Specialist
COPD	Chronic Obstructive Pulmonary Disease
CQC	Care Quality Commission
CQUINS	Commissioning for Quality and Innovation
DATIX	Name of incident reporting system
DBS	Disclosure and Barring Service
DNA	Did not attend
DoLS	Deprivation of Liberty Safeguards
DTC	Day Treatment Centre
DVT	Deep Vein Thrombosis
ED	Emergency Department
FFT	Friends and Family Test
GMC	General Medical Council
ICAM	Integrated Care and Acute Medicine
ICAT	Integrated Community Ageing Team
ICO	Integrated Care Organisation
IG	Information Governance
LoS	Length of Stay
MCA	Mental Capacity Act
MSK	Musculo-Skeletal
NIHR	National Institute of Health Research
NRLS	National Reporting and Learning System
PALS	Patient Advice Liaison Service
PE	Pulmonary Embolism
PROMs	Patient Reported Outcome Measures
RTT	Referral to Treatment
SCD	Surgery, Cancer and Diagnostics
SHMI	Summary Hospital Level Mortality Indicator
SI	Serious Incident
TDA	Trust Development Authority
UCLH	University College London Hospitals
UCLP	University College London Partners
VTE	Venous Thromboembolism
WCF	Women's Children & Families
YTD	Year to date