

## Trust rated 'Good' by CQC - 'Outstanding' for caring and effective services



In March 2020 the Care Quality Commission (CQC) rated the Trust as 'Good' overall and 'Outstanding' for providing both 'Caring' and 'Effective' services following their inspection in November and December 2019. Conquest Hospital and Community Services were both rated 'Outstanding' overall with Eastbourne DGH rated 'Good' overall and 'Outstanding' for End of Life Care.

Achieving these high standards reflects the hard work of everyone

throughout ESHT. These results represent another significant milestone for the Trust as the organisation pursues its ambition of becoming 'Outstanding and Always Improving'.

There were a number of services that were not inspected, particularly at Eastbourne, which meant the results of previous inspections undertaken in 2018 and 2016 were carried over. The improvements made by these services was not recognised during this inspection.

The CQC gave each hospital and our community services individual ratings for different services. They assessed whether they were safe, effective, caring, responsive and well-led. They inspected Children and Younger People's services on both sites, Surgery and Maternity at Conquest Hospital and Outpatients at Eastbourne District General Hospital. To find out more about our caring, safe, effective services go to pages 4 and 5.

### Did you know in 2019/20

136,000 people attended our Emergency Departments; this increases around 5% each year  
3,029 babies delivered by our midwives and Obstetric teams, including 319 born at the Eastbourne Midwifery Unit  
54,000 people had planned surgery, 89% of these were day cases  
22,500 cancer referrals were made to us, a 6% increase on the previous year  
400,000 outpatient appointments were made, nearly 290,000 of these were consultant-led  
288,000 X-rays and scans were carried out by our Radiography team  
395,000 community nursing contacts with patients in their own home  
7 million pathology tests were performed in our laboratories



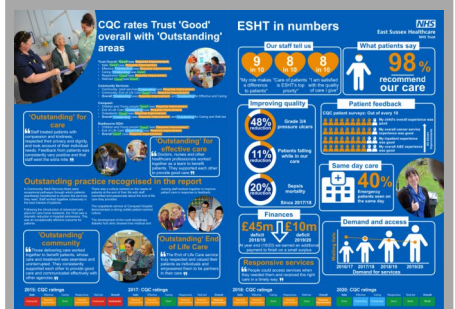
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# Proud to provide ‘Outstanding’ care and to be a great place to work

At East Sussex Healthcare NHS Trust (ESHT) we provide safe, compassionate and high quality hospital and community care to the half a million people living in East Sussex or visiting our local area.

We are one of the largest organisations in East Sussex with an annual income of £476 million. Our extensive health services are provided by over 7000 dedicated members of staff working from two acute hospitals in Hasting and Eastbourne, three community hospitals in Bexhill, Rye and Uckfield, over 100 community sites across East Sussex and in people’s own homes.

Our community teams provide many services working in partnership with East Sussex Council, commissioners and other providers across Sussex, as part of a locally focused and integrated health and social care network.



## What our patients say...

### Patient feedback on cancer care



Care of cancer patients at ESHT was highly praised in a national survey of patients who were diagnosed with the disease. The National Cancer Patient Experience Survey was completed by over 500 local patients.

Patients were asked to rate their care overall on a scale of 1 to 10. Patients in East Sussex rated their care as 8.8 out of 10. Cancer care for Haematology and Lung patients scored particularly well with scores above national averages.

### National Inpatient Survey



568 inpatients were surveyed as part of the national CQC inpatient survey. For all the 63 questions asked in the survey, ESHT was either better or equal to the national average, with an overall experience of inpatient services scoring 82%.

We want everyone who comes under our care to feel they are given the best possible service and we will continue to work hard towards achieving this goal.

### Improvements in Maternity Care

A national survey on maternity services undertaken on behalf of the Care Quality Commission (CQC), found that maternity care at ESHT had improved across a number of areas.

Three areas were highlighted as better than most Trusts in terms of having access to a member of the midwifery team to contact during pregnancy; not delaying discharge and having support or advice about feeding during evenings, nights or weekends.



The CQC surveyed all the women who had given birth at ESHT in January and February 2019 - 110 replied, a response rate of 37%. Two questions showed a significant improvement from the previous year’s survey; however due to significant amendments to the questionnaire in 2019 a number of questions were not historically comparable with 2018.

We always welcome feedback from the women who use our services. Recently, this has shown improvements have been made but there is still work to do to meet our aim of providing outstanding care to all families.

A women’s experience of pregnancy and birth really matters to us. We do all we can to provide the best possible care to women, their partners and their babies, within the hospital, community and home settings.

Our maternity team are very proud of the service they offer and use feedback to develop and enhance the service offered local women and their families.

The maternity team are committed to personalised care and will try to meet your wishes so far as it is safely possible.

“

#### About the Admissions Unit

“All the staff were great. They seemed happy and you could see them providing support to other patients and to each other. A good team ethos and attitude. They all put me at ease from start to being discharged.”

”

#### About Endoscopy Unit

“All the staff were very comforting and helped me as I was very nervous. Each one put me at ease and told me exactly what was going to happen to me. A big thank you to all the staff.”

#### About Children’s Ward

“Everyone was friendly and helpful. They explained everything making sure we understood. The facilities on Kipling ward are good and we were shown where everything was. We cannot fault the service we received and we are extremely grateful for all the help and care.

#### About Urology Investigation Suite

“A big thank you for the patience, kindness and above all the professionalism of the staff in Urology Investigation that attended to me. They are the very best that the NHS has.”

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# Innovating and Improving

## New MRI Suite at Conquest Hospital



A new MRI (Magnetic Resonance Imaging) Suite was officially opened by Her Royal Highness the Princess Royal at Conquest Hospital. Local fundraising from Conquest and Bexhill Friends helped to purchase the suite's two wide bore MRI scanners.

The suite provides an environment for high quality imaging, to help meet the increasing demand for complex MRI including cardiac, prostate and small bowel imaging. Patients suffering from claustrophobia now benefit from the scanners' wide bore access and the use of audio-visual aids to reduce the need for sedation or general anaesthetic. Improved imaging quality now enables much more effective diagnosis, analysis and subsequent treatment of pathologies such as stroke and many types of cancer.

## Expanded Same Day Emergency Care Unit

A newly expanded Same Day Emergency Care Unit at the Conquest Hospital has opened, providing emergency care for patients who don't require an overnight stay in hospital. The unit has 8 treatment cubicles and 3 treatment rooms for assessments and procedures, offering patients greater privacy and dignity with rapid access to diagnostic tests and review by hospital consultants. in one place.



# New Urology Investigation Suite

**A new £1.3 million Urology Investigation Suite, offering patients a dedicated one-stop urology clinic and an enhanced experience, was opened at Eastbourne District General Hospital.**

This purpose built suite is the best equipped urology unit in the South East. It offers patients a number of investigations on the same appointment with the latest investigation equipment preventing repeat visits and speeding up diagnosis of cancer and other urological conditions.

It has ten outpatient clinic rooms fitted with some of the latest diagnostic investigation equipment, £500k of which was donated by the Friends of Eastbourne Hospital.

The new unit doubled the capacity of the old one, helping to meet an ever increasing demand. 7,000 patients were treated in the unit last year.

Eastbourne DGH is the regional centre for pelvic cancer, incontinence and reconstructive surgery and offers patients from across the region an enhanced pathway for renal and ureteric stones.

## Psychological care for Critical Care Patients

ESHT was first Trust in the South of England to employ a full-time clinical psychologist in Critical Care. Dr Becky Coles-Gale, Clinical Psychologist, provides psychological care for patients in the Critical Care Unit and after their stay. The government paper 'No Health without Mental Health' highlights the need for mental health services to have parity of esteem with physical health services.



Patients in Critical Care have suffered a traumatic event and there is a fundamental need for their psychological care to be integrated alongside physical care. Evidence shows that post-critical care, up to 40% of patients are vulnerable to developing the debilitating symptoms of anxiety and depression, and up to 30% can develop Post Traumatic Stress Disorder (PTSD).

## New community outreach service

A new community outreach service was implemented to screen for and treat Hepatitis C amongst substance misuse clients in the community. This has had a positive impact, with an increase in the number of people testing for the illness and receiving treatment. The service is provided jointly with the local drug and alcohol service and was set up following recent medical advances which mean most patients can now be cured of Hepatitis C with oral medication that has no significant side effects.



It's estimated that around 200,000 people in the UK are infected with Hepatitis C, with half of those not aware they have it. If left untreated for many years, Hepatitis C can cause cirrhosis of the liver, a life-threatening condition.

## New multidisciplinary diabetic foot clinics reduce amputations



The introduction of multidisciplinary diabetic foot clinics resulted in a significant reduction in the amputation rate for patients with diabetic complications in the first six months since their introduction.

We are now performing lower than the national average for diabetic related amputations, having previously been a significant outlier.

The clinics have brought together a dedicated team of specialist vascular and diabetic doctors, specialist nurses and podiatrists all in one place to provide the best possible care for patients with diabetic foot problems. It means patients no longer have to attend for multiple appointments as they are now seen in one clinic by a number of specialists.





# CQC rates Trust 'Good' overall with 'Outstanding' areas

## Trust Overall: 'Good' (was Requires Improvement)

- Safe: 'Good' (was Requires Improvement)
- Effective: 'Outstanding' (was Requires Improvement)
- Caring: 'Outstanding' (was Good)
- Responsive: 'Good' (was Requires Improvement)
- Well-led: 'Good' (was 'Good')

## Community Services:

- Community: adult services 'Outstanding' (was Requires Improvement)
- Community: End of Life Care 'Good' (was Requires Improvement)
- Overall: 'Outstanding' (was Requires Improvement) and 'Outstanding' for Effective and Caring

## Conquest:

- Children and Young people: 'Good' (was Requires Improvement)
- End of Life Care: 'Outstanding' (was Requires Improvement)
- Outpatients: 'Good' (was Requires Improvement)
- Overall: 'Outstanding' (was Requires Improvement) and 'Outstanding' for Caring and Well-led

## Eastbourne DGH:

- Children and Young people: 'Good' (was Requires Improvement)
- End of Life Care: 'Outstanding' (was Requires Improvement)
- Overall: 'Good' (was Requires Improvement)

## 'Outstanding' for care

“Staff treated patients with compassion and kindness, respected their privacy and dignity, and took account of their individual needs. Feedback from patients was consistently very positive and that staff went the extra mile.”

## 'Outstanding' for effective care

“Doctors, nurses and other healthcare professionals worked together as a team to benefit patients. They supported each other to provide good care.”

## Outstanding practice recognised in the report

In Community Adult Services there were exceptional pathways through which patients seamlessly transitioned to receive the services they need. Staff worked together cohesively in the best interest of patients.

Following the introduction of advanced care plans for care home residents, the Trust saw a dramatic reduction in hospital admissions. This was an exceptionally effective outcome for patients.

There was a culture centred on the needs of patients at the end of their life with staff committed and passionate about the end of life care they provided.

The outpatients service at Conquest Hospital demonstrated a strong visible patient-centred culture.

The development of the multi-disciplinary diabetic foot clinic showed how medical and

nursing staff worked together to improve patient care in response to feedback.

## 'Outstanding' community

“Those delivering care worked together to benefit patients, whose care and treatment was seamless and uninterrupted. They consistently supported each other to provide good care and communicated effectively with other agencies.”

## 'Outstanding' End of Life Care

“The End of Life Care service truly respected and valued their patients as individuals and empowered them to be partners in their care.”

### 2015: CQC ratings

Safe	Effective	Caring	Responsive	Well-led	Overall
Inadequate	Requires improvement	Good	Requires improvement	Inadequate	Inadequate

### 2017: CQC ratings

Safe	Effective	Caring	Responsive	Well-led	Overall
Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement



# ESHT in numbers



East Sussex Healthcare  
NHS Trust

## Our staff tell us



"My role makes a difference to patients"



"Care of patients is ESHT's top priority"



"I am satisfied with the quality of care I give"

## What patients say



98%

recommend  
our care

## Improving quality



Grade 3/4  
pressure ulcers



Patients falling  
while in our  
care

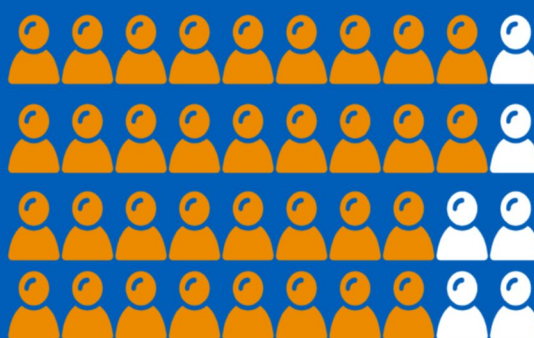


Sepsis  
mortality

Since 2017/18

## Patient feedback

CQC patient surveys: Out of every 10



My child's overall experience was good

My overall cancer service experience was good

My inpatient experience was good

My overall A&E experience was good

↑  
All shown  
improvements

## Same day care



40%

Emergency  
patients seen on  
the same day



## Finances

£45m ↓ £10m

deficit  
2018/19

deficit  
2019/20

At year end (19/20) we earned an additional payment to finish on a small surplus

## Responsive services

“People could access services when they needed them and received the right care in a timely way.”

## Demand and access



## 2018: CQC ratings

Safe	Effective	Caring	Responsive	Well-led	Overall
Requires improvement	Requires improvement	Good	Requires improvement	Good	Requires improvement

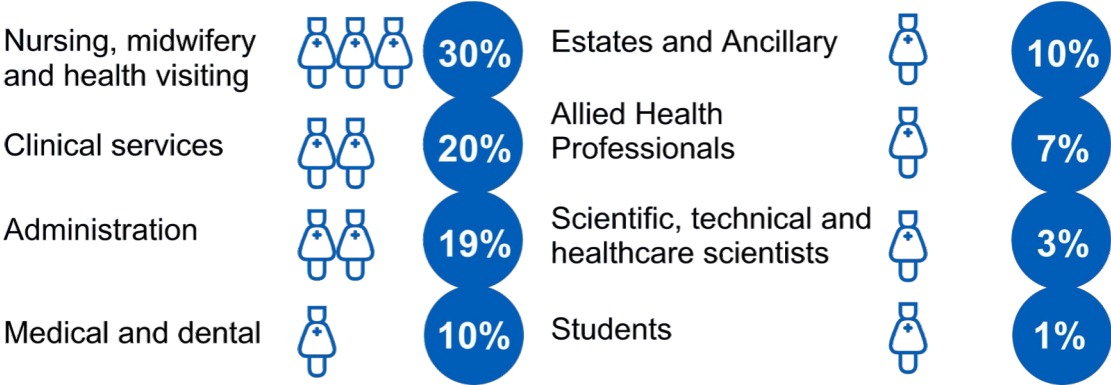
## 2020: CQC ratings

Safe	Effective	Caring	Responsive	Well-led	Overall
Good	Outstanding	Outstanding	Good	Good	Good



# Join #OurMarvellousTeams

We employ over 7,000 people in a variety of roles across the Trust. The picture below shows the breakdown of our dedicated workforce.



We are committed to making ESHT an organisation which provides care that the people of East Sussex value and trust, whilst also being an organisation in which people are proud and happy to work. The first depends on the second.

We know if people who work for us feel engaged, developed and valued then our patients' experience and outcomes will be better. In turn our staff feel a

greater sense of satisfaction and pride in their work.

Our education, training and development creates in-house courses and supports staff needing specialist training elsewhere.

And we have a range of benefits, like onsite nurseries (page 8), an employee assistance programme and staff benefits scheme to support members of staff.

## Simulation training for doctors



Eastbourne DGH is one of only eight approved hospitals in the United Kingdom to offer simulation training for specialist cardiac doctors to improve their skills with heart procedures.

Simulation training has been around for a long time in the aviation industry and is now

integral in medical training.

Doctors are able to learn and practice procedures in a simulated situation using high-tech mannequins and IT training devices so that they are safe and prepared before they perform these procedures on patients.



If you're interested in coming to work for ESHT and joining one of #ourmarvelloustteams, details of all our current vacancies can be found online at [jobs.esht.nhs.uk/](https://jobs.esht.nhs.uk/).

### Want to be an ESHT volunteer?

ESHT has around 550 volunteers who give their time and skills for free to improve the patient, staff and visitor experience. If you would like more details about becoming a hospital volunteer ring **0300 1314 500** and ask for **Eastbourne - Ext:134880 Hastings - Ext:148496**

## Our response to Covid-19

In March 2020 the NHS faced the greatest test in its 72 year history brought about by the Covid-19 pandemic.

ESHT, along with the rest of the NHS, had to cope with the challenges of responding to Covid-19.

In very short time we had to put in place a large number of changes to the way we provide care, and members of staff had to adapt and work beyond their roles.

We temporarily modified a number of services to significantly increase critical care capacity for those patients with Covid-19. These changes allowed Covid-19 suspected or positive patients to be treated in a safe environment away from other patients and where staff could be protected.

At the same we continued to provide routine emergency and urgent care in the safest and most effective way to protect our most vulnerable patients.

**Increased Critical Care Capacity:** we expanded critical care into theatres and recovery areas.



**Created seven-day discharge hubs:** we worked with local partners to support the rapid discharge of patients as soon as it was clinically safe to do so.

**Relocated Services:** we moved services, for instance: Maternity, Chemotherapy Services, Cardiology and Ophthalmology, to minimise risk to those patients.

**Increased telephone and video outpatients appointments:** we innovated and changed the way we provided appointments. This is an innovation that is here to stay.

Regrettably we had to cancel some non-urgent operations and procedures, following advice from the government. Cancer treatment continued with close clinical monitoring to ensure cancer cases were identified, diagnosed and treated in a timely manner. Our whole community has played their part in helping to reduce the spread of this virus. We still need to remain alert, regularly washing our hands, maintaining social distancing and wearing a mask in hospital, in crowded places and on public transport.

Work is ongoing to return services where safe to do so, building on some of the positive innovations and changes we have seen, while making sure we have measures in place to manage any increase in Covid-19 cases.

It has been a very worrying time for patients, our local communities and members of staff.

**We thank you all for your support.**





# HELP US HELP YOU KNOW WHAT TO DO

**We see more and more people attend our Emergency Departments every year.**

You can help keep pressure off our Emergency Departments by doing what you can to stay well at home or in the community.

If you do need healthcare advice, please choose the right service for your needs. See below for more information on local services available to you.

## Things you can do to help yourself stay well

### Have your flu jab

The flu vaccination is offered free of charge to people who are at risk, those aged 65 and over, pregnant women, carers and some young children to ensure that they are protected against catching flu and developing serious complications. Talk to your GP, practice nurse or pharmacist for more information.

### Keep your first aid kit and medicine cabinet well stocked

Many ailments and illnesses can easily be treated at home with the aid of some common sense advice and a range of medicines you can buy from a shop or local pharmacy.

### Order repeat prescriptions early

If you take any regular medication, order your repeat prescription early so you don't get caught out over a weekend or holiday period.

### Eat well

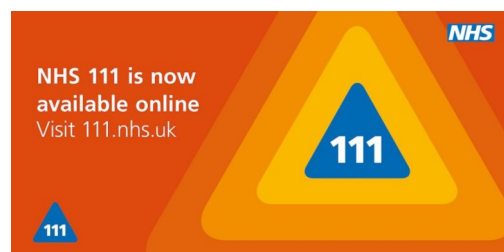
Food provides energy, so have regular meals and drinks during the day.

### Keep warm in winter

Cold weather can affect your health so keep an eye on the weather forecast and keep your home warm.

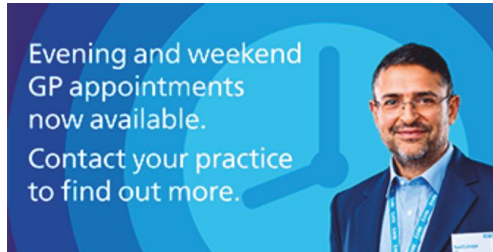
### Stay cool in hot weather

In extreme heat, drink plenty of fluids, wear light clothing, stay indoors and keep the curtains closed to stop the temperature building up inside the room. If outside wear a hat, use sun cream and cover up exposed skin.



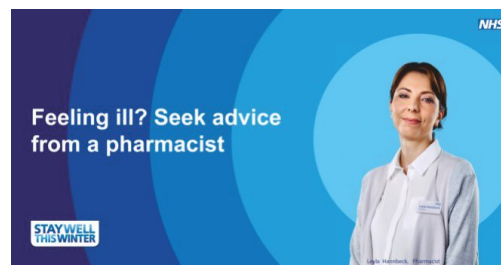
### Call NHS 111 or visit [www.111.nhs.uk](http://www.111.nhs.uk)

Help and advice available 24 hours a day, 7 days a week. NHS 111 is staffed by a team of fully trained advisers. They can arrange a face to face appointment if they think you need one. Calls are free.



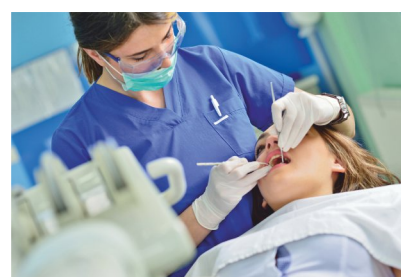
### Visit your GP

GPs help with treatment and advice on health problems and minor injuries. You may not be able to get an appointment immediately but practices will be able to see you as soon as possible. You can now get appointments in the evenings or at weekends.



### Visit your local pharmacy

There are many local pharmacies on high streets, in supermarkets and shopping centres. You don't need an appointment and they can offer advice on bugs and viruses, minor injuries, tummy troubles, skin conditions and allergies.



### Emergency dental

For help finding an NHS dentist, call the Dental Helpline on 0300 123 1663. If you need emergency advice and treatment out of hours, call NHS 111 or:

**Eastbourne:** (01323) 449170 from 6.30pm-10.30pm weekdays or 1pm-5.30pm weekends and bank holidays

**Hastings:** (01424) 850792 from 6.30pm-10.30pm weekdays or 9am-1.30pm weekends and bank holidays

**Lewes:** (01273) 486444 from 6.30pm-10.30pm weekdays or 9am-1.30pm and bank holidays

## Mental Health Crisis

If you have a Crisis Line number, call it. If not, and you need help urgently, call 111 or go online ([www.111.nhs.uk](http://www.111.nhs.uk)). Available 24/7.

# What our patients say...

### To Fracture Clinic - Conquest Hospital

"My experience in my last three visits has been second to none, efficient friendly and on time. Today I had fracture clinic appointment at 9.40 I'm sitting at home 10.10. Brilliant. Great work. Thank you."

### To Maternity Coastal Team

"Thank you to the two midwives that helped me when I arrived and the same one that was present during the labour. The whole team was fantastic! Thank you."

### To Endoscopy Unit

"All the staff were very comforting and helped me as I was very nervous. Each one put me at ease and told me exactly what was going to happen to me. A big thank you to all the staff."

### To Regional East Sussex pulmonary Service

"My thanks to all the staff for their support, help and advice when I needed it. Everyone was so kind. Thank you so much for all the help you have given me."

### To Hastings Crisis Response

"All the staff that attended to my needs were kind and caring I wish to thank them all and wish they were still continuing with their care."

### To Jubilee Eye Suite Eastbourne DGH

"Thank you to the whole team. Very understanding of my needs and the care was exceptional. Put me at ease - ward highly recommend. Excellent dignity and care. Outstanding."

### To James Ward Conquest Hospital

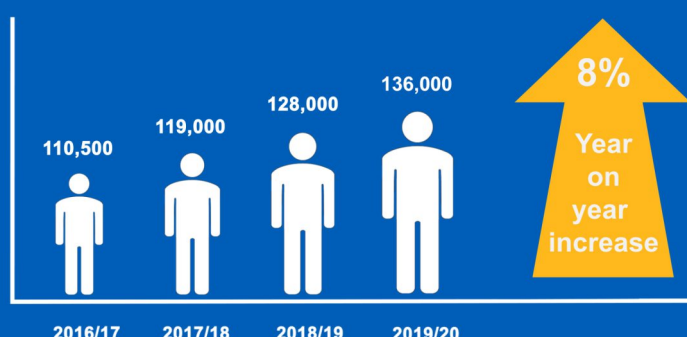
"It was important to me to be kept informed of my treatment by the staff on James Ward. Thank you so much for my wonderful care and kindness you showed me. I wouldn't forget it."

### To Cardio Cath Lab - Eastbourne DGH

"Thank you to the whole team, all so very professional. Most grateful. Many thanks."

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## Demand on Emergency Departments





# Building for our future

These are exciting times for Healthcare in East Sussex as we build for the future.

ESHT has been given £5million to work up detailed plans to develop Bexhill Hospital, Conquest Hospital and Eastbourne District General Hospitals over the next decade.

Our local hospitals in East Sussex are part of the second wave funding round earmarked for 2025-2030 in the government's Health Infrastructure Plan which includes 40 hospitals across England.

The £5million seed funding is being used to work up plans over the next 12 months. These plans include the expansion of emergency and radiology departments, along with replacement or refurbishment of clinical facilities at all three sites.

This will include new wards and an expanded emergency floor at Conquest.

A new outpatients department, theatre suite and staff residences at Eastbourne along with the creation of more clinical space within the existing hospital.

At Bexhill, a new rehabilitation unit and ophthalmology facilities are planned.

In addition, vital maintenance at Bexhill, Conquest and Eastbourne Hospitals will be completed.

The detailed plans and a business case to transform our hospitals, once agreed, will be the key to unlock major investment, expected to be around £500million, over the course of the next decade.

This investment is a major vote of confidence in ESHT and the work we are doing to provide high quality care and sustainable services.

We are at the start of what will be a lengthy process. Our plans will be developed and finessed over time but this investment is very significant.

We will be working to ensure continued capital investment in the Trust before the start of these major developments which include new cardiac catheterisation laboratories and a new nuclear gamma camera.

## New Nursery for Hastings

Plans are well advanced to build a new nursery to look after 75 children a day on the Conquest Hospital site. This new nursery will be a modular build and will replace to current nursery in Spring 2021. Offering high class nursery facilities at Eastbourne and Hastings is a major benefit for staff working locally in the NHS.



## Our Plans for 2020/21

For the year 2020/21 we will work on:

- Restoration and recovery of services following the Covid-19 peak, with the ongoing ability to manage continued admissions or a second wave of the virus.
- Achieving key access standards in our Emergency Departments and Cancer Services.
- Investing in integrated community services.
- Planning and building for our future with significant investment over the next decade.
- Creating sustainable long term services.



## Working with our health and care partners

ESHT is part of the **Sussex Health and Care Partnership** which, along with all health and care organisations in Sussex, has become an **Integrated Care System (ICS)**.

Working closely together, our health and care organisations will take collective responsibility for the health and wellbeing of populations across Sussex.

This new way of working will be based on the priorities and outcomes that matter to local communities and will allow all organisations to work together towards the same plan to

improve health and wellbeing. This will help local people to stay healthy for longer, to receive more support and treatment at home and, if they do get ill, to ensure they get the right care, in the right place, at the right time.

This collaborative way of working was beneficial in the way health and care organisations across Sussex responded to the Covid-19 crisis, with partners working together as part of the ongoing emergency response to ensure our populations get the care they needed.

## New Operating Theatres at Conquest

During April and May we took the opportunity to modernise two operating theatres and their adjoining anaesthetic rooms at Conquest Hospital. This included the installation of mood lighting and music and calming graphics on the ceiling to help relax the patients prior to their anaesthetic.



### To make donation to ESHT Charitable Funds

Donations can be made to East Sussex Healthcare NHS Trust (ESHT) Charitable Funds online at [www.justgiving.com/esht](http://www.justgiving.com/esht) or by cheque made payable to 'Charitable funds' and send to: Charitable funds, St Anne's House, 729 The Ridge St Leonards-on-Sea, TN37 7PT or a cash or cheque donation via the cashiers office at either Conquest Hospital or Eastbourne DGH.

### Make a donation to the Friends of our hospitals:

Friends of the Bexhill Hospital

Friends of Eastbourne Hospita

[www.bexhillhospitalfriends.org.uk](http://www.bexhillhospitalfriends.org.uk)

[www.friendsdgh.org.uk](http://www.friendsdgh.org.uk)

### Friends of Conquest Hospital

### Rye Health and Care Ltd

[www.conquestlof.org.uk](http://www.conquestlof.org.uk)

[www.ryehospital.org.uk](http://www.ryehospital.org.uk)

**ESHT Review** is produced by the Communications team at East Sussex Healthcare NHS Trust. We would welcome any feedback about this newspaper or suggestions for the future - please email [esh-tr.communicationsesht@nhs.net](mailto:esh-tr.communicationsesht@nhs.net)  
**If you have any questions, comments or concerns about our services**, please contact our Patient Advice and Liaison Service on (01424) 758090 or email [esh-tr.palsh@nhs.net](mailto:esh-tr.palsh@nhs.net) (for Hastings and Rother area) or (01323) 435886 or email [esh-tr.palse@nhs.net](mailto:esh-tr.palse@nhs.net) (for Eastbourne area).

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