



Celebrating 100 years of Alder Hey

ANNUAL REPORT SUMMARY FOR MEMBERS

2014/15

Inspired by Children

Welcome!

2014 marked Alder Hey's 100th birthday and it has been a special year for the organisation in many ways.



The centenary celebrations provided a focal point for the whole Alder Hey community to come together to reflect on the many achievements of past and present friends and colleagues and gain a deeper appreciation of the rich heritage of which we feel privileged to be the current custodians.

In October 2015, we reached an historic milestone for the Trust as we moved to a new world class hospital. Before moving to our new facility, we joined with staff and patients to say a fond goodbye to the old facilities. The old Alder Hey buildings are steeped in memories and history for so many people and it was important to celebrate this – to mourn it, even – before we embarked on the next phase of our journey together.

Our ambition for the new Alder Hey is that it will help us reach further toward our goal to be a world leader in paediatric healthcare and research. The new facilities will match the excellence of our highly skilled staff and will allow us to develop our growing expertise in technology enabled clinical innovation. Our plans for the surrounding park will provide the opportunity to make a real difference to the health and wellbeing of local people and especially families, as a hub for the social and economic development of the area, in partnership with the City Council.

Together we can fulfil this promise to our community. Our fantastic, committed staff have spent the last year preparing for just that. Our Pathway to the Park project has set the scene for the changes that will be crucial to our success: clinical pathways and ways of working adapted to our new facilities and state of the art practices. A new Electronic Patient Care System will be at the core of the technology that will help us provide more efficient, effective and patient centred services. Our annual report tells the story of the efforts we have made in every area of our work to be ready to grasp this once in a lifetime opportunity and give something very special to our children and young people.

Finally, we must offer our personal thanks to each and every individual whose dedication has contributed to securing such an exciting future for Alder Hey: our staff, governors and partners – with special thanks to our friends at Alder Hey Children's Charity for their unstinting support – and of course to our patients and their families for their forbearance during the building project. It will all be worth it as we begin the next stage of an exciting journey in our new Alder Hey in the Park!

David Henshaw *Louise Shepherd*

SIR DAVID HENSHAW
CHAIRMAN

LOUISE SHEPHERD
CHIEF EXECUTIVE

Our members

As a Foundation Trust, Alder Hey has around 14,000 members represented by a Council of Governors.

Membership is open to anyone over the age of 7 and reflects the communities that Alder Hey serves. We engage with our members through a variety of ways, including events, newsletters, email bulletins and consultations.

Our Council of Governors comprises of six staff governors (elected by staff), nine public governors, four patient governors, six parent and carer governors (elected by members) and nine appointed governors representing our partner organisations. 2014/15 saw a number of changes on the Council of Governors following the annual elections. This included the election of a new Senior Governor, Kathryn Jackson in October 2014.

During 2014/15, the Council continued to contribute to our plans for the future focusing upon the Trust's response to its CQC inspection report and the progress made in moving to the new hospital.

In September 2014, Alder Hey held its Annual Members Meeting and this was well supported by governors, members and families. It provided us with a valuable opportunity to engage with our members and share our plans for the new Alder Hey in the Park. The meeting focused on innovation at Alder Hey and featured a fascinating speech on 'Technology as Magic' by our Clinical Lead for Innovation, Mr Iain Hennessey, Consultant Paediatric Surgeon.

To find out more about Alder Hey's membership or its Council of Governors contact 0151 282 4672.



Excellence in quality

Many of the events marking Alder Hey's centenary year in 2014 highlighted the Trust's rich heritage of ground-breaking clinical developments and medical 'firsts' that have contributed to our reputation for excellence and high quality services.

Our promise to provide the best possible care for every patient remains at the core of our Quality Strategy and 2014/15 saw the development of a range of initiatives that will help us deliver this ultimate goal.

Throughout the year we continued to focus on our Quality Aims, introduced in 2013; patients will not suffer harm in our care; patients will receive the most effective care; and patients will have the best possible experience.

Our Quality Review Programme has helped us engage with individual clinical services, understand their issues and find sustainable solutions.

A 'Weekly Meeting of Harm' provides a dynamic forum in which staff come together to highlight and learn from patient safety incidents, changing practice along the way in an open and supportive culture. The role of our Patient Safety Champions continues to be strengthened and there has been particular focus on medication safety and developing a Paediatric Safety Scan. Alder Hey is also a member of the national 'Sign up to Safety' campaign, pledging to continuously improve patient safety.

Clinical auditing is a key aspect of assuring and developing effective clinical pathways and outcomes. Between 2014/15, Alder Hey participated in all national clinical audits it was eligible to participate in, reviewing our performance for a variety of conditions including severe trauma, intensive care, asthma, paediatric cardiac surgery, ulcerative colitis and crohn's disease, childhood epilepsy, diabetes and renal replacement therapy. We also completed 40 local audits with 106 more continuing into 2015/16.



Alder Hey remains registered with the Care Quality Commission without conditions and there was no enforcement action taken against Alder Hey during 2014/15. A planned routine inspection took place by the CQC in May 2014 with many services given a good or outstanding rating. Our overall rating was 'Requires Improvement' and a comprehensive action plan was put in place to address this. The plan is on target and will be fully delivered in 2015/16.

Alder Hey continued to perform well against all national targets relating to infection rates, access to services, referral to treatment, A&E and cancer waiting targets.

The new Alder Hey in the Park will provide our staff, patients and families with an environment to match our world-class care. It will enable us to retain the highest standards of clinical safety and improve the experience our patients have in hospital.

We will also see major benefits from the investments we have made during the past year. This includes significantly increasing our nursing workforce (180 new nurses were recruited in 2014/15) and the creation of new consultant posts within our High Dependency Unit. Our new Director of Infection Prevention and Control has helped drive improvement practices to combat infections and this will continue to be a key focus in 2015/16. We have also implemented a risk management improvement plan which has been crucial in making sure our governance arrangements are robust and fit for purpose.

None of these improvements would have been possible without the commitment and dedication of our staff and strong leadership across the organisation. We will remain fully committed to supporting our staff in every way possible, to continuously improve care for our children and young people.

Our quality priorities for 2015/16

- 1 To ensure a safe move to the new Alder Hey in the Park.
- 2 To reduce harm to patients from a medication error.
- 3 To reduce harm to patients as a result of the development of a pressure ulcer.
- 4 To increase children, young people and their parents/carers involvement in patient safety.

Great Talented People

Alder Hey employs 2,679 staff across our community and hospital sites. As a teaching hospital, we also provide education and training to around 540 medical and over 500 nursing and allied health professionals every year.



Alongside our dedicated staff, our volunteer service enables us to further enhance the experience of patients and families when in hospital. In 2014/15, we successfully relaunched our volunteer programme, increasing our volunteers from 20 to 395 since 2013.

It is critical that everyone who works at Alder Hey feels involved in its future. Staff have been engaging positively with the Trust over the past 12 months and there were high levels of involvement from them in the design and planning of the new Alder Hey in the Park. Engaging teams in our move plans ensured a smooth transition to our new facility when it opened in October 2015.

Over 1,100 staff responded to the 2014 NHS Staff Survey, which highlighted the improvements we have made regarding staff wellbeing, incident reporting and communication. We also continued to perform well in supporting equality and diversity across the workplace and reducing additional working hours.

The Staff Survey is very important in highlighting where improvements can be made. Following feedback from the survey, we remain focused on enhancing our staff appraisal process, increasing learning and development opportunities and enhancing communication. A new personal development process has been introduced and we have also reviewed our induction process for new starters. The Trust meets frequently with staff side representatives and has invested significantly in internal communication over the last twelve months. Engagement continues to be measured using monthly questionnaires and feedback shared with staff via our 'You Said We Did' campaign.

We continue to support the health and wellbeing of staff and appointed a dedicated Health and Wellbeing lead in 2014. We have also enhanced our occupational health service, continued to provide staff with access to fast-track physiotherapy and counselling, rolled out a successful flu campaign achieving the 7th highest vaccination rate in the country and delivered a number of campaigns to improve staff health and lifestyle.

We remain dedicated to engaging and supporting each and every one of our staff, as they continue to demonstrate an overwhelming commitment to providing the best possible care to our patients.

Patient Centred Services

Alder Hey is committed to delivering exceptional care and our move to a new hospital has provided opportunities to redesign patient journeys and ensure 'we get it right first time every time'. We worked hard during 2014/15 to improve all aspects of patient care, while continuing to meet the efficiency challenges facing the NHS.

During the year, Alder Hey implemented a 'How We Will Work in the Future' programme to ensure a smooth transition to the new hospital. This programme enabled us to identify and address areas requiring improvement ahead of the move to the new facility and allowed us to develop better pathways of care for children and families.

Key areas that have been addressed include developing a more efficient theatre schedule, establishing an enhanced recovery service, digitising clinical records and developing standardised ways of working across all wards to enhance patient safety, experience and ward efficiency. We have developed new models of care to reduce assessment time within our Emergency Department and ensure greater support for caring for children with complex needs. Outpatient services have also been improved and we continue to focus upon the digitisation of clinical records and improving our booking and scheduling systems.

Significant planning took place across a wide range of areas to help with the planning of the move to the new hospital. A handbook was developed to give an overview of how the new hospital will operate from day one. Departmental handbooks were a valuable safety

and training resource for our staff and helped to identify and address potential issues ahead of the move to the new hospital.

Here at Alder Hey we aim to put patients and their families at the heart of everything we do. We have been working with the University of Liverpool to highlight the importance of following a patient and family centred care approach. Using a module called ImERSE (Improving Experience through Regular Shadowing Events) medical students shadow patients throughout their care. Alder Hey is engaging with other hospitals and organisations to adopt a similar approach including the University of Pittsburg Medical Centre. We are excited to have this opportunity to develop practices that will improve patient experience and care for children and young people in Alder Hey and beyond.

During 2014/15, we also implemented a new Electronic Patient Care System (EPCS). Colleagues from across the hospital were involved in designing a system to capture all clinical information in one place. The EPCS has been installed in the new Alder Hey in the Park, along with a new network and telephone system. We believe the new systems will bring benefits to patients and enable us to deliver safer, more efficient care.



International research, education and innovation

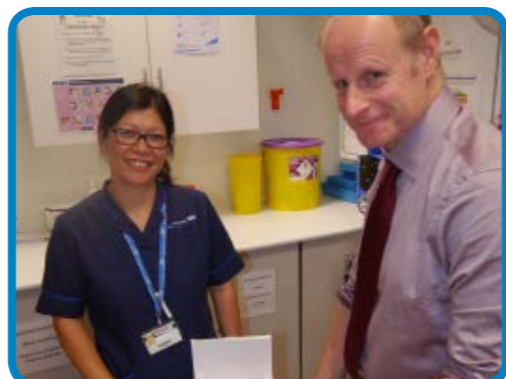
Alder Hey's vision is to become one of the recognised world leader in children's research and healthcare. The need for greater understanding of childhood diseases and the requirement for new treatments is paramount and we aim to offer every child an opportunity to participate in a research study or clinical trial.

Over recent years we have seen our research performance and reputation grow significantly. Alder Hey provides a wide range of healthcare services for children and young people and offers an unparalleled opportunity to deliver the highest quality research. We are a member of Liverpool Health Partners which enables us to build our research portfolio with key partners including the University of Liverpool, bringing together expertise from academic and NHS organisation to drive and deliver research in pharmacology (medicines), infection, oncology, inflammation and international child health.

Alder Hey continues to be the largest recruiting specialist children's NHS trust. Between 2014/15, we facilitated the participation of over 2,600 children into research studies and clinical trials. 80% of studies at Alder Hey recruit the agreed number of patients within a set time and to agreed targets. Over 350 clinical staff participated in research, including consultants, nurse specialists, scientists, clinical support staff and research nurses. Our dedicated Clinical Research Facility successfully completed a number of inpatient clinical trials and several patients at Alder Hey became the first children in the world to take part in some studies. Commercially sponsored studies also continued to grow. During the year Alder Hey also became an arthritis treatment centre for children, the only one of its kind in the UK.

By undertaking high quality patient centred research, Alder Hey contributes to the health and wellbeing of children from right across the UK, while also having an international impact on treatments developed for children.

For more information on Alder Hey's research portfolio visit <http://www.alderhey.nhs.uk/research/>



Finance

Alder Hey continued its track record of strong financial performance within a challenging financial environment during 2014/15, securing the lowest financial risk rating of 4 from our regulator Monitor.

We received a total income of £210m, with £181.1m coming from the delivery of clinical services. Our income comes from three main contracts; £92.7m was provided by Wirral, Warrington and Cheshire Area Team to provide specialist care on behalf of NHS England; £53.2m was given to us by Liverpool Clinical Commissioning Group to provide secondary care across a wide geographical area; and £11.6m was received from the Welsh Specialist Commissioners to provide care to children from North Wales.

The remaining £29m non-clinical income includes donations from charities, education and training levies, research activities, services provided to other organisations and commercial activities such as the provision of catering services.

£3.2m of our income was conditional on Alder Hey achieving quality improvement and innovation goals.

Alder Hey reported a surplus of £18.3m which we can use to invest in our services and our new hospital.

During 2014/15, £70m was invested to greatly improve services for both patients and staff. This included significant spending on medical equipment, developing a new IM&T infrastructure and contributing to the construction of the new hospital and research facility.

In June 2014, Alder Hey submitted a Five Year Strategic Plan to Monitor, developed in collaboration with clinicians. The plan aims to build on Alder Hey's strengths while recognising and addressing future risks and challenges.

We will continue to engage with our commissioners as we aim to achieve our aspirations to improve and enhance our services.



Our centenary year



Alder Hey officially celebrated its 100th birthday in 2014 and celebrations focused on our incredible history of ground-breaking innovation and excellence in children's health.

Celebrations during our centenary year included team showcases, centenary themed talks, a special concert at the Anglican Cathedral and a family fun weekend for our staff, families and the local community. Past patients were also invited to share their photographs and memories of Alder Hey.

Alder Hey first opened its doors in October 1914. It was used as a military hospital during both world wars but for the remaining time it has been a hospital exclusively for children.

There was an obvious need for a dedicated children's hospital during Alder Hey's earlier years. Many children came from a workhouse or were from poor families, where poverty often led to malnutrition. Younger children were often admitted with deformities resulting from Tuberculosis or with conditions such as Rickets or Polio. Older children were afflicted with a wide range of conditions including Rheumatic Fever, Chronic Ear Disease and fractures. Scabies, Ringworm and other skin conditions were abundant.

During Alder Hey's 100 year history, Penicillin was tested on a child for the first time at Alder Hey, saving a child from pneumonia in 1944. The UK's first Neonatal Unit was founded at Alder Hey, the most common congenital heart defect cured here thanks to the pioneering work of Mr Edwards and specialist techniques in paediatric anaesthesia developed by Dr Jackson Rees form the basis of modern practice. Alder Hey was also the first to pioneer various splints and appliances, including the famous Thomas Splint and we provided the UK's first dialysis for children with kidney failure. We were the first health promoting hospital in the UK, accredited by the World Health Organisation.

Today, we are a national centre for children with cancer, craniofacial, heart, spinal and brain disease and a leader in children's research. Within our brand new facility, our specialist world-class care is supported by pioneering technology and equipment, including an intra-operative 3-T MRI scanner, an EOS imaging machine, CARTO system and Brain Lab navigation technology.

Following a century of pioneering healthcare, we are now looking forward to an exciting future in our new state-of-the-art hospital and Europe's first hospital in a park!

Alder Hey in the Park designed by children for children



Alder Hey's entire hospital relocated to a new hospital 'Alder Hey in the Park' during a five day move from 2nd to 6th October 2015.

The new 'Alder Hey in the Park' features a uniquely designed hospital alongside a dedicated children's research and innovation facility, creating a leading-edge centre for children's healthcare and research.



120 patients were successfully moved over two days from the old buildings into the new Alder Hey in the Park. The move to the new building was meticulously planned to ensure a safe and smooth transition for Alder Hey patients and their families. Patients were moved across via a purpose-built corridor which had been carefully designed to transport patients from one site to another. They were transferred from the old site to the new by 22 transfer teams involving clinicians, porters and volunteers.

healing environment for thousands of patients from across the UK. It has 270 beds, including 48 critical care beds for patients in Intensive Care, High Dependency and Burns, together with 16 digitally enhanced operating theatres. The majority of children and their families have their own room with en-suite facilities and park views from their bedroom window; while each ward has its own kitchen providing patients with freshly cooked food to order.



The first patient to receive treatment at the new Alder Hey was 13 year old Natasha Pleavin who received dialysis on Ward 4C. The first operation in the new hospital took place at midnight on Saturday 3rd October. The operation to correct a young patient's broken arm was performed by surgeon Mr David Wright and his theatre team.

Six large, colourful and spacious wards with outdoor play areas have been specifically designed to benefit patient's needs. There are easy check in facilities for outpatients, improved access to specialist rehabilitation, while unique distraction, play and entertainment systems funded by Alder Hey Children's Charity reduce anxiety and boredom during treatment. The new hospital also features charitably funded cutting-edge lifesaving equipment, including integrated operating theatres, an intra-operative 3T MRI scanner, CARTO system, Brain Lab navigation technology and an EOS imaging scanner.



Alder Hey's new Emergency Department was up and running in the early hours of Sunday 4th October and the department treated 159 patients on its first day, including three major traumas.

Twenty articulated removal lorries were involved in transporting equipment on the first day of the move with 14 more continuing to transport supplies on each of the remaining days. About 1500 devices were moved across and almost 13,000 pieces of medical equipment.

Alongside the new hospital, Alder Hey has also built an innovative Research and Education Centre. The new facility will place Alder Hey and Liverpool as a national and international leader in the development of safer and more effective medicines for children and young people. It will allow researchers and clinicians to work with industry to develop safer, better medicines and therapies for children to use in the NHS and throughout the world.

Inspired by children and young people, the new Alder Hey in the Park provides a world class



Do something remarkable and donate to Alder Hey Children's Charity to support the remarkable children at Alder Hey.

Donations can be made by phone on **0333 222 3888**, online at www.alderheycharity.com/donate or by dropping into the fundraising office.

Read more about Alder Hey's progress in the full Annual Report and Accounts 2014/15 available at www.alderhey.nhs.uk

Alder Hey Children's **NHS**
NHS Foundation Trust

If you would like any more information about any of the details in this report, please contact:

By post: Alder Hey Children's NHS Foundation Trust, Eaton Road, Liverpool, L12 2AP

By telephone: 0151 228 4811

By email: communications@alderhey.nhs.uk

www.alderhey.nhs.uk

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