

The year ending 31 March 2007, our third as a Foundation Trust, is perhaps the year when the Trust really started to live up to its potential and began to demonstrate some of the benefits and rewards of Foundation status.

The year started with a much improved, but still concerning, £0.9 million deficit. Despite significantly turning around our financial position to close the accounts in March 2007 with a healthy £2.5 million surplus, the Trust had to face some new and very difficult challenges during the year.

The freedom of Foundation status really helped the Trust to become more dynamic and to take action to improve the financial situation. By changing the way we operate and using key service improvement developments and tactical investments in staff and equipment, the Trust became more efficient and moved into financial surplus without widespread redundancies or any loss to the high quality of service provided to our patients. This was a real achievement.

While this good work was taking place a situation came to light in January 2007 that the Trust had not experienced before and would never have expected to face. Following several patient complaints, an investigation was launched into the Trust's orthopaedic specialty waiting list as it appeared there had been manipulation of computer records to achieve government waiting targets by some of our staff. The three month investigation was led by a non executive director and a wide-reaching report and action plan was produced to ensure similar incidents could not happen in the future.

Although this situation was very distressing for everyone at the Trust, it has allowed us to strengthen our internal systems and procedures and we expect to be providing a normal service for our patients by the end of this month (September). This case also highlighted another benefit of Foundation status as the Trust, while keeping regulator Monitor and primary care trust partners informed and involved, was able to investigate, assess and resolve the situation independently.

2006/07 also saw a change at the top for the Trust as Chief Executive, Chris Banks, left the Trust in December 2006 to join a neighbouring primary care trust. Following an interim period where former medical director, Alan Turner, took the helm, Nik Patten joined the Trust as the new Chief Executive in February.

Foundation status is about embracing innovation and the Trust has been developing what is believed to be a first in the UK; a joint management partnership with GPs for Stamford Hospital. The hospital is central to the Trust's future plans and we are delighted with the progress made during 2006/07 towards this goal. Public support for the project is overwhelming and work is continuing to make it become a reality.

Towards the end of the financial year the progress towards achieving contractual close and approval for the £335 million PFI project was gathering momentum and the construction work eventually started in July. This project represents the future for the Trust and healthcare in Greater Peterborough including provision for an Intermediate Care Centre and also for a Mental Health Unit and will allow the health system to provide high quality services in fantastic buildings and to generate new business and offer new services for patients.

Lastly none of these considerable achievements would be possible without the input of dedicated staff and our volunteers and we would like to pay tribute and give thanks for the hard work and flexibility that has been shown this year.



Clive Morton

Dr Clive Morton OBE,
Chairman,
Peterborough and Stamford
Hospitals NHS Foundation Trust



Nik Patten

Nik Patten,
Chief Executive,
Peterborough and Stamford
Hospitals NHS Foundation Trust

*A full version of the Trust's Annual Report and Accounts for the financial year ending 31 March 2007 can be found on our website www.peterboroughandstamford.nhs.uk or a hard copy can be requested from the Company Secretary.

A summary:

In 2006/07 the Trust saw:

- 271,000 new and follow up patients
- 69,800 A&E attendances
- 31,400 emergency admissions
- 23,900 day cases
- 8,100 elective in-patients

Performance:

At the end of the financial year, the Trust was beating or meeting the majority of key national performance indicator targets for hospital trusts.

The targets are set by the Department of Health and the Healthcare Commission and include A&E and cancer waiting times, patient booking times, infection control and financial management. They are audited and used as a snapshot to compare the performance of Trusts around the country.

The Trust also sets itself tough internal targets in other key areas to evaluate its performance on a month by month basis. Combined with the government-set targets, the Trust measures its performance in more than 50 different areas each month.

The Trust draws its patients from a 35-mile radius of Greater Peterborough and Stamford, and the targets cover the 300,000 clinic attendances (including A&E) and 60,000 inpatient attendances that took place in the last year.

Some of the highlights for the Trust in 2006/07 include:

- The Trust had 11 cases of MRSA bacteraemia for the year - again placing the Trust amongst the highest performing trusts for infection control in the country
- A yearly average of 98.5 per cent of people attending A&E were seen in four hours or less (target is 98 per cent)
- 100 per cent of patients suspected of having cancer were seen within two weeks of their referral (target is 100 per cent)
- 98 per cent of cancer patients had their first treatment within 31 days of the decision to treat (target is 98 per cent)
- 98 per cent of cancer patients had their first treatment within 62 days of their referral (target is 95 per cent)
- 100 per cent of people were allocated a bed on a ward within 12 hours following an emergency admission

One of the key performance indicators which the Trust did not meet last year is the target that nobody should wait longer than six months for elective (non-urgent) surgery. As announced in January, the Trust became aware of issues with the orthopaedic waiting list and immediately launched a formal investigation. The results of this, and the associated action plan, were announced in May.

Finances

We ended the year with a further improved financial situation on the previous year, with a surplus of £2.5m, compared to a deficit of £951,000 for 2005/06.

This was much better than planned and puts the Trust on the right track to make good our past deficits and to achieve surpluses going forward which will support our investment in healthcare services and the development of the new hospital in Peterborough.

In 2006/07, the Trust's focus was on sustaining progress made in achieving cost control and reduction in the previous year, and delivering on the first phase of savings planned in the three year Fit for the Future programme. This strategy delivered £3m of savings in 2006/2007, with a second phase of similar savings being implemented in 2007/2008. These cost reductions have to be achieved by modernising services and changing the way they are provided - while at the same time ensuring services to patients are not compromised, and activity and revenue are secured.

The Trust faces continued pressure from the Primary Care Trusts' (PCTs) implementation of the on going government strategy of looking to reduce emergency admissions into our hospitals and developing primary care services as an alternative to outpatient care in our Trust. However, in contrast, there is potential for the Trust to secure significant additional revenue in 2007/2008 and 2008/2009 as PCTs work to achieve substantial increases in elective (planned) activity in order to ensure the target is met of no one waiting more than 18 weeks (from GP referral to treatment) from December 2008.

The Trust's final accounts were presented to Monitor in June, and were laid before parliament in July. They are publicly available in the Trust's Annual Report, which is published on our website www.peterboroughandstamford.nhs.uk.

April 2006

Praise for major incident training

Praise was given to the Trust in April for the training it gives its staff to prepare them for dealing with chemical incidents.

More than 100 Trust staff are trained to deal with chemical incidents.

The Royal College of Nursing cited the Trust as an example which other hospitals should try to emulate, and the Department of Health website highlighted the Trust's Major Incidents Plan as an example of best practice.

Also in April, the Friends of Peterborough Hospitals donated four additional chemical decontamination training suits, which cost £500 each, to help the Trust maintain its excellent reputation.

In 2006/07 the Friends of Peterborough Hospitals donated around £95,000 towards equipment and services for Edith Cavell and the District Hospitals.

The Friends of Stamford Hospital donated just under £10,000 towards equipment and services for Stamford Hospital in 2006/07.

May 2006

From A&E to TV

A camera crew spent three days filming at the Trust's Accident & Emergency department for Anglia TV's '999 Frontline'.

The crew visited the department at Peterborough District Hospital during the late May Bank Holiday weekend and shadowed the A&E team as they treated a number of patients with a variety of conditions.

The Trust featured in two separate episodes shown in July and August.

June 2006

Royal visitor to Amazon Ward 1

Children on Amazon Ward welcomed a royal visitor in June as the Countess of Wessex visited the District Hospital.

HRH Sophie was visiting the hospital to see the work of the ward first hand, and thrilled children and parents by spending time chatting with them. Sophie also unveiled a plaque in Amazon's sensory garden commemorating her visit.

July 2006

Bring a Pound to Work Day 2

Workers from around 220 organisations across Peterborough helped raise more than £15,000 for the Trust by bringing a pound to work. The money was raised to buy baby heart monitors for the Maternity Unit and to revamp the District Hospital's accident and emergency waiting area.

The organisations were contributing to 'Bring a Pound to Work Day', organised by the Peterborough Evening Telegraph and Lite FM. Volunteers from the Trust pounded the streets in and around Peterborough helping to collect cash from organisations who had signed up.

Clinic G opens

July saw the opening of a new clinic at Edith Cavell Hospital.

Clinic G brings together three separate dermatology services (outpatients clinic, minor surgery and UV light treatment), that were previously offered from different parts of the District Hospital. Clinic G is also used for plastic, breast and general surgery clinics.

It was officially opened by Trust chairman Dr Clive Morton and Lite FM presenter Kev Lawrence.

August 2006

Travel Options reaches next phase

The next phase of the Trust's Travel Options scheme went live in August, with the introduction of a patient and visitor-only parking zone and the creation of additional staff parking at the District Hospital.

Parking charges for visitors and staff were also changed to help bring them in line with city centre parking charges.

September 2006

Travel Award

The Trust's Travel Options scheme won its second Cambridgeshire and Peterborough Work Place Travel Award in September – making the Trust the only organisation in Peterborough to have achieved a Level Four Work Place Travel Plan Award.

October 2006

Good Health Check result

The Trust scored a rating of 'Good' in the Healthcare Commission's first Annual Health Check, for the period April 2005 – March 2006.

The Annual Health Check replaced the Star Ratings system for all NHS Trusts. The overall rating is made up of two parts; use of resources and quality of services. The Trust scored 'Good' in both areas from the possible grades of; weak, fair, good or excellent.

November 2006

Top Team Award 3

The Trust's Service Improvement Team won a major national public services competition in November.

The team were awarded the 2006 Top Team award in a competition organised by the Public Services Management Network in partnership



with the Improvement and Development Agency, Harvey Nash, Deloitte, The Times Public Agenda and SOLACE. It recognises the achievements of individual teams within public sector organisations.

The team's submission focused on the challenges it has faced since it was launched ten years ago, its achievements, and its plans for the future.

December 2006

Posh visit to Amazon Ward

Christmas came early for young patients on Amazon Ward when they received a visit from Peterborough United players and management.

The football stars brought a smile to the faces of staff and patients when they handed over a cheque for £1,500 to staff and £250 worth of toys to the children, before taking on some of the youngsters at table football.

January 2007

Smoke Free Kicks Off 4

The Trust's Smoke Free campaign went live on 1 January, encouraging patients, visitors and staff to help keep their hospitals healthy and not smoke anywhere on the premises or within 15 metres of each building.

'Home from home' choice for Mums to be 5

A new maternity service for mums-to-be was launched by the Trust this month.

The Midwife-Led Unit offers the choice of 'home from home' midwifery support during labour to women who require minimal intervention during the birth of their child.

The new unit features a four-bedded post natal bay and two birthing suites, one of which includes a water birth facility.

Waiting list investigated

The Trust launched a formal internal investigation after an internal review identified that a number of patients scheduled for non urgent (elective) orthopaedic treatment had waited, or were going to wait longer than the government target of six months.

The investigation was completed in May and an action plan put in place to ensure similar incidents could not happen again.

Haematological cancer partnership

The Trust announced that it was to start working with Hinchingsbrooke Hospital to develop a new haematological cancer inpatient service.

Patients who would previously have attended Hinchingsbrooke for inpatient haematological cancer care are now seen at the District Hospital, on the haematology ward and day unit in clinic 8.

February 2007

Welcome to new Chief Executive

The Trust welcomed its new Chief Executive Nik Patten in February. He replaced Chris Banks, who left in December to become the Chief Executive of the newly created Cambridgeshire Primary Care Trust.

Nik has 20 years experience in the NHS, and was previously Director of Planning and Performance Improvement and Interim Deputy Chief Executive at Leeds Teaching Hospitals NHS Trust.

GPHIP approved by Strategic Health Authority

The East of England Strategic Health Authority gave its approval to the Greater Peterborough Health Investment Plan (GPHIP) in February.

GPHIP is a £335 million project to build a new acute hospital, integrated care centre and a mental health hospital in Peterborough.

Pride of Peterborough and Stamford Hospitals NHS Foundation Trust

Ward 8 at Edith Cavell Hospital picked up the Health Professionals award at Peterborough Evening Telegraph's Pride of Peterborough Awards.

March 2007

Stamford Hospital consultation begins

A public consultation into the future of Stamford Hospital was launched in March.

The 12-week consultation sought the views of Stamford residents, users of the hospital services and the wider public on a proposed new joint management partnership which would see the hospital run by local GPs (the Welland Practice Based Commissioning Group), the Trust, and Lincolnshire Teaching Primary Care Trust. A Board of Governors, made up of external partners, would advise the management team.

When the consultation closed in June, almost 1,600 responses had been received and showed overwhelming support for the proposals.

April 2007

New intensive care unit

April saw the unveiling of a new £900,000 intensive care unit (ICU) at the District Hospital. The state-of-the-art, eight-bed ICU on ward 1X provides improved patient and relative care and better facilities for staff, and includes a specialist isolation bay and two high dependency bed bays. It replaces the previous facility on the fourth floor of the District Hospital.

Greater Peterborough Health Investment Plan

2007 will always be remembered within the Trust, and indeed the city, as the year when the dream of a new acute hospital for Peterborough finally became a reality.

Consultation, planning and design work started in 2002 and never ceased but reached a new level of intensity toward the end of the 2006/07 financial year with the final approvals and contractual work eventually reaching completion in June 2007.

Building work has now started on the new state-of-the-art acute hospital, new integrated care centre and new mental health unit. The Greater Peterborough Health Investment Plan is not just about great new buildings though. New holistic ways of working for patients and new services, never before offered in the city, will create world class healthcare for the people of Greater Peterborough as well as world class buildings.

The new 612-bed acute hospital will be built on the Edith Cavell Hospital site. It will include an emergency care centre, a high-tech diagnostics unit, women and children's unit, cancer unit, specialist rehabilitation unit, renal dialysis and a multi-disciplinary training centre. It will open in late 2010.

The new 102-bed mental health unit will also be built on the existing Edith Cavell Hospital site and is due to open in late 2008. It will offer patients state-of-the-art purpose built accommodation with single en-suite bedrooms. It will include adult acute psychiatric wards, a psychiatric intensive care unit, older people's mental health unit and a

specialist service for people with learning disabilities.

The integrated care centre, run by Peterborough Primary Care Trust, will be built on the site of the Fenland Wing at Peterborough District Hospital and will include 34 specialist rehabilitation beds, a pharmacy, outpatient diagnostic and treatment centre, general rehabilitation services and children's care centre. It will open in 2009.

It is an incredible achievement to have now started construction on the biggest healthcare project the city has ever seen. It has taken 14 years and three attempts to reach this stage and a Private Finance Initiative partnership of three trusts has never been tried before in the UK which makes the achievement even more special.

It will not be long before the buildings start to take shape and we look forward to welcoming the first patients through the doors in the very near future.



Acute Hospital



Mental Health Unit



Integrated Care Centre



Atrium



List of Governors and Directors*

Board of Governors

Chairman

Dr Clive Morton OBE

Public Governors**

Mrs Moira Beattie OBE

Mr Kenneth Craig

Mr Arthur Critchley

Mr Mehboob Dato (from 17 November 2006)

Mr John Dawson¹

Mr George Dickens (from 1 October 2006)

Mrs Sarah Dixon

Mr Dennis Guttman

Mrs Rubina Hussain MBE (from 1 October 2006 to 31 March 2007)

Air Cdre Michael Jenkins OBE²

Mrs Susan Mahmoud

Mr Peter Morrison (from 1 October 2006)

Mr Alan Shippey (from 1 October 2006 to 16 January 2007)

Mr Keith Smith³

Ms Maria Stafford

Mrs Sandra Woodhouse (from 1 October 2006)

Mr Bob Woolley³

Mr Ken Wright

Staff Governors

Mr NA (Dan) Anandan, Associate Specialist at Stamford Hospital

Ms Angela Broekhuizen, Assistant Project Director (from 1 October 2006)

Mr Robert Donlevy, Clinical Audit Facilitator³

Mrs Sue Friend, Head of Contracts (from 1 October 2006)

Mrs Liz Phillips, Assistant General Manager Medical Inpatients³

Dr Roger Moshy, Consultant Radiologist

Miss Katrina Wilson, Neurology Development Manager (now Multiple Sclerosis Nurse Specialist)³



Partner Governors

Mrs Angela Bailey, Peterborough Primary Care Trust

Air Cdre Paul Evans, Ministry of Defence

Mrs Heather Hanlon, Volunteers of the Trust

Mr Michael Lilliman, Friends of Peterborough Hospitals & Friends of Stamford Hospital

Cllr Graham Murphy, Peterborough City Council (to 22 May 2006)

Cllr Diane Lamb, Peterborough City Council (from 23 May 2006)

Mr Martin Whittle, Lincolnshire Primary Care Trust (to 10 October 2006)

Mrs Ellen Smith, Lincolnshire Primary Care Trust (from 22 December 2006)

Adviser

Mrs Geeta Pankhania, adviser on health and ethnicity issues⁴ (from 12 April 2006)

Board of Directors

Chairman

Dr Clive Morton OBE

Deputy Chairman

Mr Geoffrey Clubbe

Non-executive directors

Mr Andrew Burroughs (from 24 April 2006)

Ms Susan Grey

Mr Martin Hindle⁵

Mr Jonathan Radway

Mr Razahusein Rahim

Executive Directors

Mr Chris Banks, Chief Executive⁶

Mr Alan Turner, Interim Chief Executive⁷

Mr Nik Patten, Chief Executive⁸

Mr Christopher Hall, Finance Director

Mrs Christine Wilkinson, Director of Nursing

Mr John Randall, Medical Director

Mrs Christine Tolond, Director of Human Resources

Mrs Paula Gorst, Director of Operations (from 26 April 2006)

Mr St. Clair Armitage, Project Director

Company Secretary

Miss Jane Pigg

*Listing all those with terms of office during 1 April 2006 – 31 March 2007

** The term of office for public and staff governors lasts three years and runs from 1 October to 30 September

1 Mr Dawson sadly passed away on 4 May 2006

2 Air Cdre Jenkins resigned with effect from 16 November 2006

3 These governors did not stand for re-election and their terms expired on 30 September 2006

4 Mrs Pankhania resigned with effect from 9 May 2007

5 Mr Hindle resigned with effect from 31 December 2006.

6 Mr Banks resigned with effect from 31 December 2006

7 Mr Turner became Interim Chief Executive from 1 January 2007 to 25 February 2007

8 Mr Patten became Chief Executive from 26 February 2007

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Review of the year 2006/7

