



Putting **patients**  
at the **HEART**  
of everything we do



**London North West  
University Healthcare**  
NHS Trust

# Our year

## Annual Summary 2018/19



# A word from our Chief Executive and Chairman



Welcome to our Annual Summary of 2018/19. This provides a guide to our highlights and challenges during the year. If you would like more detail, you can view our full Annual Report and Accounts at [Inwh.nhs.uk](http://Inwh.nhs.uk).

It has been another busy year, and we look back in pride on a number of achievements.

Central Middlesex is now a European leader in robotic knee surgery and a training centre for surgeons from around the world. St. Mark's is developing its own robotic centre of excellence for bowel cancer. Ealing Hospital opened a heart failure day care clinic helping keep patients out of hospital. Northwick Park has been recognised by UNICEF as a 'baby friendly' hospital.

We received a £1.5m donation from London North West Healthcare Charity to help us deliver comprehensive vascular services from a new state of the art facility at Northwick Park.

Our mortality rate is the 10th lowest nationally, reflecting our focus on patient safety which is vital to providing high quality care. Our A&E performance improved, despite record patient numbers, advancing from one of the country's lowest performing trusts three years ago to 21st nationally.

Successes were tempered by the Care Quality Commission 'requires improvement' rating. We responded positively and with a sense of urgency with our ambitious Transformation Programme, designed to improve the way we work and deliver care so we return to a 'good' rating within two years.

The commitment of our staff continues to be inspiring. We would also like to pay tribute to our volunteers, who give back to the community and help keep our busy services running.

A challenging year lies ahead, but it will also be an exciting one. It offers a great opportunity for us to advance and provide outstanding care.

Peter Worthington,  
Chairman

Dame Jacqueline Docherty,  
Chief Executive

# Who we are

We are one of the largest integrated healthcare trusts in the country, providing hospital and community services to the people of Brent, Ealing, Harrow and beyond.

As well as delivering community services across four London boroughs we run acute hospital services at:

- Northwick Park Hospital
- St. Mark's Hospital
- Ealing Hospital
- Central Middlesex Hospital.



# At our Trust

- We are home to St. Mark's, an internationally renowned specialist bowel hospital
- We are home to a specialist centre for head and neck surgery
- We are home to the country's top-rated hyper-acute stroke unit
- We provide specialist palliative care at Meadow House Hospice
- We are one of only three hyper-acute rehabilitation units in the UK
- We are a world-renowned centre for the treatment of sickle cell disease and thalassemia
- We are home to a highly specialised vascular and interventional surgical centre.

Diverse population of  
**1m people**



More than  
**4,500** babies  
safely delivered



Top 10% research  
active NHS Trust with  
**5,000+**  
research  
programmes



**800,000** community  
contacts with people in  
Ealing, Harrow,  
Brent and  
beyond



**3,500** children  
and young people  
cared for in  
Jack's Place



Average daily number of  
emergency ambulances  
**123**  
(Northwick  
Park)



 **1,000** patients a day (across two emergency departments and three urgent care centres)

## Our clinical strategy

This outlines our plans around three key pillars:

- emergency and ambulatory care
- end to end integrated care
- specialist services.

It sets out our ambitions to:

- improve outcomes and experiences for frail older people
- integrate cancer care
- play a greater role in north west London's goals around prevention and wellbeing.

We have made good progress on our short term priority projects:

- significantly improving our A&E performance
- expanding ambulatory care pathways
- implementing the north west London frailty model across all sites
- key participation in developing Brent and Harrow integrated care system
- expanding access of digital technology.

# Our year - April 2018 - March 2019



APRIL 18

- Central Middlesex Hospital pioneered robotic surgery in knee replacement.
- Northwick Park's regional hyper-acute rehabilitation unit celebrated its 25th anniversary.

MAY 18

- In partnership with Macmillan Cancer Support, we employed the UK's first hospital based End-of-Life Assistant Practitioners.
- One of our surgeons became the first to carry out a new computer guided shoulder replacement procedure.



JUNE 18

- We unveiled a new three-bed unit for premature babies at Northwick Park, giving mothers the chance to bond with their new born babies.

JULY 18

- One of our surgeons played a vital role to remove cancerous tumours from a patient's bowel and liver in consecutive procedures within one theatre session.
- We celebrated the 70th birthday of the NHS with staff across our sites.



AUGUST 18

- Pharmacists at Ealing Hospital implemented the use of tablets and smart phones to improve the accuracy and speed of controlled drugs audits.

SEPTEMBER 18

- We launched our Secondary Breast Care Pledge following feedback from staff and patients. This includes a one-to-one appointment within six weeks of diagnosis, a holistic needs assessment, better information, additional support and reduced waiting times.



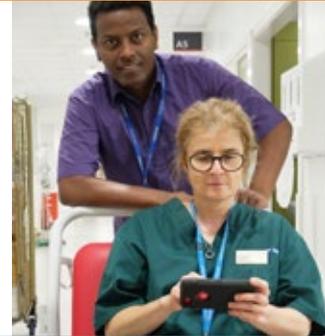


OCTOBER 18

- North West London Contraception and Sexual Health Service took over responsibility for delivering services across Brent, Ealing, Harrow and Hillingdon. The 'One' service will move hospital services out into the community and bring services together under one roof.

NOVEMBER 18

- Northwick Park became the first in the country to pilot a new app in its emergency department for staff to hail a porter on their mobile phone.
- High admission rates across north west London led to the opening of a heart failure day care unit that aims to keep all but the most critically ill patients out of hospital.



DECEMBER 18

- Northwick Park's intensive care team met the wishes of a terminally ill patient to visit the seaside in Brighton.

JANUARY 19

- Surgeons at Central Middlesex celebrated their 100th procedure using robotic surgery for knee replacements.



FEBRUARY 19

- Our new hospital charity will raise vital funds for innovation, new equipment and research. London North West Healthcare Charity hopes to contribute millions over the coming years.

MARCH 19

- Performance data revealed the Trust as the most improved for A&E performance in London and the third most improved in England over the last two years.



# CQC inspection

The Care Quality Commission visited a number of our sites and services during 2018. In its report, the CQC continued to rate our organisation as Requires Improvement.

In addition to six 'must-do' areas, the report identified 74 areas where improvements can be made.

We immediately developed an action plan to make lasting changes to the quality of our care. Our Transformation Programme forms the basis for embedding a culture of continuous quality improvement across the Trust.

The CQC also noted good practice, rating our care as Good overall, and describing staff as respectful and helpful. Community services were rated Good overall, as were critical care services at Ealing and Northwick Park hospitals. Inspectors found that staff involved patients and those close to them in decisions about their care.

Inspectors identified effective team working on wards, and structured discharge planning. Children and carers

commented they felt fully involved in their care, and that procedures are explained in a relaxed, child-friendly way.

Four Section 29A Warning Notices and one Section 31 Enforcement Notice were issued. The Section 31 Enforcement Notice was rapidly withdrawn following submission of further evidence.

Following a follow-up visit in January 2019, the CQC confirmed they "had judged that the requirements of the warning notice had been met".

## Quality Summit

We held a Quality Summit to reflect on the findings of the CQC report, and explore the best approach to improving services. Attended by staff and stakeholders including the CQC, NHS Improvement, NHS England and Healthwatch, we developed a set of pledges to move forward with our quality improvement agenda and new Quality Improvement Plan.

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## Our Transformation Programme

This forms a vital part of our approach to improving the quality of our services and care. It aims to bring about a change in our culture to one of continuous quality improvement, and to put the experiences of staff and patients at the heart of these changes. It is formed of five key workstreams:

### Innovation and improvement:

Developing leadership and a culture of continuous improvement

### Safe and sound:

Ensuring and improving patient safety and experience

### Change for patients:

Improving clinical outcomes and ensuring our care is as effective as possible

### Connected care:

Improving integration, developing a seamless outpatient experience, and digital transformation

### Fit for the future:

Ensuring sustainability and safeguarding for the future



## Highlights of the year

### A London first

We became the first trust in London, and one of only five in the country, to launch the new national productive ward scheme for improving ward processes.

While our wards had seen success in using an earlier version of the productive ward method, the updated scheme now includes more training and improvement techniques for staff to follow so that they can make long-term, sustainable changes.

### Award for online project

An initiative that allows people to be tested and treated for sexually transmitted infections in the privacy of their own homes has won a national award for its work in Hillingdon.

The Trust delivers the free service in a partnership with online not-for-profit company SH:24, and won a Queen's Award for Enterprise for making sexual health services more accessible and user friendly.

### Improving mental health care

We teamed up with Healthy London Partnership to train emergency department staff on the Mental Health Act, the Mental Capacity Act and London's s136 Pathway.

We worked closely with Central and North West London Foundation NHS Trust, which provides local mental health services, to swap skills between their staff and nurses in our Emergency Department.

### New facilities

We opened a new neonatal bereavement suite at Northwick Park, which gives parents time to spend with their babies before saying goodbye.

### New hope for cancer patients

St. Mark's is the first hospital in London to pioneer the use of a new surgical procedure that removes cancer from inside the stomach. Cytoreductive surgery - coupled with another procedure that washes the stomach out with chemotherapy - offers far better survival rates for patients whose cancer has spread.

### Supporting physiotherapy at home

A new pilot scheme, introduced by our adult physiotherapy team, is helping patients to safely go home sooner.

With additional resources, the acute team was able to provide patients with enhanced therapy at home. This is both safer for patients and improves their experience, and has supported us to improve our performance, saving about 700 bed days between August 2018 and February 2019.

# Access

**Referral to treatment  
18 weeks**

Not achieved: Improved to  
**83.4%** (year-end)

Last year: 81.6%  
Target: 92%

**High risk stroke  
patients: 24 hours**

Achieved: **100%**

Last year: 100%  
Target: 90%



**Cancer: 31 days**

Achieved: **97.4%**

Last year: 97.6%  
Target: 96%



**4**

**Four hour  
emergency access**

Not achieved: Improved  
**89%**

Last year: 84.8%  
Target: 95%



**Maternity  
one-to-one care  
in active labour**

Achieved: **99.2%**

Last year: 99.7%  
Target: 90%



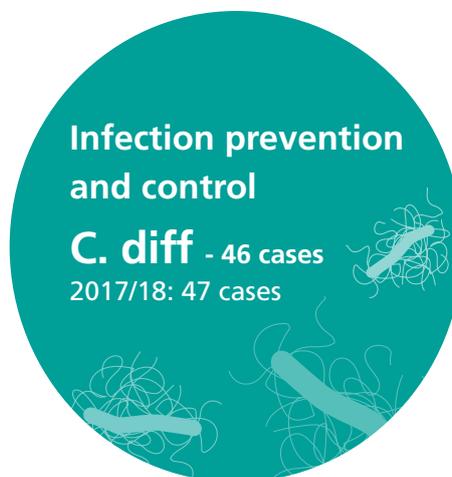
# Quality

**Summary  
Hospital-level  
Mortality Indicator**

Achieved  
**10th lowest  
nationally**

**Infection prevention  
and control**

**C. diff** - 46 cases  
2017/18: 47 cases



**Infection prevention  
and control**

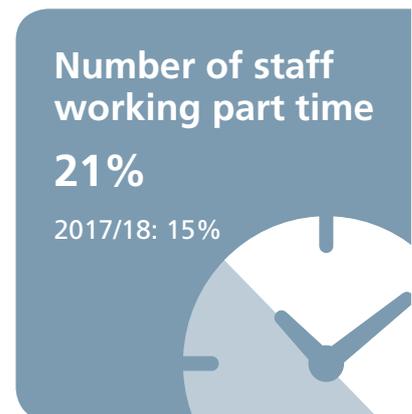
**MRSA** - 6 cases  
2017/18: 2 cases



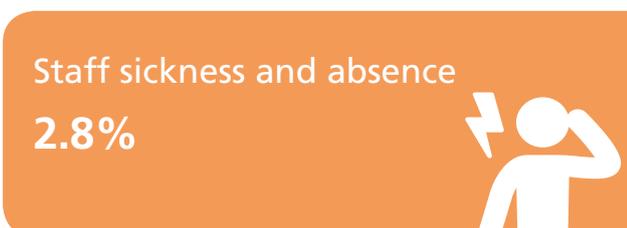
## What you told us



## Workforce



## Staff engagement



## Finance

Total operating income	<b>£729m</b>
Total operating expenses	<b>£766.1m</b>
Clinical supplies, services and drug costs	<b>£147.1m</b>
Total staff costs	<b>£483.3m</b>

This document is a summary of our 2018/19 financial year. You can download the Trust's full Annual Report and Accounts 2018/19 on our website at [lnwh.nhs.uk](http://lnwh.nhs.uk).

If you would like to request this document in a different language or format, please contact the communications team on [lnwh-tr.communications@nhs.net](mailto:lnwh-tr.communications@nhs.net) or by phone on 020 8869 3701.

#### Our Trust covers:

- Central Middlesex Hospital
- Ealing Hospital
- Northwick Park Hospital
- St. Mark's Hospital
- Community services across Brent, Meadow House Hospice and the Willesden Community Rehabilitation Hospital

#### Contact and follow us at:

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