

## Get in touch

If you have any questions or queries about the work that we do, or feedback about this summary, please do not hesitate to get in touch. You can contact us—  
Email: [esh-tr.enquiries@nhs.net](mailto:esh-tr.enquiries@nhs.net)

## Become a member

If you would like to hear more about the services the Trust provides, have your say about what we do and be more involved with our work, then please sign up to become a member of the Trust. Our members receive a digital copy of our quarterly newsletter, are first on the list for invites to events and open days, and have the opportunity to be more involved in the development of our services. Sign up online using the link below, or phone us on (01323) 413876.

- [www.esht.nhs.uk/caring-for-you/get-involved](http://www.esht.nhs.uk/caring-for-you/get-involved)

## East Sussex Better Together

ESHT is a partner in East Sussex Better Together, an Alliance of local health and care organisations working together to plan and deliver health and care which improves the health and wellbeing our local population.



## References

This document contains highlights from:

- Annual Report 2017/18
- Quality Account 2017/18
- Integrated Business Plan 2018/19
- ESHT 2020: Outstanding by 2020

The full documents can be found on our website: [www.esht.nhs.uk/about-the-trust/initiatives/](http://www.esht.nhs.uk/about-the-trust/initiatives/)



# Outstanding by 2020 Highlights from our Annual Report and Quality Account 2017/18



WHAT MATTERS TO YOU  
MATTERS TO US ALL

## Looking ahead: Outstanding by 2020

Our vision is to combine community and hospital services to provide safe, compassionate and high quality care to improve the health and wellbeing of the people of East Sussex.

ESHT 2020 sets out our ambition to be an outstanding organisation and provides the framework for how we will achieve this.

With our five corporate objectives at the heart of what we do, we have agreed a set of priorities for 2018/19. These are outlined fully on our website, but a summary of highlights include:

Objective	Our plans for this year
Safe patient care is our highest priority	<ul style="list-style-type: none"> <li>■ Improve how we recognise and treat patients who are deteriorating</li> <li>■ Reduce the number of avoidable falls and pressure ulcers</li> <li>■ Work towards providing consistent high quality care for patients seven days per week</li> <li>■ Improve patients' experience of leaving our care</li> <li>■ Continue to improve the quality of End of Life Care</li> <li>■ Improve the experience of young people in hospital</li> </ul>
All our employees will be valued and respected	<ul style="list-style-type: none"> <li>■ Further reduce our vacancy and turnover rate</li> <li>■ Improve our performance in the NHS Staff Survey</li> <li>■ Use fewer agency staff</li> </ul>
We will work closely with commissioners, local authority and other partners	<ul style="list-style-type: none"> <li>■ Further develop integrated care through ESBT</li> <li>■ Further build relationships with stakeholders especially local health and care providers</li> <li>■ Ensure that members of the public guide our work</li> </ul>
We will operate efficiently and effectively	<ul style="list-style-type: none"> <li>■ Meet our national targets for patient waiting times</li> <li>■ Further develop our Emergency Departments to improve patient flow and experience</li> <li>■ Reduce the amount of time patients spend unnecessarily in hospital</li> <li>■ Work with adult social care to maintain reduction in hospital patients waiting for social care support</li> </ul>
We will use our resources efficiently and effectively for the benefit of our patients and their	<ul style="list-style-type: none"> <li>■ Deliver our financial targets while maintaining our focus on quality improvements</li> </ul>

## Introduction from the Chairman and Chief Executive

**As the NHS enters its 70th year, the Trust has implemented many changes and improvements and there is a growing confidence within the organisation in our ambition to be an outstanding Trust by 2020.**

We have made progress in delivering the target of treating and discharging or admitting 95% of patients within four hours in our emergency departments. We are now regularly exceeding 90%, and are in the top 30 Trusts in the country.

Together we are transforming the way we provide care, better identifying and supporting deteriorating patients at the end of their life, reducing patient falls and pressure ulcers and effectively detecting and managing infections. We also continue to value innovation and research as a way to provide high quality patient care.

These improvements are set in the context of unprecedented increased demand for community and acute services. However, our work to create integrated care across East Sussex through East Sussex Better Together (ESBT) and more widely across Sussex and East Surrey through our local Sustainability and Transformation Partnership (STP), has helped us to manage this, whilst improving our services.

Our patients continue to rate their experiences of our care very highly and

we have also maintained the significant improvements that we saw in the NHS staff survey.

In June 2018 the CQC rated the Trust as 'Good' or 'Outstanding' in almost all of the services they inspected. For the first time, 'Outstanding' ratings were given in three categories. The CQC noted the Trust had made a marked improvement in the quality of its care and concluded that the Trust no longer needed to be in special measures for quality.

However, we remain in special measures for finance and ended the financial year with an operational deficit of £54.98m. This figure is far larger than we wanted and we have plans in place to address this. We have a duty to our local community to be financially sustainable, while continuing to make improvements to quality and safety.

Our aim is to be an organisation that provides excellent healthcare for the people of East Sussex and one in which people are happy and proud to work. We are working hard to achieve "Outstanding" status in 2020.



*Adrian Bull*  
**Dr Adrian Bull**  
 Chief Executive



*David Clayton-Smith*  
**David Clayton-Smith**  
 Chairman

## About us

We are an integrated community and acute Trust. We provide a wide range of community, intermediate, rehabilitation and general acute services to the half a million people living in or visiting East Sussex and surrounding areas.



### Our members of staff

Nursing, midwifery and health visiting



29%

Estates and Ancillary



10%

Healthcare assistants and other support



20%

Medical and Dental



9%

Administration



20%

Scientific, therapeutic and technical



9%

Healthcare science



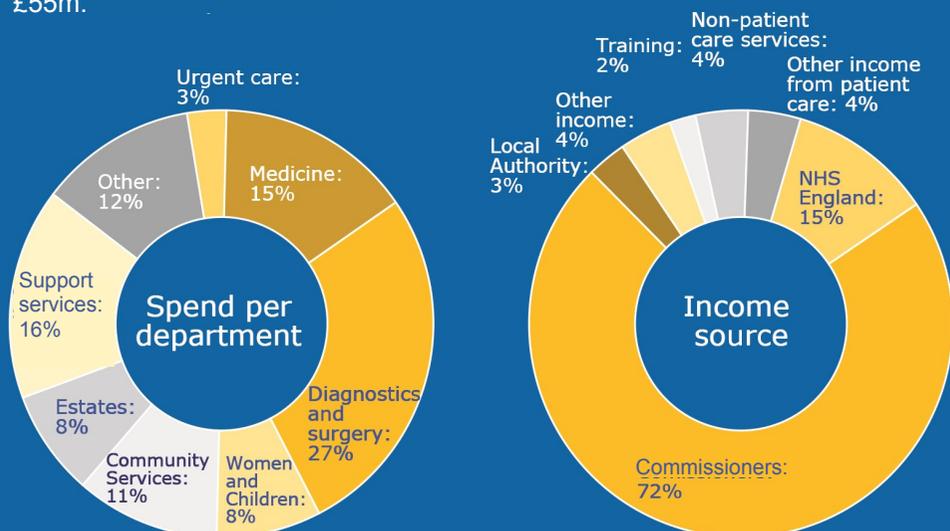
2%

7,100

Members of staff working in a variety of different positions

### Our finances

This year we received nearly £390m in income. While we were able to make nearly £22.5m in cost improvements, we ended the year with a deficit of nearly £55m.



## Transforming our care

### Improving our services

- Over 500 people were seen by our new Frailty Practitioner Service in its first year.
- A new state-of-the-art CT scanner at Eastbourne DGH became fully operational in January.
- Patients attending our Outpatient departments can now check in using self-service check-in kiosks.
- Medication Passports have been launched to help people keep track of their medicines.
- Women who have just become pregnant can now self-refer to the midwifery service by completing a form on the Trust's website.

### Focussing on innovation

- Endobronchial Ultrasound has been introduced to speed up lung cancer diagnosis and reduce the need for patients to travel.
- An Eastbourne patient was the first in the UK to be implanted with an innovative cardiac device to modulate the heart's beat.
- A digital mammography machine has been installed at Eastbourne DGH, to improve diagnosis for patients with suspected breast cancer.
- We are the first in the South East to use an ultrasound scanner that combines MRI images to improve the detection of prostate cancer.
- A new simulation training laboratory gives clinical staff the opportunity to practice in an educationally safe environment.

### Improving our buildings

- Work to expand the Emergency Departments at Conquest Hospital and Eastbourne DGH helped improve the flow of patients.
- An expanded Ambulatory Emergency Care unit opened at Eastbourne DGH, providing same day care for ambulatory patients.
- A new £500,000 Orthopaedic Outpatients and Fracture Clinic opened at Conquest Hospital in September.
- The courtyard of Kipling Children's ward at Conquest Hospital was re-opened following refurbishment.

## National recognition of our work

 Our paediatric and adult Audiology services were the first in the South East to receive national accreditation for their high quality care.

 Our UroGynaecology unit was the first in Sussex to attain national accreditation from the British Society of UroGynaecology.

 Our Heart Failure Team won two awards at the regional Heart Failure Collaborative Event.

 Care of cancer patients at the Trust was again highly praised in a national survey of patients who were diagnosed with the disease.

 Our bowel cancer services are the best in the South East according to the national bowel cancer audit.

 The first MBRRACE report shows that our perinatal mortality rate is among the lowest in the country.

 Our Orthopaedic Elective service was highly praised by the national GIRFT team and recommended as a model of excellence.

 East Sussex Better Together wins 'improved partnerships between health and local government' category at the Health Service Journal awards



## What people tell us about our services

### Ophthalmology - Bexhill Hospital

"From my first assessment, everything was explained clearly. Staff made sure I was comfortable and understood everything that was being done."

### Conquest Hospital Maternity

"My beautiful daughter was born at Conquest. I just wanted to take the opportunity to thank everyone involved in our care. I would recommend the Conquest to everyone!"

### Frailty Team - Community Services

"The frailty team has made a huge difference to my sister and me. Since we were referred, my sister hasn't had to go back into hospital once. It has really taken the weight off me, knowing that she is being looked after."

### Conquest Hospital - Emergency Department

"We appreciated the excellent treatment we were given in the Emergency Department. My husband was admitted for a brief stay and we were shown respect and kindness throughout."

### Eastbourne DGH - Emergency Department

"I would like to thank everyone in the A&E department who helped my son on Saturday night. Exceptional level of care by a genuinely nice and professional team."

### Seaford 3 Ward - Eastbourne DGH

"We want to express our thanks and appreciation for the care and attention given to a member of our family in his last days. The Sister was a power of strength to us. A hospital to be very proud of."

### Dermatology - Eastbourne DGH

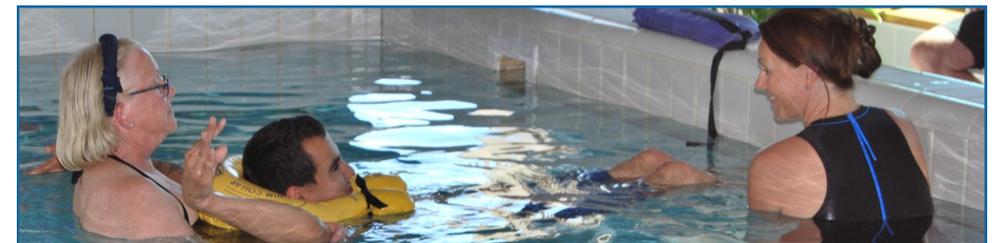
"I would like to express my gratitude to the Dermatology Department for their professionalism, kindness and speed in removing a cancerous growth. I had excellent treatment from Eastbourne DGH."

### Baird Ward - Conquest Hospital

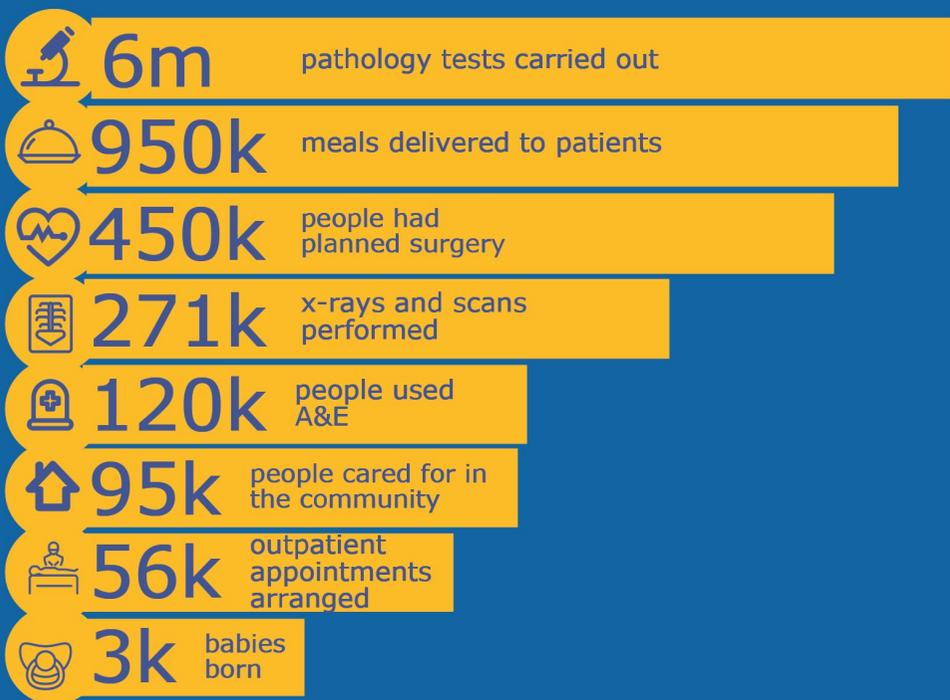
"Our family would like to say a huge thank you to all the staff on Baird ward who looked after my father before he died. He was treated with dignity and respect; nothing was too much trouble from the moment he arrived on the ward. Thank you again for your kindness and support. You all do a wonderful job."

### Day Surgery Unit, Uckfield Community Hospital

"I would like to thank all the hospital staff I had the pleasure to meet today. Thank you all for your professional support, your patience and exceptional level of care. This day was much brighter and less stressful because of you."

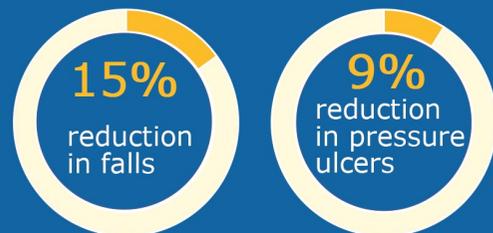


# Our year in numbers



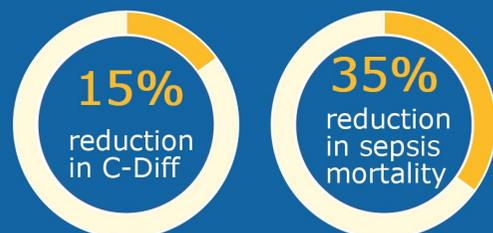
## Reducing the number of falls and pressure ulcers

## Reducing unnecessary days in hospital



Patients admitted for emergency treatment spend nearly two fewer days in our hospitals

## Detecting infections quicker



8% ↘ 2%  
reduction in the number of people waiting for Adult Social Care

## Becoming more efficient

£22.5m

Quality improvements are leading to efficiencies

£1m ↘ 2% ↘

reduction to our medicine bill fewer missed appointments

## More people want to work for the Trust



reduction in medical vacancies from 14% to 4%

## Fewer complaints and more plaudits



65:1 96%

Ratio of plaudits to complaints

average people recommending our services



4 and 4.5 stars out of five on NHS Choices

## Quality improvements are being recognised

**Outstanding** ☆  
Medical: caring  
Surgical: well-led  
Urgent care: well-led

Three service domains at Conquest received Outstanding ratings from CQC

## Increasing the number of people seen in four hours



"The most improved A&E performance standard"

Secretary of State for Health, October 2017