



The Dudley Group of Hospitals **NHS**
NHS Foundation Trust

AWARD WINNING
your[^]trust
Spring 2010

THE BULLETIN FOR STAFF AND MEMBERS OF THE DUDLEY GROUP OF HOSPITALS



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your
hospital
of choice



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Front cover: Hayley Darby is presented with her Johnson's Baby Mums' Midwife of the Year 2010 award by Karen Staves and baby Maisie.

Front cover: The Critical Care Team celebrate winning the Critical Care/Intensive Care category in the Patient Safety Awards 2010.

Trust website undergoes a spring clean

The Trust's website is undergoing a thorough spring clean and visitors logging on will soon be able to enjoy a new-look site.

As well as a fresh new image, the revamped site will also feature

improved navigation, a full list of services and departments and a range of accessibility options.

The site is currently under construction and will be launched later this spring.

Retiring consultant's adventure to the top of the world

Retirement usually means taking it easy after years of hard work, but instead of putting his feet up for a well-earned rest a daredevil consultant from The Dudley Group of Hospitals will embark on an adventure to the top of the world.

Dr Barry Jones, who retired in March after 24 years working as a consultant gastroenterologist, will travel to Nepal and Tibet in May where he will attempt to climb part of the way up Mount Everest.

The 61-year-old will have to cross deep crevasses on ladders and scale steep ice slopes before climbing to the North Col which, at more than 23,000 feet, is just 6,000 feet below the summit of the world's highest mountain.

Dr Jones, a keen triathlete, rower and ski mountaineer, has already conquered Mount Kilimanjaro, in Tanzania, the tallest mountain in Africa and Mont Blanc, in Argentina, the tallest mountain outside Asia; and Mount Elbrus, in Russia, the tallest mountain in Europe.

Dr Jones said he was looking forward to the adventure and added he was climbing to raise money for The Alzheimer's Society.

"I shall be endeavouring to collect as much money as possible in donations to The Alzheimer's Society in memory of my mother-in-law who died of this

terrible condition just over a year ago," he said.

"Although I have some modest experience of climbing such terrain and have climbed on a number of peaks, this project poses my biggest challenge yet."

To make a contribution to Dr Jones' fundraising efforts, log on to www.justgiving.com/Barry-Jones1. You can follow his adventures by logging on to www.adventurepeaks.com/news/everestnews2010.html



Barry Jones, who will attempt to climb to the North Col on Mount Everest to celebrate his retirement after more than 24 years with The Dudley Group of Hospitals, is pictured on top of Ben Nevis after completing a practice climb.

Message from the Chairman

Hello everyone and welcome to another issue of the Your Trust magazine.

I would like to start my column by announcing that I have decided not to consider applying for re-appointment as Chairman when my current term of office expires at the end of October later this year.

I have found this a difficult decision to reach, but, after a good deal of soul-searching, I have decided to step down as my wife has now also retired and I feel the time has come to pursue some of the many interests that we both share.

I have enjoyed my time at the Trust enormously and I am very proud in the part I have played in helping to achieve the organisation we know today.

Most of all, I have really enjoyed working with all of those dedicated people who make the Trust such a great place to work.

I wish you all every success in the future.

It has been an award-winning start to the year for the Trust with one of our midwives, Hayley Darby, being named as the Johnson's Baby Mums' Midwife of the Year 2010 and the Critical Care Team winning a national accolade at the Patient Safety Awards.

Congratulations to Hayley and everyone involved in the Critical Care Team's project in helping put the Trust on the map nationally. Their achievements reflect all of the fantastic, often unheralded, work that goes on at the Trust every day.

Finally, we had a very successful networking session with our Governors in March to help them develop their role and engage with our membership and the wider community. The Governors enjoyed the session, with several commenting about how beneficial they had found it.

Alf Edwards
Chairman



The Dudley Group of Hospitals - The award winning trust!

It's been an award winning start to the year for The Dudley Group of Hospitals with one of its midwives being named the best in the country and the Trust winning a national accolade for its work in driving down the number of cardiac arrests.

Hayley Darby proved herself to be a born success by being crowned the Johnson's Baby Mums' Midwife of the Year 2010 and the Reducing Cardiac Arrests project was announced as the winner of the Critical Care/Intensive Care category in the Patient Safety Awards 2010.

Hayley won her award after being nominated by mum Karen Staves, from Quarry Bank, for her care and attention during and after the birth of baby Maisie in 2009.

Hayley said she was "ecstatic" to have been named midwife of the year.

"I cannot explain how excited I was when my name was read out," she said. "Everybody was cheering and it was quite a surreal experience. It felt like I was in a dream."

The 32-year-old mum of two was presented with her award by Princess Anne, the patron of the Royal College of Midwives, at a glittering ceremony at the Royal Garden Hotel in Kensington, London, in January.

Just days afterwards, the Trust was named winner in the Critical Care/Intensive Care category of the Patient Safety Awards which were held at the Grosvenor House Hotel, in London.

The Trust's Reducing Cardiac Arrests patient safety project held off competition from five other short-listed teams from hospitals around the country to win the award.

Since introducing a number of changes to practice

recommended by the project team in October 2008, the number of unexpected cardiac arrests has fallen by more than 40 per cent.

Julian Sonksen, consultant anaesthetist and head of service for critical care, said he was delighted to have received the award.

"I believe the judges were impressed by the way senior doctors, nurses and managers worked together to agree the changes necessary to deliver this project, and it certainly provides us with inspiration to achieve more," he said.

"However, this award really belongs to the ward-based medical, anaesthetic and nursing staff who deliver this service 24 hours a day, 365 days a year. They have made the real difference."



same-sex accommodation: your privacy, our responsibility

We want to make sure that all patients feel as comfortable and relaxed as possible during their time in hospital and we know that sharing accommodation and facilities with members of the opposite sex can be unsettling.

That's why we make every effort to provide same-sex accommodation, where specific sleeping areas and toilet and washing facilities are designated as either men-only or women-only.

This might be provided in:

- Same-sex wards, where the whole ward is occupied by men or women only
- Single rooms, or
- Mixed wards, where men and women are in separate bays or rooms

In some cases, however, it may be clinically justified for patients to be in a mixed-sex ward. This may apply for:

- Patients needing very high-tech care, with one-to-one nursing, for example in an intensive care or high dependency unit
- Patients needing very specialised care, where one nurse might be caring for a small number of patients
- Patients needing very urgent care, for example rapid admission following heart attack

During the first three months of this year some of our patients who were discharged after a day case or inpatient stay were given a questionnaire to complete about their experience of our hospital accommodation. This was part of a national campaign to virtually eliminate mixed-sex accommodation in the NHS.



Construction workers prepare the site for the new staff car park

Car park update

Work on the new 691-space staff car park at Russells Hall Hospital is now well under way and is on track for completion later this year.

The first phase of the work, which has seen more than 1,500 tons of concrete slurry poured into the ground to form the car park's underground foundations, is now complete and work on the overground structure has begun in earnest.

The pieces of a reinforced steel metal base have been carefully lowered into place by a towering crane and about 3,000 cubic metres of concrete will be poured onto the structure in the coming weeks to create the rock-solid raft on which the car park will stand.

Once that work is completed, the five-storey steel frame structure will be erected and the concrete floor planks added in time for the scheduled autumn opening.

The staff entrance at the rear of the hospital coming in from Bushey Fields Road was closed at the barrier by North Wing in February.

The closure, which is expected to last until August, has been put into place so North Wing cladding can take place.

The closure will not affect access to the residential accommodation at the rear of the hospital or Bushey Fields Hospital.



Concrete is poured into the foundations to create a rock-solid raft on which the car park will stand.

Working together to stop fraud

By working together, we can help to counter fraud in the NHS. We rely upon your help and support to report suspicions, and even if you think that it is only a minor incident, we will consider the facts behind each case.

True case study (not from our Trust)

A former NHS employee received a suspended 12 months' prison sentence for defrauding the NHS of over £21,000. They must also do 150 hours of unpaid work.

The NHS Counter Fraud Service investigated after a call was made to the NHS Fraud and Corruption Reporting Line.

The employee abused their position to favour their private patients and the supplies company they co-directed, as well as failing to properly reimburse the NHS Trust employer for more than 350 devices they had made for private clients.

They also earned over £5,000 as a lecturer and examiner during paid NHS time and submitted duplicate travel expenses.

They were arrested, suspended their employer and subsequently dismissed from their post.

If you have any concerns about a potential fraud being committed against the NHS please contact Local Counter Fraud Specialist Lorna Barry, by telephone on **0121 695 5157** or email her at **lbarry@deloitte.co.uk**



Alternatively you can call the NHS Fraud and Corruption Reporting Line on **0800 028 40 60**.

Staff can also find out more about reporting fraud on the Hub.

News from the Chief Executive

Hello everyone and welcome to the spring edition of the Your Trust magazine.

The first three months of the year have been an extremely busy time for the Trust in terms of activity and the next three months promise to be just as challenging, but for different reasons.

As you've probably read or heard, the NHS faces cuts in funding in real terms over the next few years and everyone will have to tighten their belts to make sure we stay in good shape as an organisation.

In light of this, the NHS top team has launched a number of initiatives to help us meet this tough task. There will be reductions in management costs of 30 per cent in the Strategic Health Authorities and the Primary Care Trusts, no pay increases for the top earners and the QIPP plan has been launched to look at new and better ways of delivering services.

QIPP, which stands for Quality, Innovation, Productivity and Prevention, is a national programme to ensure we provide the best healthcare possible for each pound spent.

You can find out more about QIPP by reading the article which appears on page 9.

Here in the Trust, we are working up our Annual Plan for the year ahead and this will include ways in which we are going to try to save money and be more efficient. In the coming months you will hear a lot about our Transformation Programme. This will aim to make us more efficient as an organisation by streamlining pathways, systems and processes and hopefully

make sure we are fit for the future as the purse strings tighten.

At the time of going to print, the Trust was due to register with the Care Quality Commission's (CQC) new system for monitoring standards and I'm delighted to say we have been given unconditional registration. This is very good news as this has been granted despite our declaration in January which contained five action plans to get us to be fully compliant with CQC requirements over the coming months.

From 1st April, NHS trusts in England will have to be registered with the CQC by law to provide care. To be registered, trusts must show they meet 16 new essential quality and safety standards, which the CQC will constantly monitor.

The new standards cover important issues for patients such as treating people with respect, involving them in decisions about care, keeping clinical areas clean and ensuring services are safe.

I'm sure you will have seen the news about Mid Staffordshire NHS Foundation Trust with the publication of the Francis Report. I am confident that The Dudley Group of Hospitals offers a very high standard of care to our patients.

However, we do still get some complaints which worry me and I want to be sure that the poor care given to some patients at Stafford Hospital could not be seen here. As one of the ways we can ensure we deliver the best quality care to our patients, we have recently launched weekly walkrounds by members of the Trust's senior nursing team.

Senior team members will visit all wards and departments at Russells Hall Hospital on a daily basis to chat with patients and staff and check our high standards are being maintained. They will also ask patients a series of questions during their visits with the answers being used to find out areas in which we can improve our service.

Finally, I'd like to say a big, big thank you to all the staff who are working so hard in helping us reach our target of seeing, treating, discharging or admitting 98 per cent of patients coming into the Emergency Department within four hours. This has been an outstanding team effort across the whole hospital given where we were in the autumn and I'm very hopeful our improved systems and processes are going to put us in good shape for sustaining this going forward.

Although there is still a lot of work to do to ensure we are meeting this target all of the time, we're on track to achieving the goal thanks to your efforts.



Best wishes
Paula Clark
Chief Executive

Local fire fighters to face the heat of the Sahara for charity

Two local firefighters will swap the heat of their day jobs for the heat of the Sahara desert when they take on one of the most gruelling races in the world to raise money for the Trust.

Martin Davies, from Dudley Green Watch, and Richard Miles, from Halesowen Blue Watch, will switch their fire hoses for bottles of drinking water when they take on the Marathon des Sables in April to raise money for the Breast Care Unit at Russells Hall Hospital.

The pair are hoping to raise £4,500 to purchase a Mammography/Biopsy chair for the unit.

Dubbed the 'toughest footrace on earth', the exhausting race is a six-day,

155 mile (250km) ultra-marathon through the Moroccan Sahara and competitors must carry all of the food and personal belongings they need to last the course.

Martin said the pair were looking forward to the challenge.

"Sandstorms, venomous snakes and spiders are common," he said. "Water is rationed and temperatures often reach 120F (48C).

Karen Phillips, the Trust's fundraising co-ordinator, described the pair as "inspirational" and said their efforts were fantastic.

To help Richard and Martin achieve their target, log on to www.justgiving.com/Richard-MilesMartin-Davies



Marathon man Richard Miles has his brow mopped by Karen Phillips, the Trust's fundraising co-ordinator, ahead of attempting one of the most gruelling races in the world, the Marathon des Sables. Marathon partner Martin Davies gets in some more practice.

Dates for your diary

May

6th – Members' Trust Tour

5.30pm to 7.30pm

Clinical Education Centre,
Russells Hall Hospital

15th – Meet the experts health fair

10.00am to 1.00pm

Clinical Education Centre,
Russells Hall Hospital

July

8th – Council of Governors meeting

6.00pm to 8.30pm

Clinical Education Centre,
Russells Hall Hospital

August

19th – Members' Trust Tour

1.00pm to 3.00pm

Clinical Education Centre,
Russells Hall Hospital

September

27th – Annual General Meeting

Time and venue to be confirmed

October

6th – Members' Trust Tour

10.00am to 12.00pm

Clinical Education Centre,
Russells Hall Hospital

21st – Council of Governors meeting

6.00pm to 8.30pm

Clinical Education Centre,
Russells Hall Hospital

Please let the Foundation Trust office
know on **01384 456111**

extension 1419 or email

foundationmembers@dgoh.nhs.uk if
you would like to reserve a place at any of
the events so we can cater for numbers.

Biggest and best health fair yet!



The staff and volunteers taking part in the event get ready to welcome visitors.

On February 25th over 120 Trust members enjoyed the 'Meet the Experts' evening at Russells Hall Hospital. The theme of this fourth health fair was a behind the scenes look at the clinical and specialist support services and a chance to meet the enthusiastic and committed staff who provide the care and therapy.

Many departments from within the Trust provided information stands and interactive demonstrations from dietetics, occupational therapy, maxillofacial, integrated living team, orthotics, speech and language therapy, wheelchair services, psychology, physiotherapy and chaplaincy team. Our guests also had the opportunity to tour the pharmacy department.

The event also showcased the support and services provided by

partner organisations from Dudley and the surrounds.

Director of Nursing, Denise McMahon hailed the evening as the best health fair yet. "It was a fantastic evening and I'm thrilled so many people turned out to see some of the fascinating displays on offer," she said.

"This is the fourth similar such event the Trust has held in the past year and it really showcased the wide range of services we offer. It's a real tribute to everyone involved that we had so much positive feedback from the people who came along."

Already plans are well advanced for the next health fair to be held in May. Trust staff and members are encouraged to attend. To book your place, contact the Foundation Trust office on **01384 456111 extension 1419** or email **foundationmembers@dgoh.nhs.uk**

Help us make the Trust greener

With the NHS pledging to reduce its carbon footprint by 10 per cent by 2015, we are asking our members to help us cut down on paper by telling us their email addresses so we can keep them updated electronically.

Not only is email the quickest way of keeping you up-to-date with all the latest news, it is also the most

environmentally friendly and economic way of keeping in touch.

To help make the Trust greener please email your details to **foundationmembers@dgoh.nhs.uk** or give us a call on **01384 456111 extension 1419**.

To find out how important energy management is to the Trust, turn to page 16.



A visitor puts her best foot forward as she has her posture examined.

Providing tailor-made chemotherapy for cancer patients



Members of the Aseptic Unit team, with Ruckie Kahlon in the foreground left, working tirelessly behind the scenes for cancer patients.

A team of fifteen pharmacists, technicians and assistants work tirelessly behind the scenes in the Aseptic Unit at Russells Hall Hospital to prepare chemotherapy treatment for our cancer patients to ensure the drugs are ready in time for their appointments.

Our pharmacists receive the prescription up to a week before a hospital visit to minimise the amount of time patients wait. Chemotherapy drugs can take up to two hours to prepare and have a limited shelf life

and so are made up on the day of treatment.

The day before an appointment, cancer patients have a blood test to make sure they are fit for chemotherapy. If the blood counts are too low, they are re-assessed and treatment is deferred.

By asking patients to come to hospital the day before, we know they are well enough for their treatment which means we can make up the drugs before they arrive. This also helps to reduce wastage: chemotherapy drugs can be very

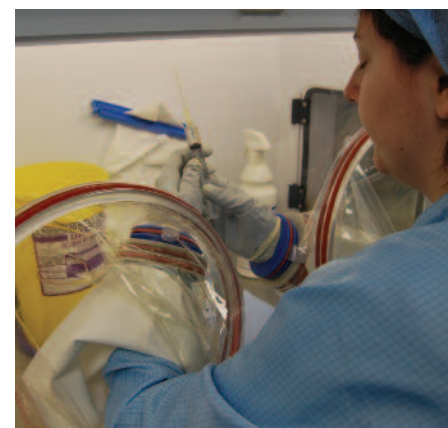
expensive. Herceptin, a drug used in the treatment of breast cancer, costs £1,500 a dose.

“We run a very slick operation,” said Ruckie Kahlon, Lead Oncology Pharmacist and Aseptic Services Manager. “We look after the patient from the minute they are under the consultant and they are managed by a specially trained team of nurses and pharmacists. The chemotherapy we provide is tailored to each patient’s needs.”

The Aseptic Unit is sterile to protect the patient receiving chemotherapy and the staff preparing the drugs.

Chemotherapy drugs are hazardous – they could cause burning or ulceration if they touch the skin – and are prepared in a mini clean room called an isolator by technicians wearing personal protective equipment.

Clean air is pumped into the room through a series of filters and the flow is tightly controlled to protect the drugs from contamination.



Technician Sam Chowns making up chemotherapy drugs in the sterile isolator unit.

Shallow circular dishes called microbiological agar plates capture bugs and bacteria. As long as the plates stay clean, the technician has the technique right because no contamination has taken place.

The team also thoroughly check the working environment several times a day to ensure it remains sterile and safe.

Our staff undergo rigorous clinical and technical training to ensure chemotherapy is checked and prepared to a high standard at all times. The unit is reviewed by internal and external auditors to ensure compliance with national standards.

Take a tour of Russells Hall Hospital

Invitation

You are invited to attend our next Members Trust Tour on **Thursday 6th May 2010 at 5.30pm to 7.30pm.**

Visitors will have a choice of four tours:

- Day Surgery Unit and Maternity Unit
- Ward C5 Respiratory and Lung Function Unit
- Emergency Department and Emergency Assessment Unit
- Ward A4 Acute Stroke and Ward C3 General Medicine

Places are limited so please do let us know whether you will be coming along. Please either ring **01384 456111 extension 1419** or email foundationmembers@dgoh.nhs.uk to book your place.

Hospital to appear in special episode of TV's Embarrassing Bodies

Part of the Pathology department at Russells Hall Hospital will feature in a special episode of the hit TV show Embarrassing Bodies.



Embarrassing Bodies presenter Dr Christian Jessen talks to children from Belle Vue Primary School about bugs and germs. The show's microbiologist Professor Valerie Edwards-Jones looks on.

The microbiology area of the department was used for filming a section of a children's edition of the programme which is due to be aired in the spring.

A crew from Birmingham-based Maverick Television used the area as a set as they filmed presenters Dr Christian Jessen and Professor Valerie Edwards-Jones with youngsters from Belle Vue Primary School, in Dudley.

The presenters were filmed showing the five children – Megan Thurley, Megan Wood, Morgan Simpson, James Cooney and George Bassett – examples of common bugs

and germs under the microscope and explaining why they made humans ill.



The presenters and children are all smiles for the camera after a hard afternoon of filming.

Brave Lindsay's £9,000 legacy to Breast Cancer Unit

Russells Hall Hospital has ensured the memory of a patient who raised £9,000 while suffering from breast cancer will live on after purchasing equipment to help in the diagnosis of the disease in other women.

The Breast Care Unit at Russells Hall Hospital has bought a Vacora biopsy machine with the money raised by Lindsay Flavell.

Lindsay raised the money by organising an all-singing, all-dancing variety show called Shine, which featured friends from local amateur dramatic societies.

Despite battling the effects of the disease, Lindsay still managed to help choreograph and produce the show which played out to a packed house at the Civic Hall in Wolverhampton in May 2008.

Lindsay, who was diagnosed with breast cancer in October 2006, sadly lost her battle with the disease in January 2009, leaving behind firefighter husband Lyndon, 34, and six-year-old daughter Libby.

Lyndon said Lindsay would have been delighted with what the money had been spent on.

"We came to the hospital every couple of weeks after Lindsay was diagnosed with cancer, and the staff were so wonderful that she wanted to give something back to say thank you," he said.



Lindsay Flavell's husband, Lyndon, presents the Vacora biopsy machine to Dr Hugh Renny. The pair are flanked by nurse consultant Rachel Willetts and clinical nurse specialist Claire Wilcox-Tolly.

Home from Hospital

Patients being discharged from Russells Hall Hospital can get help and support at home for up to six weeks after they leave hospital by taking advantage of a new service being run in conjunction with the British Red Cross.

The Home from Hospital service aims to help those patients who are

ready to leave hospital but may need some additional short-term support at home such as shopping, collecting prescriptions or for companionship.

To find out more about how to use this service patients/carers can speak to the lead nurse on their ward or call the Home from Hospital co-ordinator on **01384 456111 ext 2815**.

New skin shading machine proves the perfect match



Maxillofacial prosthetist David Heath demonstrating the new Spectromatch shade matching machine.

A new shade matching machine that produces a near-perfect skin tone match for patients with artificial facial features has been installed in the Maxillofacial Prosthetics department.

The Spectromatch Pro system takes digital images of the skin to generate a bespoke colour recipe which matches the translucency of skin.

David Heath, Senior Chief Maxillofacial Prosthetist, said we are one of only three trusts in the country offering this innovative technology and already ten patients have benefited from the machine since it was installed in September 2009.

"Matching to skin by eye can produce good results," said David, "but the colour is at its best in the light under which it was made. If the patient

moves through different light sources – fluorescent, blue or yellow – the prosthesis appears to change colour.

"Spectromatch gets the skin shade spot on first time," says David, "and the patient no longer has to sit for a long period of time while we mix the colours to get the match."

Barbara Huxley, 62, was David's first patient to use the colour matching machine on her lip and nose prosthesis.

"I found the machine really excellent," said Barbara, from Wollescote, Stourbridge. "I am really pleased with the colour result. I only need to use a bit of tinted moisturiser and you really can't see the difference.

"David did a great job of my prosthesis. People just walk past me in the street and it's very rare if people notice."

Bishop of Worcester drops in for tour of Prayer Centre

The Trust's Chaplaincy team were delighted to welcome the Bishop of Worcester for a tour of the Prayer Centre at Russells Hall Hospital.

Bishop John Inge dropped in for a visit where he was shown around the facilities by chaplains Mark Stobert, Brian Taylor and Jayne Adams.

Chaplain Mark Stobert said Bishop John had asked to visit after hearing about the Prayer Centre and the work of the Trust's Chaplaincy team.

"The Bishop thought that the Prayer Centre was stunning, but more importantly he was impressed with the way the building symbolises how spiritual care and the chaplaincy are integral to the way that the Trust cares for patients," he said.

"His visit was very affirming of our work and it was great to welcome him."



Bishop of Worcester John Inge (top right) is welcomed to the Prayer Centre at Russells Hall Hospital by (clockwise from top left) chaplains Brian Taylor, Jayne Adams and Mark Stobert.

NHS West Midlands outlines future vision with QIPP

The organisation made up of all the NHS trusts in the West Midlands has unveiled a plan of how it will cope through the tough economic challenges that lie ahead.

NHS West Midlands has worked with clinicians and all levels of NHS staff to decide what the national QIPP agenda, which stands for Quality, Innovation, Productivity and Prevention, means to Trust's in the West Midlands. It is there to ensure the best healthcare possible is provided for each pound spent.

As part of this work the organisation has produced a shared narrative which outlines the background and resulting actions necessary to ensure the NHS responds effectively to lower funding levels in the next three years.

The narrative, which has been drawn up following consultation with clinical leads across the region, includes a series of projects aimed at providing 'best value'.

The groups for each project will include a service provider chief executive and a PCT chief executive, and Paula Clark, the Trust's chief executive, will be part of the group looking at redesigning outpatient referrals and follow-up.

The other projects for the region are:

- Tobacco control – smoking cessation
- Specialist community teams for long-term conditions
- Reducing out of area placements for people with complex mental health and learning disabilities
- Procedures and interventions of limited clinical value
- Better prescribing practice – campaign to minimise avoidable admissions relating to medication, management in the community and medication errors within hospitals
- Targeting alcohol-related harm
- Early intervention for mental health.

WELCOME AND GOODBYE

New Year, new faces

Among the new faces arriving at The Dudley Group of Hospitals in early 2010 is Karen Phillips who joined the Trust as Fundraising Co-ordinator.

Karen, who worked as corporate fundraiser at Compton Hospice, in Wolverhampton, for nearly five years, has been appointed to raise awareness of the Trust's charity and to boost the amount of invaluable donations it receives.

Married mum-of-one Karen said she was looking forward to starting her new role.

"My main job will be helping to raise money and I'll be doing that by getting out and about to let people know that The Dudley Group of Hospitals has a charity that needs supporting," she said.

"I'm really excited about the challenge and I can't wait to get stuck in to the role and spread the word about The Dudley Group of Hospitals Charity."

If you would like to raise funds for the Trust's charity, please call Karen on **01384 456111 extension 3349**.

The Trust has also been joined by a number of new consultants, including trauma and orthopaedic consultant Mr Matthew Waites, consultant histopathologist Dr Veena Shinde, consultant physician in elderly care Dr Folasade Ijaola, consultant endocrinologist Dr Haroon Ashawesh, consultant endocrinologist Dr Khaled Siddique, consultant otolaryngologist Matthew Weller, consultant gynaecologist Dr Uzma Zafar and locum consultant endocrinologist Dr Ashref Bdiri.



Karen Phillips, the Trust's new fundraising co-ordinator.

Springing off into retirement

Among those looking forward to a well-earned retirement after years of looking after the people of Dudley are a medical secretary with a passion for birds of prey, a clinical support worker who has clocked up nearly 25 years of service and a lead midwife whose colleagues will miss her Christmas parties...



Medical secretary Kath Nock celebrates her well-earned retirement with colleagues from the Trust's diabetes and endocrine department.

Medical secretary Kath Nock is winging away from the Trust to spend more time with her beloved birds of prey.

Kath joined the Trust in 1971 and spent the majority of her career at Wordsley Hospital before transferring to Corbett Hospital a couple of years ago.

Kath, who celebrated her 60th birthday on the day she retired, was given a royal send-off by colleagues from the diabetes and endocrine department who threw her a surprise party.



Clinical support worker Yvonne Davies is given a send-off to remember by members of the Lung Function Unit.

Clinical support worker Yvonne Davies has decided to call it a day after 24 years of service.

The 67-year-old will jet off for two weeks of sunshine in Gran Canaria before dividing her time between her two grandchildren and the garden.

Yvonne, who started with the Trust as a domestic worker at Wordsley Hospital before moving to the Lung Function Unit at Russells Hall Hospital five years ago, was bid an emotional farewell by friends and colleagues at a slap-up meal.



Supervisor of midwives Doreen Quammie is pictured with friends from the Neonatal department ahead of her retirement.

Lead midwife and supervisor of midwives Doreen Quammie is looking forward to a well-earned holiday in Jamaica after helping deliver and care for hundreds of babies during her 40-year career with the NHS.

Doreen, aged 63, qualified as a nurse in 1970 before becoming a midwife in 1974. After spending 14 years at New Cross Hospital in Wolverhampton, she moved to Wordsley Hospital in 1988.

Doreen said she was looking forward to spending more time with her husband, children and grandchild and at Holy Trinity Church, in Heath Town, Wolverhampton.



The brand-new waiting areas in the Emergency Assessment Unit can seat up to 30 people

The Emergency Assessment Unit (EAU) at Russells Hall Hospital has recently undergone a major overhaul designed to improve patient comfort and privacy.

The new-look EAU, which looks after patients referred by local GPs, from the hospital's Accident and Emergency, now boasts increased trolley capacity, a dedicated GP assessment and triage facility, extra rooms and cubicles for assessment and treatment and a waiting area.

The area, which is open 24 hours a day, seven days a week, also includes a new patient monitoring system, drug administration system with finger print recognition, brand-new drip stands and drugs trolleys and new computers and laptops with wireless connection.

The department has also been completely redecorated and fitted with an easy clean wall covering in high-use areas.

The improvements now mean EAU has 18 assessment trolleys in the main assessment area and 13 assessment trolleys in the GP area – an increase of six.

The GP area also has a four-bedded acute assessment bay with a glass observation window for patients who need more intensive assessment or treatment. In one of the bays, the curtains have been replaced by partitions to improve patient privacy and dignity.

Every cubicle is linked to the new patient monitoring system which enables staff to monitor patients at all times from a central console. Blood test and X-ray results can also be accessed at the patient's bedside thanks to wireless laptops.

EAU is the first area in the Trust to

New-look Emergency Assessment Unit improves patient comfort and privacy

install the Medi365 electronic drug administration system for staff.

The system uses fingerprint recognition and once clinicians have been positively identified by the technology, they punch in a security code and select the drugs they need. The machine automatically sends a message to the pharmacy detailing which drugs have been dispensed so the system can be topped up.

EAU lead nurse Debra Vasey said the improvements had made EAU a nicer environment.

"The improvements have made EAU lighter and airier and will improve the patient experience," she said. "It's a nicer environment."

"The area has been opened up to improve capacity and patient flow. Everything is more manageable."

Patient case study



Patient John Slark who described his experience in the new-look Emergency Assessment Unit as 'very good'

When John Slark started suffering from pains in his stomach, back and groin, his GP immediately referred him to hospital for assessment.

Within an hour, the 81-year-old from Netherton had been transferred from his GP's surgery in Old Hill to the Emergency Assessment Unit at Russells Hall Hospital.

After being seen by a consultant, Mr Slark was diagnosed as having problems with his aorta and transferred for treatment on one of the wards.

Mr Slark said the care he received during his visit had been "very good".

"I went to see my doctor with pains in my stomach, back and groin and he said I should come in straight away," he said.

"I came in by ambulance and had all my checks and I've been told that the pains are connected to a problem with my aorta."

"I'm feeling OK now. I'm still in a bit of pain, but I've been pleased with the service I've got. It's been very good."

"I've been to the hospital a few times over the years with various things and I've always found the service to be very personal. The staff are very communicative and tell you what's going on."

Swedish paramedics fly in for emergency visit



Swedish paramedics (l to r) Kenneth Almquist, Hans Kallberg and Anders Larsson are pictured in an ambulance during their visit to Russells Hall Hospital.

Not many tourists come to Dudley to visit the facilities at Russells Hall Hospital's Emergency Department, but three visitors from Scandinavia flew hundreds of miles to do just that.

Anders Larsson, Kenneth Almquist and Hans Kallberg jetted in from Sweden to have a look around as part of their university studies.

The trio, who all work as paramedics in the ambulance departments in the towns of Gavle and Falun, visited the hospital in February to see how the Trust and the West Midlands Ambulance Service work together to provide care for patients.

The visitors spent a morning being shown around the Emergency Department before visiting the ambulance station in Burton Road, Dudley, in the afternoon.

They also visited the ambulance service's operations centre in Brierley Hill during their four-day visit before flying back home.

Hans said the three had enjoyed their visit and had learned a lot during their time in Dudley.

Your Governors

My name is Rob Johnson, Public elected Governor for the Halesowen constituency and Chair of the Governor Development Group. I am also a member of the Service Strategy Development Group and the Patient and Public Experience Steering Group.

I was born and brought up in Cradley and have lived in Halesowen for many years. Over the years, my family's experience of Dudley hospitals' services has been one of very good care and caring, compassionate and professional staff. I don't pretend that everything is always perfect for everyone; this is a people based service which is extremely busy and often operates under great pressure. There is always room for development and improvement.

I have become a Governor of the Trust for several reasons. I strongly believe we should support our local health services; I want to be involved in the strategic development of DGoH services and their quality; and I want to represent the full range of users' views about the development and operation of those services.

The responsibilities of the Governing Council are essentially two-fold: to represent members' interests and to hold the Board of Directors to account for the performance of the Trust.

The Council meets 4 times each year and has 39 members. This is clearly quite a large body which represents all stakeholder interests. It takes all formal decisions. In order to operate effectively the Council has a number of sub-groups. These sub-groups are smaller and consist of Governors who have an interest or expertise in the area of work, together with appropriate representatives from the Trust management team. These groups meet more frequently than the Council.

The changes which Foundation Trust status bring are very significant, not only in the opportunities e.g. for

public involvement in the development of services, but also in the Board accountability and governor assurance. Governors have to understand how services in the Trust work and are monitored and reported. Crucially, Governors and Directors have to work together effectively for the benefit of Trust users. The overall aim and task of the Governor Development Group is to maximise that effectiveness, and ensure that Governors can be involved in discussion and decisions in a timely and effective way. We focus strongly on ways of improving accountability, the information Governors need and the actions the Board might need to take to enable Governors to fulfil their statutory role.

Changes to accountability and governance in organisations always involve a culture shift and take time. From a personal perspective, I believe that effective working relationships between Governors and Directors in

the DGoH are developing well. The mutual trust, openness and communication needed for everyone to carry out their roles is well understood and this also will continue to be central to the work of the Governor Development Group.

Last, but not least, I would very much like to acknowledge the day-to-day work that staff at DGoH hospitals put into the care of its users. As Governors we recognise the tremendous efforts that staff make, often under great pressure. By far the majority of feedback that I personally have had from users has been full of gratitude and praise for staff. So well done and thank you.

As a member receiving this bulletin I would urge you to use your Governors to ensure that your views are represented in the development of local services to meet your needs.

**Kind regards
Rob Johnson**



Help us to keep on improving our services

Delivering high-quality care to patients is at the heart of everything The Dudley Group of Hospitals does and striving to improve the standard of services we provide is the driving force behind our on-going development.

At the end of the 2008/09 financial year, the Trust set itself four challenging priorities to ensure we met our commitment to becoming the Hospital of Choice for patients and staff.

We are proud to announce that we have won a prestigious national award for our work in reducing the number of cardiac arrests and now have some of the lowest hospital-acquired infection rates for MRSA and C.diff rates in the West Midlands. On the other side of the coin, we recognise that there is still some work to do in improving our patient experience of some of the services we provide.

To ensure we continue to keep making improvements in the future, we will once again be judging ourselves against the same four priorities, as well as others we are setting. We have sought the views of various community groups and these will be incorporated.

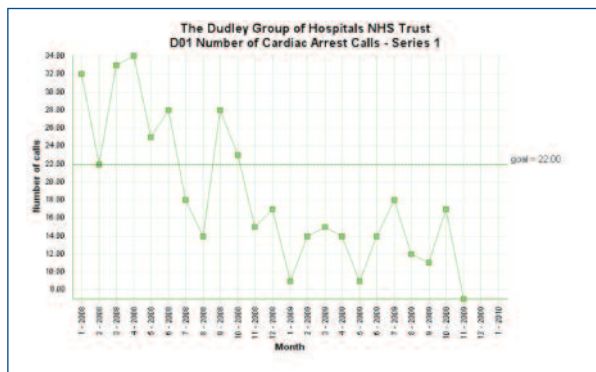
To make a suggestion of areas where we can improve, or for more information about how we measure quality of care and what it means for our patients, call our Foundation Trust Membership Officer Erica Pearce on 01384 456111 extension 1419.

The four priorities we set ourselves in 2008/09, and which we will continue this year, are:

1. Reduce the number of cardiac arrests from the January 2008 figure by 30 per cent by June 2009 and by a further five per cent from the June 2009 figure by June 2010
2. Reduce the MRSA infection rates and achieve our target of no more than 12 per year
3. Reduce the Clostridium Difficile (C.diff) rates and achieve the National target of no more than 238 cases

4. Increase the number of patients who rate their overall care highly from 92 per cent in the national inpatient survey to 95 per cent and to show an increase in patients who would recommend The Dudley Group of Hospitals to a friend or relative.

As the graph shows, we were so successful in reducing the number of cardiac arrests, the Trust was named as a winner at the National Patient Safety Awards 2010. You can find out more information about the award in the story which appears on page 3.



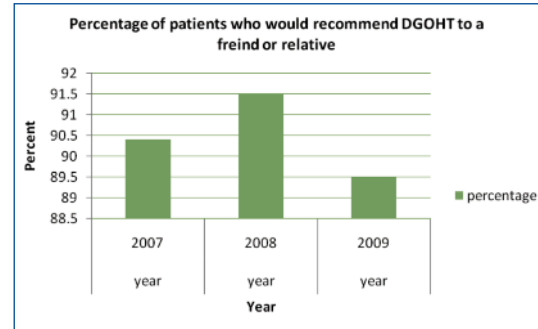
By introducing a new Trigger System to act as an early warning system for patients at risk of cardiac arrest and developing 24/7 rapid response teams to bring senior staff to the bed-sides of the sickest patients, the Trust has reduced the figure from more than 30 as at the end of January 2008 to fewer than eight at the end of November 2009.

We are on track to meet our second priority of reducing our MRSA infection rate thanks to a number of initiatives which saw just nine cases recorded up to the end of February 2010.

The fall is thanks to a number of initiatives, such as the Trust's Bare Below the Elbow policy, the introduction of Infection Control Champions and MRSA screening for all elective patients before they are due to come into hospital.

We are also on track to meet our third priority of reducing our C.diff infection rates with just 198 cases against the target of no more than 238 cases recorded as at the end of February 2010.

This fall has been achieved following a review of the Trust's cleaning policy in line with national guidance and the introduction of Infection Control Champions, along with an improved system of audit.



The Trust still has work to do on its fourth priority to increase the number of patients who rate their overall care highly and to increase the number of patients who would recommend the Trust to a friend or relative.

The number of patients who rated their care highly dropped slightly between 2008 and 2009 from 92.5 per cent to 88 per cent, while the number of patients who would recommend the Trust to a friend or relative fell between 2008 and 2009 from 91.5 per cent to 89.5 per cent.



To rectify the situation, the Trust has launched a continuous survey system where patients can give us their views straight away and have recruited extra volunteers to help collect patient feedback and help with wayfinding and mealtime assistance.

To view the full Quality Report, log on to www.dgoh.nhs.uk and click on Useful Documents.

Learning to work together

As the NHS continues to evolve to meet with the ever-changing needs of the population, it is more important than ever that staff work together as a team to ensure patients' journeys are as comfortable and as smooth as possible.

To instil the team work ethos in the next generation of clinical workers, The Dudley Group of Hospitals has introduced Inter-professional Learning (IPL) to enhance communication and collaboration between different departments and disciplines following the core principles of the NHS Plan and other Government drivers.

An IPL patient pathway for Transient Ischemic Attack was piloted in the Trust last spring and repeated again in February and March, alongside a Perioperative patient pathway.

Approximately sixty students from universities around the area attended the pathway over a five week period. Each group of students spent two-and-a-half days at the Trust following their chosen pathway.

IPL lead/facilitator Marie Ford said the first IPL sessions had been very successful and added she had received positive feedback from the students who had attended them.

"IPL is when two or more professionals learn with, from and about each other to improve

collaboration and quality of care," she said. "It helps to break down any barriers and rivalries between different professions and removing old-fashioned demarcations between staff.

"It's all about trying to make patients' care timely, well co-ordinated, effective and appropriate to their needs.

"The only way we can achieve this is by bringing professionals together and working more closely in order to gain mutual respect, knowledge and understanding of each other.

"We've got another two projects in the pipeline for the autumn – one being on chest pain – so it's a very exciting time for students learning in our Trust."

For more information about IPL, call Marie Ford on extension 1319/1093 or email her at marie.ford@dgoh.nhs.uk



Inter-professional Learning facilitator Marie Ford, Inter-professional Learning administrator Gillian Hancox and students Margaret Whitehouse, Punit Prajapati and Matthew Hart at the latest Inter-professional Learning session.

Staff events to boost awareness of major incident planning

The Trust has robust major incident and business continuity plans in place to ensure services are mobilised rapidly in the event of a major incident.

To highlight the importance of planning and to raise awareness of the consequences of a major incident, the Trust is holding two events for staff in June to test resilience and preparedness.

The first event, which is entitled Project Argus – Health, is being held in the Clinical Education Centre, 1st floor, C block, on 2nd June between 9am and 1pm.

The event, which is a national initiative developed by the National

Counter Terrorism Office, will consist of an interactive multimedia presentation followed by a series of group problem solving exercises which will allow those responsible for responding to a major incident to think through the possible risks to staff, patients and estate and to plan to mitigate against possible impacts.

The second event is a Major Incident (Health Protection Agency) Ergo Exercise and will take place on 22nd June.

For more information and to reserve a place at the event on 2nd June, email David Ore, the Trust's local security management specialist, at david.ore@dgoh.nhs.uk

Listening to our patients from the Board to the ward

Patients at The Dudley Group of Hospitals are being asked to tell their stories as part of a new scheme which is seeing senior nursing staff talking with them about their experiences in hospital.

Members of the Trust's senior nursing team are carrying out daily walk rounds of all wards and departments at Russells Hall Hospital to ensure patients are receiving the best possible care.

The walk rounds will see a member of the team spending four hours visiting a different area of the hospital every day to talk with staff and patients and check the Trust's high standards are being maintained.

The Trust's director of nursing Denise McMahon, who will be taking part in the ward rounds herself, said the idea was to ensure patients were receiving the best possible care.

"These ward rounds by senior nursing staff will give us extra sets of eyes and ears to make sure our patients are receiving the best possible care and will support the excellent work the matrons and nursing staff are already doing," she said.



Members of the senior nursing team at The Dudley Group of Hospitals who will be carrying out extra ward rounds to ensure patients are receiving the best possible care during their stay in hospital. Director of nursing Denise McMahon is pictured at the front of the group.

Meet the Practice Development Team



(Back l to r) Philippa Brazier, Maggie Lewis, deputy director of nursing Derek Eaves, Tina Young, (front l to r) Liz Hughes, Carol Love-Mecrow and Rachel Hand model the new Professional Development Team uniform. Not pictured is Kerry Kerrigan.

In the coming months, staff, patients and visitors to the Trust's hospitals might notice a new uniform on the wards and departments.

The white uniform with distinctive red and blue lapels is being worn by members of the Professional Development Team to help them stand out as they go about providing training to the next generation of healthcare professionals.

The team comes under the umbrella of the Nursing Directorate and is responsible for providing training, educational development and support to nurses, allied health professionals and healthcare

scientists, both at pre and post-registration stages.

Managed by Clinical Education Lead Carol Love-Mecrow, the team is made up of six members of staff who each have their own area of specialism.

Professional Development Lead Maggie Lewis and Professional Development Nurse Philippa Brazier are responsible for support staff, Professional Development Lead Tina Young is responsible for pre-registration, Peripatetic Assessors Rachel Hand and Kerry Kerrigan are responsible for registered nurses and Peripatetic Liz Hughes is responsible for NVQs.

Carol said the new uniform would make members of the team more identifiable.

"Previously most of our developments have taken place in the classroom, but increasingly we are being asked to provide some of this training and support directly in clinical areas," she said.

"The team will now be wearing uniforms while we deliver this training in wards and departments and when we visit staff for any length of time, for example when we are carrying out audits.

"The new uniform differs from other staff and clearly identifies us as the Professional Development Team."

Help us to stamp out our carbon footprint

With more than a million employees and hundreds of buildings around the country, the NHS accounts for about three per cent of all the greenhouse gas emissions produced in England.

Energy-use levels are high in the organisation due to the requirements of heating, cooling, lighting, IT hardware and specialist medical equipment.

The Trust is conscious that in caring for patients, it generates a large carbon footprint. For example, the energy required to heat and light our hospital sites and to provide water and to deal with sewage equates to more than 17,000 tonnes of carbon dioxide produced each year.

Fortunately, the redevelopment of the hospitals a few years ago created state-of-the-art clinical facilities and better insulated buildings which incorporated modern plant and equipment.

The improvements are helping us to reduce our energy inefficiencies and losses and work towards meeting the challenging targets the NHS has set itself to reduce its carbon footprint by 10 per cent by 2015 based on the 2007 level.

We have also set up a joint working group with representatives from the Trust and our partners, Summit Healthcare, Interserve and Siemens, to oversee these savings.

To continue our good work in reducing our emissions, we would like to hear from staff and our members about how we can further reduce our carbon usage.

If you have any ideas or suggestions, please contact the Trust's Project Manager Paul Oxley by emailing him at paul.oxley@dghn.nhs.uk

Care Quality Commission and Monitor

The Care Quality Commission and Monitor both often feature in the headlines in the newspapers and on television, but how much do you know about the 'watchdogs' that oversee the way in which care in England is provided?

The Care Quality Commission (CQC) is the independent regulator of health and social care in England and replaced the Healthcare Commission in March 2009.

The CQC aims to ensure better care is provided in hospitals, care homes and people's own homes by regulating the NHS, local authorities, private companies and voluntary organisations.

The CQC regulates care provided in hospitals by carrying out an annual 'healthcheck' looking at quality (is an organisation getting the basics of healthcare right and is it making and sustaining improvements in priority areas?) and financial management (is an organisation managing its finances effectively?)

Monitor was set up in January 2004 to authorise and regulate NHS foundation trusts and is independent of central government and directly accountable to Parliament.

Monitor was set up to determine whether NHS trusts are ready to become NHS foundation trusts, to support NHS foundation trusts' development and to ensure that NHS foundation trusts comply with conditions they signed up to and are well-led and financially robust.

Once an NHS trust is authorised to operate as an NHS foundation trust, Monitor's Regulatory Operations Directorate watches over its activities to ensure they comply with the requirement of their terms of authorisation.

National NHS Staff Survey 2009 results published

Last year, 850 staff were invited to take part in the National NHS Staff Survey, of which 33% responded.

We are reviewing the results and action plans will be developed and shared with staff.

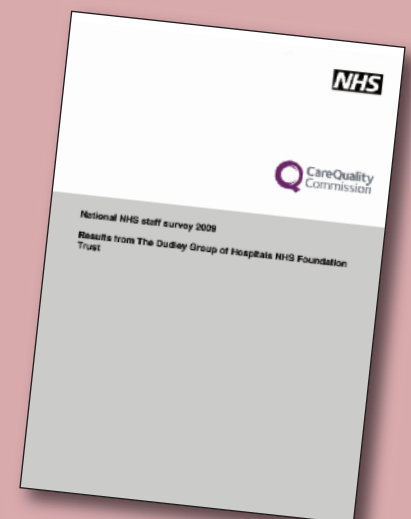
Key highlights show that, compared to other trusts, staff experience less bullying and harassment and lower levels of work related injuries than the average.

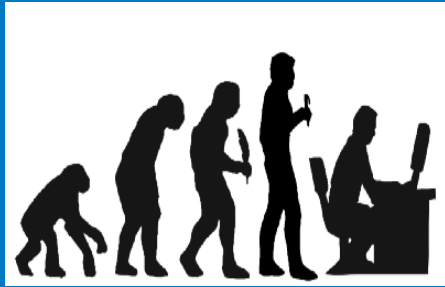
Encouragingly, we are above average in providing equal opportunities for career progression or promotion.

However, the number of staff having appraisals and personal development plans was well below average and will be a key priority for us.

We will shortly be implementing a Listening into Action programme where staff will be invited to talk about what matters most to them at work and how we can make a difference in continuing to improve the care we provide our patients.

To view the full results with go to: http://www.cqc.org.uk/_db/_documents/NHS_staff_survey_2009_RNA_full.pdf





Patient discharge has evolved

The way in which patient discharge forms are completed has evolved with online forms taking over from the traditional paper versions.

From 1st April 2010, consultants and junior doctors must complete at least 98 per cent of the forms online with the information then being transferred to GPs electronically.

The new forms, which are the same as the traditional paper version, will improve patient care as GPs will receive information quicker and in time for discussions with their patients. They are also more accurate than the traditional handwritten forms as they are more legible and eliminate any risk of details being misread.

Patient discharge forms are sent to GPs once a patient is signed off at hospital and instruct the GP what medication the patient needs and include details about any ongoing care that is required.

Check out our progress

Below you will see how we are doing against some national performance targets as at January 2010.

Infection Control

Government target is to achieve a continued reduction in healthcare associated infections.

MRSA

Our target for MRSA is agreed locally with our Primary Care Trust and is no more than 12 cases per year.

C.difficile

Our target agreed locally with the Primary Care Trust is no more than 238 cases per year.



Access

Cancer waiting times

These ensure that patients are treated within a maximum of 62 days from referral to treatment including any diagnostic/ outpatient appointments.

Patient waits in A&E

Target is no one to wait longer than 4 hours to be seen, treated and admitted or discharged.

18 week period from referral to treatment

The 18 week national target is set as the total maximum time it should take from the GP referring a patient for treatment to the time that treatment starts. Within that 18 week period all diagnostic tests and outpatient visits for tests should have taken place.

Activity vs plan

We are treating more patients than we had planned to.



Efficiency

Length of stay

We want to improve the efficiency of our services to ensure patients are not kept in hospital longer than necessary.

Day surgery rate

Complaints and claims

We want to improve the efficiency of our services to ensure patients are not kept in hospital longer than necessary.



Hospital radio DJs tune in to the latest technology

DJs from Dudley Hospital Radio are tuning in to the latest digital technology to make it easier for listeners to get on the airwaves.

The station has recently invested in new production and training equipment to make it easier to record interviews with patients and staff and the latest computer software so people can email and text in dedications and requests.

The station is also using an online jukebox so all the latest chart hits and golden oldies are only a click away of a computer mouse.

The station hopes the new equipment will enable it to add additional hours to its regular shows which run Mondays to Thursdays between 7pm and 10pm.

Founder Dave Brownhill, who launched the station at Christmas in 1975, said the new equipment would enable the volunteers to get out and about around the hospital.

“The station’s aim is to entertain the patients for the short time that they’re in hospital and the new equipment will enable us to get them even more involved,” he said.

“We want to interview anyone, whether patients or staff, who’ve got a story to tell. It might be a patient with an unusual hobby or interest or a member of staff who wants to talk about their ward or department.”

Dave also said the station needed new volunteers to gather together requests and dedications.

“The station depends on volunteers to keep it going and we’d like to recruit some more to do interviews during the day so we’ve got material ready for the nightly shows “

Patients and staff can phone in their requests by calling 01384 234222, texting 07855 484991 or emailing studio@dudleyhospitalradio.co.uk



Station founder Dave Brownhill and DJ Peter Lines get to grips with some of the new equipment in the Dudley Hospital Radio studio at Russells Hall Hospital.

Staff become stars of the show in Trust video

Staff at Russells Hall Hospital experienced 15 minutes of fame when they became the stars of the show in a video which was filmed to provide a behind-the-scenes look at the services provided by the Trust.

Staff nurse Michael Lowe, staff nurse Emma Mansell, operating department practitioner Becky Goupillon, senior orthopaedic technician Steve Parker and newly qualified staff nurse Kirstie Williams were all filmed going about their daily work or being interviewed for the video.

They were joined by Heart FM breakfast show DJ Ed James who provided the links between the interviews.

During his visit to the hospital, Ed was filmed in the Emergency Department with Michael, scrubbing up in Theatres with Becky and having his arm put in plaster by Steve.

The video will be used at recruitment drives and at Trust events.

Watch the video on our website at www.dgoh.nhs.uk



Lights, camera, action! The film crew capture Ed scrubbing up in Theatres while operating department practitioner Becky Goupillon looks on.

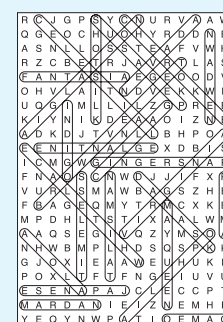


Heart FM DJ Ed James has his arm plastered in the Fracture Clinic by senior orthopaedic technician Steve Parker.

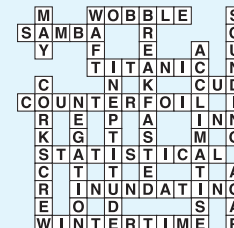
Winter quiz solutions

Solutions

Wordsearch



Kriss Cross



Sudoku

9	4	1	8	7	6	2	3	5
6	2	5	3	4	1	7	9	8
8	3	7	5	9	2	6	4	1
1	5	4	2	3	9	8	7	6
2	9	8	6	5	7	4	1	3
3	7	6	1	8	4	9	5	2
7	1	3	9	6	8	5	2	4
4	6	2	7	1	5	3	8	9
5	8	9	4	2	3	1	6	7

PhraseFaze

- Hair cut
- Weather forecast

Add Up

39

Coffee Break Puzzles

Wordsearch

Can you find the spring words in the grid below? Words can be horizontal, vertical or diagonal, backwards or forwards.

B	H	J	Z	S	F	T	M	C	X	L	A	M	B	S
P	A	V	I	O	L	E	T	S	G	Y	J	L	X	J
G	N	B	R	Y	Y	M	I	B	A	C	U	P	H	N
K	E	S	Y	R	S	W	A	D	W	E	Y	I	W	P
S	V	P	A	B	J	U	S	Y	B	B	S	L	F	W
P	R	R	Q	M	I	R	C	E	D	N	Q	S	D	Z
R	M	I	I	E	R	L	O	U	A	G	W	N	R	
I	E	G	T	H	J	L	D	X	R	E	Y	O	S	X
N	X	H	T	J	S	A	M	S	T	C	L	C	G	P
G	H	O	T	C	R	O	S	S	B	U	N	S	R	F
O	M	C	M	A	H	T	W	O	R	G	W	E	N	I
A	Q	L	P	B	E	V	R	H	B	O	T	K	O	M
K	U	R	T	A	T	W	W	P	A	S	D	O	O	Y
A	I	B	O	N	N	S	R	K	A	D	W	S	K	F
L	D	T	O	K	E	L	A	E	E	S	S	N	C	Z
S	Y	N	W	H	L	I	U	I	M	O	E	S	U	L
C	D	C	Q	O	K	D	H	U	L	R	P	E	C	F
U	K	U	G	L	P	O	F	B	V	R	A	Z	D	E
Z	C	P	B	I	Q	F	I	G	O	V	B	W	S	S
P	D	M	L	D	X	F	E	U	S	P	I	L	U	T
Z	H	C	R	A	M	A	T	O	H	H	U	B	L	T
L	V	R	S	Y	S	D	U	Y	V	S	E	Q	D	C

- APRIL
- BABY BIRDS
- BANK HOLIDAY
- BLOSSOM
- BLUEBELLS
- BUDS
- COWSLIP
- CROCUS
- CUCKOO
- DAFFODILS
- EASTER
- HOT CROSS BUNS
- LAMBS
- LENT
- MARCH
- MAY DAY
- MOTHERS' DAY
- NEW GROWTH
- SEEDS
- SPRIG
- SPRING
- SPROUT
- TULIPS
- VIOLETS
- WARMER WEATHER

Sudoku

Place the numbers from 1 to 9 in each empty cell so that each row, each column and each 3 x 3 block contains all the numbers from 1 to 9 to solve this tricky Sudoku puzzle.

				3				
		2	6					
	8				5		7	
	6			7		8		
1			4	8				9
		5			1		6	2
			8			1		5
		8		5	4			7
					7	3	8	6

PhraseFaze

Look closely at these two word pictures. Can you work out what they mean?



Arrowword

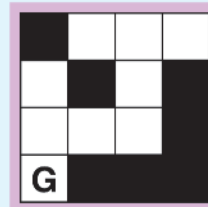
Just follow the arrows to write your answers in the grid. A handful of anagram clues will get you thinking differently.

Chronic respiratory illness		Cook with oil		POSITED (anagram)		Acquired		RESIDED (anagram)		Corny, naff
Miserly Dickens character								Desk worker		
TV Doctor and time traveller		SOUR (anagram)		Front door shelter						
			Nasty viral cold	ISLET (anagram)						
Soldier's civilian dress						Chester's river				
				DREYS (anagram)						
— Marx, <i>Das Kapital</i> author	USER (anagram)					The heavens				

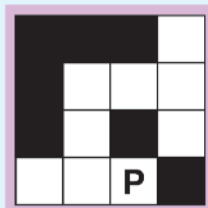
Mini Fit

Which one of the listed words won't fit in each of these mini grids?

- ALE
- EGG
- GAG
- LEA
- LEG



- ASP
- HAS
- HAY
- HAP
- SPY



All in a day's work of...

Paula Clark, Chief Executive, The Dudley Group of Hospitals NHS Foundation Trust

What books have you read lately?

I usually do my reading during holidays on a sun lounger. I've not been doing much of that since I've been in Dudley, so my latest reading is sadly the NHS Operating Framework for 2010/11!

What CD have you got in your car?

I'm a rock fan, so mainly playing Foo Fighters' greatest hits at the moment, along with U2, Kings of Leon and Snow Patrol. My most enduring music has to be Bruce Springsteen, though, and his CDs are a permanent fixture in the car.

What is your favourite food?

I try very hard to keep veggie, but can't resist fish, chips and mushy peas. My favourite veggie food is anything with cheese and particularly pizza or baked mushrooms with Stilton.

What do you do to unwind?

I'm lucky enough to live in the countryside, so enjoy the peace and quiet and long walks with my three dogs. They're a motley crew from the local RSPCA rescue centre, but fantastic companions to help me unwind. I also try to burn off the stress by keeping fit with swimming, yoga and the gym.

Where were you born?

At home in Selhurst Park Road, near Crystal Palace, in South London.

Is there a special interest/function that particularly interests you in your work?

I feel very privileged to have my job. Seeing the difference the hospital team make to the lives of our patients is inspiring and keeps me going when things get tough. Despite all the politics and bureaucracy, we all do make a difference and that's what makes my job so great. The Dudley Group of Hospitals is a warm and welcoming place and I know that we have all the right ingredients to make our hospitals among the best performing in the country.

I started my working life in the pharmaceutical industry in sales and marketing, until a change of direction when I moved to the Midlands and became a lecturer teaching marketing and business studies at a college in Nottingham.

My life in the NHS started at Derbyshire Ambulance Service as their Marketing Manager and then on to roles in general management at Nottingham City Hospital and Southern Derbyshire Health Authority.

My first Chief Executive job came at Erewash Primary Care Group and Trust in Derbyshire, followed by Burton Hospitals where we achieved financial and service turnaround to Foundation Trust status during my four years at the Trust.

A TYPICAL DAY WILL INCLUDE...

7.45am An early start! My old colleagues and friends are surprised as I've never been known for being an early bird, but I now get up and get to my desk for around 7.45am.

8am to 9am I try to use the first hour of the day for catching up on emails; typically I get between 50-70 a day so it's essential to keep up with them.

9am onwards Mondays are the busiest days of the week and I meet with the Directors to deal with all the issues facing the Trust. We work on the 'here and now', but also spend time on how we plan to take the hospitals forward over the next few years. Every other Monday we get together with the Clinical Directors and General Managers as the Trust Management Executive and this meeting is proving really vital in terms of getting ourselves back on track for the future.

Through the day I have meetings with Board colleagues and hospital team members. I also meet the PCT and other NHS colleagues off-site. Most of our agendas are planning ahead, but currently we are spending a lot of time on sorting out the some of the problems we are facing in terms of performance and capacity.

Signing and sorting the mail each day is a mixed pleasure. Sadly, we do get



complaints from some patients or their families and I sign all the letters personally which gives me a good feel for the things which worry our patients. I also meet or speak to some complainants. On the plus side, I also see the thank you letters from our satisfied customers and it's a real boost to know we've gone that extra mile in the care we've given.

I do try and get out and about around the hospital most days; not as much as I should like, but I believe that I can only do my job really well if I understand what matters to the staff and our patients.

5pm Things quieten down again from around 5pm, so that's the time I can start work at my desk again for a couple of hours catching up from the day's events and reading and planning for the days ahead.

6.30pm to 7pm Hometime! Hitting the delights of the M5 and M6...