

## thanks to staff

All of the Trust's staff should be proud of what has been achieved over the past year.

We have been faced with new challenges to meet performance standards but we have met them all thanks to the dedication, co-operation and support of our employees.

Patients have received a better service than ever before, with waiting times improved along with the quality of services.

The Trust has experienced its busiest year on record, with more patients treated than ever, and no doubt the coming year will see increased activity once again.

However, I have every faith that we will once again be able to meet all of our targets while ensuring that patient care remains at the top of the Trust's agenda.



Andrew Pike,  
Chief Executive

## THE YEAR AHEAD

- Every patient in Accident and Emergency will be treated, admitted or discharged within four hours by December 2004.
- Outpatients will have to wait no more than 18 weeks for an appointment, with most being given an appointment within 13 weeks.
- No-one will have to wait more than nine months for routine surgery by March 2004.

# OUR PRIORITIES FOR 2003-2004...

## invest in new facilities

- Open two new wards, creating extra beds, to ease winter pressures and help the Trust to achieve its 100% target in Accident and Emergency.
- Two new orthopaedic theatres are planned to improve efficiency in the busy orthopaedic directorate.
- A new Day Case Unit, with three new theatres and assessment clinics, means that 71% of all elective surgery will be undertaken as a day case by March 2004.
- Expand the renal unit on the Broomfield site to meet increased local demand and to offer the service to a wider population.

## support our staff and patients

- Launch a new internal Intranet site for Trust staff and an external Internet site offering up-to-date information to the public.
- Develop and deliver an education, training and development strategy to ensure that staff are supported and encouraged to achieve their goals.
- A newly appointed green transport co-ordinator will implement a plan to make progress on car sharing, encourage cycle use and improve public transport links as a means to relieving car parking pressure.
- The number of complaints received by the Trust is falling, and the Trust will now ensure that any complaints are responded to within the target time of 20 working days.
- Actions from the Trust's first major patient survey will be implemented and further surveys will be undertaken to monitor progress and to gain further feedback.

## improve access to services

- The Trust is submitting a bid to provide an oesophago-gastric cancer surgical service. If successful the Trust would treat patients from Colchester, Ipswich and Mid Essex.
- Launching a Cardiac Angiography service for Mid and North Essex so that cardiac patients will no longer have to travel to London for angiograms.
- Transfer Anticoagulation clinics to the Primary Care Organisations so that patients can be seen at more convenient locations – either their GPs or community hospitals.
- Implement a booking system for GP patients who need X-rays into St John's or St Michael's Hospitals and transfer work to these two sites so that people do not have to travel to Broomfield Hospital unnecessarily.
- Pilot schemes will be run to pre-assess Orthopaedic patients at St John's and St Michael's to help cut delays at Orthopaedic outpatient clinics at Broomfield Hospital.

## develop new initiatives

- Develop the Paediatric service, and in particular the Oncology service, with extra provision for doctors. The Trust has been particularly praised for its Paediatric Oncology services and has increasing numbers of children to treat.
- Plastic Surgery services will expand to run the service at Princess Alexandra Hospital in Harlow and Whipps Cross Hospital to complete the network of care across the whole of Essex.
- Developing an investment plan for discussion and agreement with the Primary Care Organisations for maternity services and improve the ratio of midwives to births across Mid Essex.
- Pharmaceutical Services will roll out a self administration scheme ensuring that patients are familiar with taking their own medicines before they are discharged. Robotics will then be introduced in the Pharmacy stores area.
- The Modernisation team will review the Trust's admission and bookings processes for both inpatient and outpatient services to ensure a consistent approach. The Booked Admissions scheme will also be rolled out so the Trust will reach a level of 100% booking of day cases.

## look to the future

- Work will continue on plans for the Private Finance Initiative £120 million rebuild of Broomfield Hospital. The two short-listed bidders will draw up detailed plans before the preferred bidder is selected to carry out the scheme, centralising all acute services on the Broomfield site.
- Developers will bid to provide additional staff residential accommodation on the Broomfield Hospital site.

## IT'S BEEN A BUSY YEAR...

In 2002/3 we met all of our waiting list and performance targets while treating more patients than ever before.

- More than 90% of patients attending the accident and emergency department were seen, treated, and either admitted or discharged within four hours.
- No patient waited more than 12 months for routine surgery.
- The number of people on the waiting list for surgery was down more than 1,100 on the previous year.
- No patients waited more than 21 weeks for a first outpatient appointment.
- A Stroke Unit opened at Broomfield Hospital and a Stroke Care Pathway was developed to ensure that patients received the best possible care.
- Almost £5 million was secured to create four new wards at Broomfield Hospital.
- Major companies have been attracted to bid to build the £120 million new-look Broomfield Hospital, which also won the backing of planners.
- An additional Outpatients Department, the Chelmer Suite, has been opened at Broomfield.
- A Shadow Patients Forum was established to advise the Trust on how to improve its services to patients.
- Improvements have been made to decontamination facilities to reduce potential infection rates.
- It was agreed to develop an innovative partnership deal with a team of business psychologists to run a leadership programme designed specifically for the Trust.
- The Trust was one of the first NHS organisations in Essex to be recognised as a good employer and given an Improving Working Lives 'Practice' Award following an on-site assessment.
- An action plan has been developed after the Commission for Health Improvement visited the Trust.
- At the end of the fiscal year, the Trust had achieved financial balance.
- New systems and processes were put in place to support recruitment activity. As a result the Trust has fewer vacancies and they are vacant for less time.
- A new corporate induction programme was established for new starters and staff changing post within the Trust.

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