

Your TRUST

NHS
The Dudley Group
NHS Foundation Trust



Trust inundated with kind donations

Pages 4&5



Staff dress up for children's ward Disney Day

Page 9



Fundraisers limber up for appeal

Page 10



Pulling together to cope with COVID-19 challenge

The first half of 2020 has seen the biggest challenge in the history of The Dudley Group NHS Foundation Trust and the NHS as a whole.

From when our first patient with COVID-19 sadly passed away in March, our Trust has had to adapt quickly to a constantly changing picture which no-one at the start of the year could have predicted.

Our staff in the hospital and community, in clinical and non-clinical roles, have responded superbly to these terrible circumstances with professionalism and dedication, alongside genuine compassion and empathy. As more and more extremely poorly patients were admitted, and sadly the numbers who passed away increased daily, our determination grew to provide the best possible care for our community.

Redeployed

Many staff were redeployed, often involving additional training, in what has been the fastest and most far reaching repurposing of NHS services, staffing and capacity in its 72-year history.

For some, working in isolation areas where we were caring for patients who had tested positive for COVID meant the decision not to go home to loved ones for many weeks, to avoid passing on the virus. Patient care had to be carried out in full PPE for long and draining shifts.

No one at the Trust was unaffected. From clerical to community staff, porters to procurement, there was a sense of pulling together and going the extra mile – because that's what the NHS, and The Dudley Group, does.

But we were not alone. We want to say a very big thank you to everyone in our local community who supported key workers, especially those of us in the NHS, over these last few difficult months.

The Dudley spirit has shone through and we have been overwhelmed by your kindness and generosity. Your obvious appreciation of the care we provide makes our staff feel so valued and this has served to cement the special relationship we have with the people of Dudley.

Individuals and local business, sewers and sewing groups all pulled together during lockdown to help make scrubs of all designs when we needed them most. For The Love of Scrubs – Dudley, which was formed by a local lady, provided us with 930 hand-



Proudly displayed in the main reception at Russells Hall Hospital, some of the cards and letters sent in to staff to thank them for their work during the pandemic, along with a rainbow made by a member of the public

sewn scrubs and other useful items. Others have provided us with visors and masks.

We would like to thank the takeaways and restaurants who provided our staff with daily deliveries of food. More than 1,000 hot meals have been delivered to staff across all our sites, including pizza, chicken, curries and other takeaways. These were particularly welcomed by staff who found it difficult to leave isolation areas of the hospital at the height of the pandemic.

While all of us remain a long way from returning to 'normal', from May we moved into the 'restoration' phase of our services, focusing on the most urgent – patients requiring urgent and routine surgery and care; cancer treatment; heart and cardio and stroke

patients; maternity care and community.

With more patients returning to our sites, we have worked hard to ensure everyone is kept safe. Keep left and one-way systems are in place, face coverings must be worn and hand sanitiser is widely available. People attending for appointments are asked not to arrive too early – exact timings, from 15 minutes to five minutes, vary by area – and to come alone where possible. Social distancing remains at 2m.

All this is done to keep our patients and staff safe while the risks of an increase in coronavirus cases is still very real. Sadly, this has meant changes to visiting policies, including in our maternity department, but this is being reviewed regularly.

Continued on Page 3

A life-saving digital project to ensure patients are screened for sepsis and get treatment quickly has won a national award.

The Trust picked up the award for Best Use of Data at the Leading Healthcare Awards 2020. The project has increased our sepsis screening of eligible Emergency Department patients to 97.7 per cent, and has led to deaths from sepsis falling to a historical low and below the national average.

The Emergency Department at Russells Hall Hospital co-ordinated with the project team who are rolling out digital innovations across the Trust, including the move to seamless Electronic Patient Records (EPR). They also worked with the Trust's data analytics team to collect and understand sepsis data including themes and incidents. A designated sepsis screening EPR tool and sepsis live dashboard were both introduced. As a result, more patients were screened and intravenous antibiotics administered within the crucial 60 minutes.

We were also highly commended in the Team of the Year category with Dudley Respiratory Advisory Service, a multi-professional team dedicated to improving the care and quality of life for respiratory patients.

The Trust is getting £3m to improve Emergency Department facilities ready for the winter.

A new two-storey modular building should be up and running by the end of the year. Chief executive Diane Wake said: "I am delighted by the Prime Minister's announcement. This £3m contribution towards our new modular build is fabulous news for our patients."

"The build will be linked to our Emergency Department to provide combined assessment facilities and same day emergency assessment and care."

"The assessments facilities in the hospital will relocate there freeing up more than 60 beds to help with winter pressure, the safe management of COVID-19 and the requirements for social distancing and segregation."

Please note, some pictures in this edition were taken before the introduction of restrictions on social distancing and wearing of face coverings.

Welcome from the chair and chief executive

About the Dudley Group

We are the main provider of hospital and adult community services to the population of Dudley, parts of the Sandwell borough and smaller, but growing, communities in South Staffordshire and Wyre Forest.

Achieving Foundation Trust status in 2008, we provide a wide range of medical, surgical and rehabilitation services to a population of over 450,000 people from three main sites – Russells Hall Hospital and Guest Outpatient Centre in Dudley, and Corbett Outpatient Centre in Stourbridge – and in people's homes from our community sites.

We also provide a range of specialist services, some of which are accessed by patients from across the UK. These include vascular surgery, endoscopic procedures, stem cell transplants and specialist genitourinary reconstruction. This year we also gained national accreditation as a specialist endometriosis centre.

Our staff are our greatest asset, and with a workforce of around 5,138 whole-time equivalent staff, we provide a range of secondary and tertiary services:

- Adult community services including community nursing, end of life care, podiatry, therapies and outpatient services from a range of community venues across the borough.

- Russells Hall Hospital in Dudley, which has more than 650 beds, including intensive care beds and neonatal cots, provides secondary and tertiary services such as maternity, critical care and outpatients, and an Emergency Department (ED) with Emergency Treatment Centre.

- The Guest Outpatient Centre in Dudley and Corbett Outpatient Centre in Stourbridge provide a range of outpatient, therapy and day case services.

We are also proud to be the vascular services hub for the Black Country and have an active research and development team.

Welcome to Your Trust newsletter and we are delighted to finally, belatedly, be able to share with you news from our Trust.

Of course so much this year has been subject to the upheaval caused by the global COVID-19 pandemic, which has affected all of us so profoundly. It has seen lives and jobs impacted across the nation including here in Dudley, where we recorded some of the first cases in the country. The impact on the NHS has been huge.

Our hearts go out to all of those who have lost loved ones and to those who continue to feel the effects of coronavirus. We are also mindful of those who have, as a result of the pandemic, seen their treatment for other conditions delayed or provided in another way. Please be assured we are working hard to restore all our services in the safest possible way.

Not getting the medical attention needed can be a far bigger threat than coronavirus, and particularly with strokes or heart attacks, it is vital to get medical help as soon as possible. No one should feel scared to come to hospital, whether in an emergency or for an appointment. We have made a video about all the actions we have taken to protect our patients and staff, and you can see this on our website or our Facebook page.

We are so very proud of all our staff and volunteers who throughout this unprecedented time have heroically risen to the challenges they have faced, in particular our critical care and anaesthetics teams who very quickly put in place our plans to ensure we were ready for the sudden increase in very poorly COVID-19 patients.

We are grateful to our staff members who were redeployed to different areas within the Trust and who volunteered to be part of the Nightingale response.

In this edition of Your Trust, we will look at how we have responded to COVID-19 and some of the many initiatives and new ways of working we have developed and which will continue.

One thing that has been overwhelming throughout this outbreak has been the tremendous support from our local communities, individuals and businesses and you can read more about this too on the following pages.

We had hoped by now that we would have received our reinspection by the Care Quality Commission; however, global events superseded that visit. We feel

improvements made, and in particular the maintenance of the indicators for quality in our Emergency Department (ED), will give our inspectors a different perspective and picture of our care.

We are really pleased that our improvement has meant we have consistently achieved and exceeded the national standard for sepsis screening, and 95 per cent of patients arriving by ambulance are assessed within 15 minutes of arrival. Our sepsis mortality is below the national average. However, we do recognise and understand our challenges including our struggle to achieve the four-hour access standard throughout the year. This standard means patients should be seen, treated, admitted or discharged within four hours of arrival at ED.

Delays in our patient journeys are often caused by the fact we simply do not have enough acute care beds to accommodate admissions and a high number of medically fit patients with delayed discharges. This combination leads to ED not being able to admit patients into the hospital fast enough to keep pace with the patients arriving through our doors, at a time when we are seeing numbers increase year on year – our figures for 2019/20 were up by 3,000 until we saw a fall in March due to COVID-19.

To help with this, we have continued to forge excellent relationships with our local system partners in working to reduce delayed transfers of care from the Trust, in particular with Dudley Council.

Until our focus was turned to dealing with COVID-19, work continued on the full business case for the redesign of our

Emergency Department and we have gathered both staff and patient feedback to understand how we can make best use of our limited footprint. That work will recommence once we are back to business as usual.

Also in these pages you can find out more about our governors and members, and our charity. We also include a summary of our year with a particular focus on our quality priorities.

None of us could have expected what 2020 has forced us all to endure; this is a time for us to pause, remember what we have been through, and to look ahead to our future.

Chief Executive Diane Wake
Chairperson Dame Yve Buckland



Diane Wake, chief executive



Dame Yve Buckland, chairperson

New director



Katherine Sheerin

Katherine Sheerin has joined the Trust as the new director of strategy and transformation.

She joined the NHS 32 years ago and has held a variety of roles throughout her career.

Katherine joined the NHS in 1988 as an auxiliary district nurse, working part time to fund her way through university.

Following graduation from the University of Liverpool, she joined the NHS Graduate Management Training Scheme, and has undertaken a variety of roles across acute, mental health and primary care services.

As her experience in the NHS evolved, her career began to focus on the development of primary care and community services, taking on challenges through a variety of director and executive roles.

Katherine has robust knowledge and experience in implementing sustainable change having worked closely with different service providers to create the environment for significant service redesign across pathways and organisations, most recently in the Leeds system.

She has also held a number of national roles, including as a board member of NHS Clinical Commissioners and the National Association of Primary Care.

Outside of her busy schedule, Katherine enjoys going swimming and spending time with her three children.

Unique service aids anaemic patients' post-op recovery

Patients undergoing major surgery at Russells Hall Hospital can receive intravenous (IV) iron to boost their red blood cells by a team of specialists in the community without the need to come to hospital for this treatment.

This unique integrated hospital and community service, which makes patients suffering from anaemia fitter for their operations and helps them recover better, has been shortlisted for a major health industry award.

"Surgical patients who have low blood iron levels are more likely to need a blood transfusion during or after surgery," said Dr Adrian Jennings, consultant

anaesthetist and clinical lead for theatres.

"Administering iron intravenously through a cannula is more effective and works faster than giving iron tablets.

"Patients feel better almost straight away and their surgical outcome is improved.

"Once a patient is assessed as requiring IV iron by the preoperative assessment team, the referral process is quick and treatment is usually administered within a few days."

Patients attend at a clinic run by our specialist community intravenous therapy nurses at Brierley Hill Health and Social Care Centre.

"It's much more convenient for patients to have treatment in the community instead of going to hospital and the feedback we've had from patients has been very good," said Kate Owen, community IV team leader.

The majority of patients to benefit from IV iron infusion had colorectal, orthopaedic or gynaecological surgery.

"I am delighted that this successful initiative to improve pre-operative iron deficiency anaemia has been shortlisted in the Health Service Journal Patient Safety Awards 2020," said chief executive Diane Wake.

"This innovative service is making a real difference to our patients and there are huge benefits to their health, wellbeing and experience of care and treatment at our Trust.

"Making the shortlist is thoroughly deserved and I wish them all the best at the awards."

The Trust's entry has been shortlisted in the category of Perioperative and Surgical Care Awards.

This year, because of the pandemic, the awards ceremony will take place virtually as part of the Patient Safety Virtual Congress and Awards in November 2020.

Celebrating International Nurses Day



As a Trust we always celebrate our nurses and midwives on International Nurses Day on May 12th and had extra special plans for this year's event.

Sadly these have to be scrapped due to COVID-19, but we still found ways to honour our wonderful nursing and midwifery staff on what would have been Florence Nightingale's 200th birthday.

Fruit hampers were given to each nursing area and delivered by chief executive Diane Wake, chief nurse Mary Sexton, chief operating officer Karen Kelly and other members of the nursing directorate.

Wards also held their own celebrations, including on children's ward, where staff dressed in Florence Nightingale-style nursing outfits and held a tea party.



Accreditation for the audiology team



This picture was taken before social distancing restrictions were in place

Congratulations to our audiology service which has been awarded UKAS accreditation for its routine adult assessment and rehabilitation service. The team has worked extremely hard to gain this recognition.

The United Kingdom Accreditation Service (UKAS) is the sole national accreditation body recognised by the Government to assess the competence of organisations that provide certification, testing, inspection and calibration services.

Audiology's success follows a web-based submission of evidence, a rigorous on-site inspection, and the successful clearing of 20 mandatory findings from the inspection.

The service, based at Brierley Hill Health and Social Care Centre, has now entered into a four-year cycle of repeated inspections and web-based submissions to secure continuing accreditation.

Team leader Ruth Delves said: "This has not been easy-going for my team and they have worked very hard to achieve this. I am very proud to lead the team."

End-of-life care praised

Ward staff at Russells Hall Hospital have achieved the highest national standard for their care of end-of-life patients.

Three wards have achieved Gold Standards Framework (GSF) accreditation after two years of working towards it. GSF is an improvement training programme which aims to enable a 'gold standard' of care to help people live well before they die, and to die well in the place and the manner of their choosing.

Dr Jo Bowen, palliative medicine consultant, said: "This is a fantastic achievement for the wards and staff and one that has demonstrated improvements regarding end-of-life care for patients."

"The main achievements are earlier recognition of patients in the last year of life which has then impacted on the development of an individual plan of care, reduced length of stay and improved communication from the Trust to community teams."

"The engagement and ownership demonstrated by the ward teams is outstanding and the initiatives taken by the ward to ensure an individual plan of care is achieved. Pre-COVID this has included weddings, visits from pets, birthday celebrations and this is now part of the culture in the Trust to support end-of-life care. March and April have been unprecedented times with COVID-19, yet the Gold Standards Framework has continued to be embedded across the hospital."

The first three areas to achieve accreditation are the coronary care unit and wards C3 and C8 who look after elderly and stroke patients. The coronary care unit is the first nationally to achieve Gold Standards Framework accreditation.

Cardiology consultant Dr Robert Huggett said: "The increasing number of advanced heart failure



Staff have been praised for their end-of-life care for patients

patients and unpredictable nature of the disease has historically made palliative care difficult in cardiology. The GSF accreditation process has shown that cardiology can be trained effectively in end-of-life care."

Stroke co-ordinator Donna Salt said: "The entire team have been so dedicated to GSF. It has been successful on our ward because the whole team are passionate about this and have all worked together to improve the care we provide our patients at the end of their life."

Matron Rachael Collins added: "We are really proud of the teamwork shown on C3 and the Forget-Me-Not (dementia) unit in achieving the GSF accreditation. As a team we passionately advocate for good end-of-life

and palliative care and we are very aware we only get one chance to get it right."

Gold Standards Framework operates in association with Hospice UK. GSF lead nurse Julie Armstrong said: "The accreditation process recognises the hard work and dedication of the whole team. The award has been achieved through their tenacity and commitment to improve end of life care."

"It has been a pleasure to work with the teams and see the change in culture and practice with improvement in individualised care planning, reduction in length of stay and good communication between the hospital and community teams. We look forward to visiting other areas within the Trust as they continue to embed GSF in practice."

Continued from front page

While the pandemic has seen loss and heartbreak, it has also given us an unprecedented opportunity to reconsider how we do what we do and use the 'reset' phase of NHS services to reimagine Dudley Group healthcare in the 21st century.

#OurFuture will see us take the learning from how we adapted during COVID-19, retaining and expanding what has worked well. Much of this involves the use of technology. One example is our move towards more online consultations. Set up because it was safer not to see patients on site, virtual outpatient clinics have proved popular with staff and patients alike and are being expanded across more of our departments. Virtual appointments won't be used in all circumstances as there will still need to be face-to-face consultations for some patients.

We are moving towards far greater use of integrated care systems, which will see teams work on shared care plans for patients. Clinicians in the Trust and GPs will also be able to share patient information electronically.

2020 has not been the year that anyone expected or would have wanted. As a Trust we have met it head-on, and look forward to building on what we have achieved in the most trying of times.



A big thank you for all



From the moment the country went into lockdown, donations began arriving at the Trust. The support and generosity of our community has been truly astounding. We had daily hot food deliveries, bread and essentials, Easter eggs, cakes, toiletries, laundry bags, scrubs, visors, artwork for our walls and cards and letters galore. We can't name you all but thank you so much for helping to keep us going. Perhaps you will spot your donation among these pictures.



SEE WHAT YOU'VE BEEN MISSING EYE TESTS NOW AVAILABLE

ALL LENS TYPES
Brands to suit all pockets
and over 1,000 frames to choose
from, including designer..

We take every care to ensure our customers and staff
are safe and all guidelines are being observed..

WE ARE A FAMILY RUN BUSINESS SINCE 2000
offering great service and unbeatable prices
WE GUARANTEE TO BEAT ANY QUOTE That's our promise to you



THE SPECTACLE STORE

3 Maple Row, Mill Street, Brierley Hill DY5 2RG

CALL 01384 484446

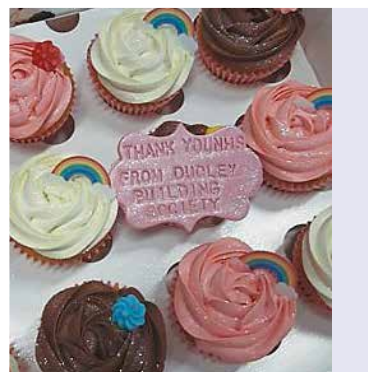
specstoreonline.co.uk

37 CAPEHILL, SMETHWICK B66 2RH

0121 558 1621



your kind donations



**2 YEARS FREE SERVICING & AN ADDITIONAL
£500 DISCOUNT ON ALL NEW FORDS
FOR ALL DUDLEY GROUP OF HOSPITALS STAFF &
PATIENTS ON PRODUCTION OF THIS ADVERT**

LONG ESTABLISHED FAMILY OWNED BUSINESS SERVING THE BLACK COUNTRY

T Wall Ford 
High Street, Pensnett, Kingswinford DY6 8XB

**www.twall.co.uk
Tel: 01384 282900**



Halesowen in Bloom says it with flowers



Halesowen in Bloom, an award-winning voluntary community initiative dedicated to bringing joy to the local community through all things natural, donated over 1,900 plants to say thank you to our staff.

The bedding plants were planted on June 1st by Countrywide Grounds Maintenance, spelling out 'thank you' in a rainbow of colour across the Russells Hall Hospital bank.

Halesowen in Bloom chairwoman Eve O'Connor said: "It was genuinely heart-warming to read the positive messages of thanks for the donation on social media, I am truly pleased that we found such an appropriate new home for our plants and Halesowen in Bloom could say a big blooming thank you to the NHS."

Chief executive Diane Wake said: "We really can't thank Halesowen in Bloom enough for their beautiful donation. It's brought so much joy to our staff and visitors already. What an amazing way to say thank you."

The group set up a JustGiving page called Front Line Flora to raise funds for the blooms that were donated.

Signs of appreciation on borough's roads

Dudley Council commissioned special 'thank you' messages to appear on the borough's roads, in recognition of those on the frontline during the pandemic.

The messages, which appear with the now iconic NHS rainbow, are situated on eight key roads located near hospitals in the borough, thanking NHS, care and key workers.

Councillor Nicolas Barlow, cabinet member for health and adult social care, said: "We have all been humbled and amazed at the selflessness and dedication of our frontline workers, who have given so much in the fight against coronavirus."

"These messages are just another way of trying to say thank you for all they have done for us and I hope it will remind residents why we must continue to follow the Government guidelines to help stop the spread of the virus and protect our NHS."

Diane Wake, chief executive, said: "I am sure these markings lift the spirits of our staff who have been truly amazing in the fight against COVID-19."

"We have been overwhelmed by the response of our communities in their generosity and appreciation they have shown us and all other key workers too."

Prime Minister's praise for staff at Dudley



Diane Wake with the letter from Boris Johnson

Prime Minister Boris Johnson has personally written to thank our staff for all their work for our local community.

The PM sent the letter to chief executive Diane Wake. In it, he says: "I know from your local Members of Parliament, Marco Longhi and Mike Wood, what a fantastic job the hospital is doing for the community in Dudley... please be assured of my thanks for all the hard work of your team."

Boris visited Dudley at the end of June to unveil his 'new deal' to kickstart the economy, and begins the letter by apologising for not being able to visit Russells Hall Hospital while he was in the town.

He adds: "I very much hope to have the chance to visit you when circumstances allow."

The PM, who was himself hospitalised with COVID-19, refers to the virus as 'a truly global battle, against the deadliest threat this country has faced since the Second World War, but the NHS has risen to the occasion'.

"I will always be grateful for what the doctors, nurses and other NHS staff did for me and are continuing to do for thousands of others during this difficult time."

The dedication and bravery of our NHS workers caring selflessly for all of us is truly second to none."

Diane Wake said: "The letter arrived totally out of the blue and is a lovely recognition of our wonderful staff, and all staff in the NHS, who have gone above and beyond with compassion and professionalism during the most difficult time we have ever experienced."

"I'm very grateful that the Prime Minister found the time to do this and we would be delighted to welcome him to our Trust so he can personally meet our teams and see the excellent work we continue to do for our community."

"I have been so impressed by all health colleagues in hospital, the community, primary care and mental health who worked together in partnership to tackle the biggest health crisis we have ever seen and this integrated way of working really is the way forward #OurFuture."

She added: "We have received many, many cards and letters of thanks from the people of Dudley and they are displayed across the Trust but I have to say none of them came in such a prestigious envelope as this!"



Donated materials were quickly turned into visors by volunteers



Volunteers have provided face masks to visitors at the main entrance at Russells Hall Hospital

Volunteers play vital role in helping the Trust cope

Volunteering for the Trust often involves reacting to current needs and the pandemic proved the versatility of the service.

All student volunteers were removed by their respective education establishments and as 55 per cent of the volunteers are aged 65 and over, some with other high risk factors, many went into self-isolation. This meant we lost 90 per cent of our volunteers within a two-week period.

The result was a dramatically reduced service and a targeted recruitment drive. Volunteers were immediately removed from clinical areas and decisions taken to redefine roles based on current risks.

A volunteer driving service was quickly implemented to support pharmacy and PPE deliveries. A team was also pulled together quickly to produce much-needed single use visors for COVID wards and theatres – 18,000 visors were produced and distributed. The vast majority of the component parts were donated.

Some volunteers were able to continue from home,

either helping with administration or producing scrubs, staff uniform bags and cotton masks. Others crocheted rainbow badges to fund raise for the Trust.

New volunteers came forward to support us during the pandemic, many of whom are planning to continue in the future, having seen the benefits of volunteering for both patients and the volunteers themselves.

Working in liaison with Dudley Council, Queens Cross Network, Dudley CVS, Merry Hill Centre management and For the Love of Scrubs, we have helped with supply of PPE to schools, domiciliary visitors, small local businesses, care homes and day centres.

We are now in recovery stage and safely welcoming back our former volunteers as well as encouraging new volunteers to come on board. From September we also hope to reintroduce our student volunteering programme to assist with training for our future healthcare professionals. Further information and online application can be found on our webpage at www.dgft.nhs.uk



Volunteers have played a vital role

Trust turns to 'Attend Anywhere' video system

The Trust has adapted the Attend Anywhere video consultation system to ensure patients get the care they need during the COVID-19 pandemic.

We were quick off the mark to introduce the new nationally-procured technology during the coronavirus lockdown and will be keeping the system going as we move to new ways of providing healthcare post-coronavirus.

"Attend Anywhere has proved invaluable for patients to be able to get the consultations they require when it is not necessary for them to physically be at one of our sites," said chief executive Diane Wake.

"As we move towards restoring all our services, we are looking at how to reimagine and re-energise what we do to provide the best possible healthcare for the people of Dudley and beyond. Attend Anywhere will play a part in this and we are sure patients will embrace this opportunity which will cut the need to attend for many routine appointments."

The secure web-based service has already been taken up by 34 services within the hospital and outpatient centres, and community services such as midwives and rehabilitation services. The Dudley Group was the first trust in the Black Country to introduce Attend Anywhere.

One of the first departments to begin using it was Trauma and Orthopaedics. Dr Gail Parsons, nurse consultant, said: "Attend Anywhere is definitely something we have embraced and see as an essential addition to what we do. One example is a patient who needed me to assess her incision after a hip replacement. She was able to show me the wound on her smartphone and I was able to reassure her that everything was normal with it."

The Trust has found that Attend Anywhere has been welcomed by a wider section of patients than expected.

Requests for video consultations have come in from patients in their 90s who may not have been expected to embrace the technology.

■ You can find more information about Attend Anywhere, including two short videos, on our website www.dgft.nhs.uk

Volunteer COVID nurses to begin careers in Dudley

Student nurses who stepped in to help care for patients in Dudley at the height of the coronavirus pandemic are now set to begin their careers here.

As the outbreak took hold, those taking nursing degrees were asked to help the NHS by moving into clinical practice earlier than they would have done.

We welcomed 150 second and third year students and more than 50 of the third year students due to qualify later this summer have opted to remain in permanent posts. Other third year student nurses due to qualify later this year are also looking to stay in Dudley.

They have come from universities as far afield as London, Nottingham, Sheffield, Birmingham, Keele and Coventry, as well as with the Trust's partner universities in Wolverhampton and Worcester.

The Trust's chief nurse Mary Sexton said: "We were delighted to welcome the student nurses and they went straight to work in every ward and department, including with our most poorly COVID-19 patients. This wasn't something they had to do and we've been so impressed by their courage and dedication."

"The second year students will stay with us to complete the hours they need to do as part of their degree, and return to studying next year. We will be keeping in touch with them and hope to welcome them back when they qualify."

Hannah Gray is a student nurse from Worcester University who is joining The Dudley Group. She is based on the stroke ward. She said: "If you had told me at Christmas that I would be working on a ward



The Trust held a socially distanced celebration to mark the cohort completing their final year as student nurses

I wouldn't have believed you – I was planning on community nursing or in a care home. I was really nervous but within the first two weeks I thought 'I really love this place'. There's a really good vibe and they are so supportive of students while pushing you to improve."

"My ward went from being a normal ward to completely COVID and I was anxious to start with but the nurses were so supportive that after just an hour I felt quite calm. Being in the Trust calmed my nerves."

Trust chief executive Diane Wake said: "We are delighted to be welcoming these new nurses to Dudley and to helping them build meaningful and fulfilling careers with us, providing the best possible care to our community."

Trust joins life-saving research on COVID-19

The Dudley Group has been very active in the national RECOVERY trial, which has been looking at a number of possible treatments for COVID-19.

Among the patients recruited, 18 were randomised to the trial of Dexamethasone, which was found to be life-saving for patients critically ill with COVID-19. For patients on ventilators, the treatment was shown to reduce mortality by about one third, and for patients requiring only oxygen, mortality was cut by about one fifth, according to preliminary findings shared with World Health Organisation (WHO).

"This is the first treatment to be shown to reduce mortality in patients with COVID-19 requiring oxygen or ventilator support," said Dr Tedros Adhanom Ghebreyesus, director general of the WHO.

"This is great news and I congratulate the Government of the UK, the University of Oxford, and the many hospitals and patients in the UK who have contributed to this lifesaving scientific breakthrough."

Trust chief executive Diane Wake said: "Our R&D team has an excellent track record of recruiting patients for treatment trials and we are proud to have been one of the higher recruiting district general hospitals in the Midlands for this study. Well done and thank you to the R&D team and also to the patients who have taken part in this trial."

The Dudley Group continues to be involved with other trials of potential treatments and vaccines for COVID-19.

Digital help for clinicians

The Trust has accelerated the roll-out of a pioneering information sharing project to support its clinicians during the coronavirus outbreak.

The Dudley Group is one of the first in the UK to adopt the Allscripts dbMotion information sharing platform. When the pandemic arrived, we accelerated our plans, starting with the data that would most help doctors to treat patients with COVID-19. This included adding medications information from the IT system used by GPs and data feeds from the Trust's pathology, imaging, and document management systems.

Portway House is now open and welcoming Residents

Portway House, a purpose built 48-bedroom luxury specialist care home has now opened and is welcoming residents. Alongside the bedrooms there are three dedicated suites offering specialist care:

- Tinsley Suite – offers younger adults aged 18 and over with acquired brain injury
- Priory Suite – long term care for individuals requiring minimal support
- Crystal Suite – for those requiring palliative nursing needs

Our facilities include, two wellness spas, sensory recreation facilities, a cinema room, hair salon and holistic therapy. Each ensuite bedroom has been furnished to high standard by an experienced interior design team, with flat screen smart televisions. Residents are encouraged to make their rooms their own creating a home away from home experience.

Qualified caring nursing staff welcome to apply

How are we protecting our residents and team?

Safety comes first, so we make sure our team always have the right level of Personal Protective Equipment (PPE) available and that regular resident and staff testing takes place.

To keep residents connected but safe, we help; loved ones stay in touch in a number of ways, including video calls as often as they'd like. Because family time matters.





AHPs step up to the challenges

Allied health professionals (AHPs) stepped up to the challenges of COVID-19 to support their nursing and medical colleagues.

AHPs are the third largest clinical workforce in the NHS and make up 14 unique and diverse professions, providing a range of diagnostic, technical, therapeutic and support services. Along with many in the Trust, they found their work drastically changed to meet the demands of the pandemic.

Deputy chief AHP Karen Lewis said: "Our unique and varied skill set and ability to problem solve, adapt and flex has proven invaluable in responding to our patients' changing needs."

"I have been incredibly proud of every single AHP at Dudley Group for being so resourceful and proactive and stepping well outside their comfort zones at a time when many were also feeling afraid and personally vulnerable."

Operating department practitioners (ODPs) are involved in the planning and delivery of perioperative care. With elective procedures cancelled and theatres repurposed for COVID patients, ODPs found themselves in new roles.

Tracy Simner, deputy nursing/ODP and directorate manager, said: "The first opportunity was to form part of the Medical Emergency Response Intubating Team (MERIT). This team is comprised of anaesthetic consultants and an ODP who responded to patients that required intubating and transferring to areas providing more intensive care, known as level 3 areas."

"Intubation is considered one of the most high-risk procedures to perform on a COVID-19 suspected or positive patient, so the requirement to intubate in a remote area in full PPE was an additional challenge to managing these extremely unwell patients."

"In line with our plans, as the demand for level 3 patient care increased the operating theatres were converted into ITU areas. This created the second new challenge for ODPs, to upskill and treat level 3 patients alongside our ITU nursing colleagues. We have increased our knowledge base to include management of invasive monitoring, inotropic support (modifying heart contractions) and a raft of other skills."

Chest x-rays are a major component in assessing patients with respiratory symptoms and demand for chest x-rays increased exponentially at the height of the crisis. The radiographers in the imaging department rose to the challenge! Staff shift patterns changed to ensure that out-of-hours services were comparable with daytime, chest x-rays were performed and reported on within 16 minutes and



Allied health professionals (AHPs) are made up of 14 professions and are the third largest workforce in the NHS

radiologists ensured reports were issued promptly.

Speech and language therapists also showed flexibility in volunteering to cover all wards.

Linzie Priestnall, Macmillan head and neck /acute speech and language therapist, said: "From an inpatient perspective, referral numbers dropped for a time, however, we have been there every step of the way to support with communication needs, assessing the swallow where patients were deemed to be struggling and have been there to spend time with those coming towards the end of their life, providing and supporting with much-needed mouth care, all the while fully clothed in PPE."

"Voice therapy sessions have continued virtually, ensuring continuity of care and ongoing treatment regardless of the situation, which proved very positive with patients. In a similar way, head and neck cancer patients received regular telephone reviews for ongoing practical and emotional support during an extremely vulnerable time for them."

"We are now seeing those where they are recovering from the virus itself, but whose voice quality, cognitive communication and swallowing continues to be significantly impaired."

Dietitians have also changed routines and learned new skills. Ann Marsh, dietetic service manager, said that with an increased number of ventilated patients

who needed to be tube fed, they needed to increase the number of dietitians who were trained for ITU and high dependency work.

"Our community team upskilled and learnt how to support safe discharges and train service users on feeding equipment in preparation for the potential for higher levels of patients being discharged with feeding tubes. Alongside this we are working on nutritional support pathways for the recovering patients to help with their rehabilitation," she added.

"In the early stages of the pandemic, national guidance advocated the development of a proning team who would support staff in critical care areas in putting patients in the prone position, i.e. on their stomachs, which is done to help patients with acute respiratory distress syndrome and could help avoid patients being put on ventilators."

"The AHP workforce was ideally placed to deliver this project," said Maria Dance, interim head of therapy.

"Sixty-two members of staff were redeployed to develop the proning team from a variety of AHP backgrounds, both hospital and community. None of these staff had recent experience in critical care; in fact many had no previous exposure at all."

"However physiotherapists, occupational therapists, speech and language therapists, podiatrists and

orthoptists were all united by a drive to deliver a tangible patient-facing contribution to both patients and colleagues during a time of crisis, despite some apprehensions about working in unfamiliar settings with critically ill patients."

"Within a week, all had completed the necessary training as well as attending Q&A sessions with experienced critical care staff to better prepare them. From April 9th, they were deployed to assist in critical care and theatres, proning when required and supporting with other tasks as requested."

"The service was available seven days a week for nearly three weeks, by which time the number of ventilated patients had thankfully significantly reduced."

"Our AHP staff demonstrated remarkable resilience and courage to deliver what was needed for the very sickest patients in the hospital. Many had to adjust home or personal circumstances to deliver 12-hour cover including weekends, and all staff did so readily."

Therapy services provide respiratory care, physical and cognitive rehabilitation to patients with symptoms of COVID-19. They were there for patients when they were in intensive care and recovering on the wards, and were involved in discharge planning once recovered.

Physiotherapy staff with previous experience of ICU were redeployed into the respiratory physiotherapy team, and training was provided to all therapists in management of breathlessness, anxiety and fatigue so that these symptoms could be managed for all inpatients with COVID-19.

Links with the community therapy teams and pulmonary rehab service were strengthened so that all our patients would have access to the follow-up that they needed.

The pulmonary rehab team has specialist knowledge on managing respiratory symptoms, particularly those that are on-going. They have been contacting all COVID-19 hospital discharges to offer support and advice over the telephone, and where appropriate some patients have joined the rehab classes. They have also rolled this service out to any staff member who may have residual symptoms from their infection.

Obstetric sonographers carrying out ultrasound scans in maternity have also had to adapt, carrying out scans in full PPE at a time when women have not been able to have their partners with them for support.

Podiatry, orthoptics and Dudley Rehabilitation Service have also met the changing demands of COVID and are transforming their services to patients during the recovery and restoration period.



Denture Care Clinic

Beautiful Smiles that last a lifetime

We offer a unique service as the person treating you also hand crafts your new personal smile. We create high quality dentures that reproduce every detail using the best materials available.
You simply wouldn't know they were dentures.

HOME VISITS AVAILABLE, DENTURE PROBLEMS?
Call for a **FREE** consultation

Lee Torrington, CDT Royal College Of Surgeons England RDT

NEW DENTURES	COPY DENTURES	NATURAL LOOKING	DENTURE REPAIRS
--------------	---------------	-----------------	-----------------

0121 585 8136
3 A Blackberry Lane, Halesowen, B63 4NX [Find us on f](#)
www.denturecareclinic.uk





Sales, Service & Repair of Mobility Equipment.

Call: 07516 126958



Showroom at Bath Street, Bilston WV14 0ST
Visit our Showroom next to Morrisons (Bilston)
01902 409929 www.capitolmobility.co.uk

FOR ALL YOUR MOBILITY NEEDS



From per week £12

HOME DEMONSTRATION COMPETITIVE PRICES

3 year leases for scooters or powered wheelchairs

Use your mobility allowance 

Batteries, tyres and breakdown assistance all included



Cruella de Vil and the Queen of Hearts were among the Disney characters on the children's ward

Disney Day on children's ward

Disney came to Dudley when staff on our children's ward brought smiles to the faces of our young patients.

Head of children's services Karen Anderson said: "We began holding themed days each month in our children's areas last year as a way of showing children that hospital can be fun and isn't something to be scared about.

"Obviously we had to stop during the height of the coronavirus pandemic.

"Disney Day is one of our most popular, so we decided to re-launch that as soon as we were able to. All of our staff on the ward take part and really go to town with their costumes – although this time we had to add in face masks and hadn't banked on it being the hottest day of the year so far!"



Care for patients with diabetes improved

Standards of care of inpatients with diabetes has improved within the Trust, with surgical wards showing a particular improvement, according to figures from the National Inpatient Diabetes Audit 2019, NADIA.

It follows the appointment of a specialist diabetes nurse (DSN) to support the surgical pathway and has helped us record a markedly lower level of diabetes-related incidents than the national picture.

The Trust, in line with national trends, has in the past seen significantly higher management errors and suboptimal diabetes control on surgical wards compared to medical wards.

The outcomes of NADIA 2019 were analysed internally. These show that there is no longer a difference in 'good diabetes days' between medical and surgical wards in 2019 compared to 2017. These are defined as when glycaemic control is within the recommended range on the days in which blood glucose monitoring was appropriate.

There has been a consistent decline in mild hypoglycaemic events over the years and it remains well below the national averages. During the period audited, there were zero severe hypoglycaemic events in both medical and surgical wards, and only one recorded incident of diabetes ketoacidosis.

Breast screening staff brave the shave for fund



Mike Heaton and friend Margaret Griffiths present the cheque to Emma, far left, and Anne

Two amazing members of Russells Hall Hospital's Breast Imaging Department have braved the shave in aid of The Dudley Group NHS Charity to raise money to support their department.

Consultant radiographer Anne Mannion and clinical superintendent Emma Dobbs took on the clippers on May 22nd as their colleagues cheered them on and gave words of encouragement.

The lovely ladies were overwhelmed by the generosity of the community as they beat their fundraising target

of £1,000. To support their efforts, Trust governor Mike Heaton has generously gifted £500 and also offered to pay for a hair salon appointment for the ladies.

Anne said: "Emma and I have been overwhelmed by the generosity of fellow staff members, friends and family and patients for helping us more than double our target.

"The money raised will be used specifically for the breast unit for equipment to help the patient experience."

If you would like to donate, their JustGiving page is still up and running and accepting donations. Visit: www.justgiving.com/fundraising/dudleybsu



Consultant radiographer Anne Mannion



Clinical superintendent Emma Dobbs

Simple blood test to spot risk in pregnancy

Mums-to-be in the Black Country can now have a simple blood test to see if they are at risk of getting a potentially serious complication in pregnancy.

Pre-eclampsia affects a small percentage of women during pregnancy and is a result of the placenta not working as it should. Symptoms include headaches, swelling, visual disturbances and high blood pressure although many women will be unaware they have it. It can be harmful for the mother and baby and it is vital it is detected early.

The Trust is thought to be the first in the area to start offering a blood test which will help to identify women at risk of developing the condition.

Mrs Rashda Imran, obstetrics and gynaecology consultant, said: "This test will help us managing the women at risk of developing pre-eclampsia. The test measures two proteins in the blood, and if the results indicate an increased risk then we will use this, along with other factors such as blood pressure and protein in urine, to manage the condition in the safest way for both mum and baby."

Praise for falls service

An initiative which has led to a significant drop in the number of falls for people over the age of 65 has been recognised in a national awards scheme.

The Dudley Falls Prevention Service, a partnership between the Trust, Dudley Council and Dudley CCG, was highly commended in the NICE Shared Learning Awards.

Launched more than two years ago, it helps people at risk of falling to maintain their strength, balance and mobility. It also offers support to those recovering from a fall, helping them build confidence and regain independence.

Its introduction has seen the lowest number of hospital admissions for hip fractures for nearly a decade.

About our charity



The Dudley Group NHS Charity makes a real difference to those being treated in our hospital or in outpatient centres, or in their own homes.

We are not about providing healthcare; charitable donations enable us to provide comfort and facilities above and beyond those which are provided by the NHS.

Enhancing a person's visit to us can make all the difference to their wellbeing, improving recovery and overall experience.

All the Trust charities come under the umbrella of the DGNHS Charity and when raising money for our charity you can choose where your money will go.

We can keep you informed of what is needed for our patients and help you decide how you can get involved. You can raise money for a particular area of care or you can spread your donation over a variety of causes.

Twitter: DGNHSCharity

Facebook: DudleyGroupNHSCharity

Karen Phillips, Fundraising Manager

01384 456111 ext 3349

karen.phillips5@nhs.net

www.dgft.nhs.uk/our-charity

"Making our vision happen involves all our partners: staff, patients and the local community"

Entrepreneur donates half a million to Trust

Digital gaming entrepreneur Simon Wilson has donated £500,000 to the Trust to support staff in the fight against COVID-19.

Simon is the owner and CEO of InTouch Games and the donation will be spent on purchasing necessary equipment to aid staff in providing care to those affected by COVID-19.

Simon was born and raised in Cradley Heath and built the now globally successful business with his wife from their home town of Stourbridge. The company employs over 400 people from its headquarters in Halesowen and continues to grow national and international presence. It also provided technical support during the pandemic.

He said: "It's during these times that we really need to step in and support our National Health Service. The staff of Russells Hall Hospital have been there for my family for generations. It's our chance to be there for them, in any way we can, during this difficult time."

Dame Yve Buckland, chair of The Dudley Group, said: "We are delighted that Simon has made the decision to support The Dudley Group in this way. It is such a generous donation and we will ensure it is put to good use."

Chief executive Diane Wake added: "This is a fantastic donation and we will engage our clinical teams in deciding what equipment they need the most to ensure the money is put to best use for staff and patients."

Sharing the love at Dudley Group



The rainbow has become the COVID-19 – Supporting our NHS emblem. As a result, rainbows of all shapes and sizes, in the form of handmade badges and keyrings, have been donated to the Trust. Our volunteers have been selling them wherever possible and to date have raised £3,500 for our COVID-19 Appeal.



Hundreds of patients at Russells Hall Hospital have received a gift of a handmade heart thanks to a donation from Silk Elephant.

The hearts have brought great comfort to patients in isolation in our critical care unit, and have been given to seriously ill and recovering patients on our wards.

They have been appreciated by patients arriving in our Emergency Department who could not be accompanied by loved ones.

Our onsite chaplains handed them to patients and family members as a way of connecting loved ones.

Karen Phillips, fundraising manager, said: "So many people have found comfort from this simple gesture; the kindness demonstrated by the general public with donations such as these has been awe-inspiring."

Helping our crisis appeal



Fundraiser Farrah Hunter Coley ran 12 marathons



Tom Budgen raised over £1,600



Marcegaglia UK donated £10,000



Isabelle and Joshua walked a marathon a week, while Matt Shivlock ran 10k a day for 50 days



Our charity launched a crisis appeal to support our amazing NHS staff and volunteers who worked tirelessly to care for COVID-19 patients.

We wanted them to know our local community was supporting them. To date we have raised over £170,000, including £10,000 from Marcegaglia UK, £17,000 from charitable trusts and £13,500 from local Rotary Clubs.

Here are just a few of the ways others of you have been getting involved.

Local primary school teacher Tom Budgen

decided to put his marathon training to good use during the pandemic with his 'run-around-the-block-athon' and raised over £1,600.

Throughout May a dedicated fundraiser named Matt Shivlock ran 10k a day for 50 days. Matt posted all his progress to his fundraising page and raised £2,000, while Marcegaglia UK donated £10,000.

Farrah Hunter Coley ran 12 marathons to raise over £400 and Isabelle and Joshua walked a marathon a week – between them they raised over £1,200.

Fundraisers get creative



Fundraising manager Karen Phillips

Fundraising became one of the most popular activities during lockdown and we have seen radical changes in the way people have been doing this.

Social distancing has encouraged people to be creative. Strava is being used to track exercise; TicToc is recording people's achievements. Online social meeting formats are being used to hold charity quizzes.

There have been changes in not just the type and amount of donations and fundraising, but also in the demographic of fundraisers. For example, 99-year-old Captain Tom Moore raised over £33m for NHS Charities Together after setting out with a target of £1,000. Tom inspired six-year-old Frank Mills who has Spina Bifida to raise £99 by walking with his frame; he went on to raise £280,000.

This scale of funding has made an enormous difference in support of both our staff and patients. We have been able to create wellbeing spaces within the Trust and in outside areas. It has been vitally important that our colleagues have been able to take time out in non-clinical spaces to rest and recharge. Donations have also helped improve the experience for our patients during such a scary time. We have helped them with technical solutions to stay in contact with loved ones as visiting was put on hold during lockdown.

We couldn't have done this without you – so thank you.

Funding appeal launched for virus heroes sculpture

A new public fundraising page has formally been launched by campaigners in Dudley who are looking to create a permanent tribute to key workers.

The page will be raising funds for a new sculpture located outside Russells Hall Hospital in a campaign being led by Dudley Councillor Keiran Casey in partnership with The Dudley Group NHS Foundation Trust and our Trust charity.

The Russells Hall Rainbow will be a permanent reminder to honour and thank local heroes for their work during the coronavirus pandemic. The project will see a sculpture constructed on the grounds of Russells Hall Hospital in the shape of a rainbow, the iconic symbol of hope during the crisis and which has been seen in windows up and down the borough and across the whole of the UK.

The idea was launched by Councillor Casey who has already raised thousands of pounds in just a few weeks from local organisations such as Interserve, National Express, Western Power, The University of Wolverhampton, South Staffs Water, the University of Birmingham, Dudley College, Tipton and Coseley Building Society and Stonewater Housing Association.

The launch of the funding page followed a full council meeting where local residents who have been on the frontline in the fight against the virus were awarded the Freedom of the Borough, which is the highest award the council can bestow and which Councillor Casey submitted as a start to the process of giving thanks.

Councillor Keiran Casey said: "It's great that we're now able to launch this public fundraising page and I hope local residents will want to donate and get involved with this really important community project."

"For me, this is about having something outside our main hospital in Dudley that will remain there forever and something that we can use to show our appreciation and give thanks for everything that has been done for us during the past few months which have been extremely difficult times."

"We owe so much more to those on the front line of this fight than words or monuments can ever say, from those in our amazing NHS, in local care homes



Artist Stephen Field, who has designed the sculpture, with Councillor Keiran Casey, charity manager Karen Phillips and chief executive Diane Wake
Inset: Artist's impression of the sculpture

looking after family members and friends, and people providing help and support right across Dudley to some of the most vulnerable residents, including health and wellbeing support for children and to all those community heroes that have been delivering food parcels to those isolating and just being there for help and support.

"This monument will recognise all the work that has been done, not only in the past few months, but for the tireless work they will continue to do in the future, something we must never forget or take for granted."

Diane Wake, Trust chief executive, said: "The rainbow sculpture is a beautiful idea which will remind our staff of the tremendous support shown to them by our community throughout the pandemic."

"We have been so touched by the generosity of



individuals and businesses who have donated everything from food and care kits to scrubs and visors, not to mention all the fundraising they have done for our charity.

"I have been personally so proud of how our staff have responded to the challenge of COVID-19 and this will be a fitting tribute to their dedication and skill, and also the link between the Trust and the people we care for."

Local residents can donate through the JustGiving page that has now been launched: www.justgiving.com/campaign/RussellsHallRainbow

MISTY UNITS REPLACED
Buy Direct from the manufacturer. Est. 1999

 **Reduce heat loss by up to 75%**

Also upgrade your existing double glazed units to Pilkington Enerigikare, it will help to reduce the amount of heat lost through your windows by up to 75%, lock, handles, hinges.

 **WITH A 10 YEAR GUARANTEE AND FITTING SERVICE AVAILABLE**

HIGH SECURITY DOOR BARRELS NOW BEING FITTED

WE HAVE A NEW TELEPHONE NUMBER
01384 918383

Delph Glazed Units
Unit 32 Delph Rd Ind Est (by the tank), Brierley Hill DY5 2UA
Visit our new website www.delphglazedunits.co.uk
 **Mobile: 07887 520599**

Beautiful Handmade Bedroom Furniture

 **MARTYN 4 NEW IDEAS**

 See our gallery pages at www.martyn4newideas.co.uk

QUALITY CRAFTSMANSHIP
Home visits at a time to suit you - FREE Quotations
No pushy sales people
Local Family Business Since 1982
CALL MARTYN 01384 482662 MOBILE 07802 451232

VAUXHALL CORSA-E
Available on the Motability Scheme
Advance payment
NOW £299* From £799 Save £500
Come and see our award winning Motability Specialists

FREE HOME CHARGING UNIT AND INSTALLATION
The new all-electric Corsa-e, with up to a 209 mile range,*September 2020 Registration Only.

T Wall Garages
01384 288333
www.twall.co.uk

High Street, Pensnett
Kingswinford DY6 8XB

Award winning family-run business – established 1953
1 Mile from Russells Hall, Hospital, towards Kingswinford



Annual summary 2019/20

Every year we publish our Annual Report and Accounts, along with a Quality Report, which give a detailed account of our performance throughout the year in key quality, financial and national priority areas.

It gives you a full picture of the work of the Trust and where we are going. The full reports are available on our website at www.dgft.nhs.uk

On these pages you can see our year in summary, our objectives and priorities, and the key points from our accounts.

Visions and values

The Trust’s vision is to be ‘trusted to provide safe, caring and effective services because people matter – care better every day’.

This is underpinned by our values of care, respect and responsibility.

We have six strategic objectives, which are:

- Deliver a great patient experience;
- Deliver safe and caring services;
- Drive service improvement, innovation and transformation;
- Be the place people choose to work;
- Make the best use of what we have; and
- Deliver a viable future.

The overall day-to-day management of our hospitals and services is the responsibility of the team of executive directors, under the leadership of the chief executive and supported directly by other senior managers in various departments.

We operate a board committee structure to ensure that we are well governed, managed effectively and scrutinised appropriately.

The board of directors is responsible for formulating strategy, ensuring accountability and shaping a healthy culture.

2019/20 in summary

- Babies born – 4,142
- Operations across our main and obstetric theatres – 13,656
- Bottles of hand gel used – 16,387
- Hours anaesthetising patients and performing operations – 16,453
- Bandages used – 19,056
- Surgical gloves used – 34,390 pairs
- Day case procedures performed – Day-case Admissions – 42,523
- Inpatient admissions – 50,950
- Pieces of patient feedback – 59,790
- Patients through our A&E – 107,466
- Community clinic appointments – 157,062
- Visits to patients in their own homes – 282,184
- Outpatient appointments – 425,069
- Items dispensed by our pharmacy – 536,532
- Aprons used – 988,100

Our quality priorities

Each year the Trust sets out its quality priorities for the following 12 months. This is done in consultation with staff, governors, our commissioners and Healthwatch colleagues.

We’re pleased to report that, in line with last year’s priorities, there has been a steep decline in avoidable pressure ulcers. Another priority was infection control and we are under the national target for C. difficile cases arising due to lapses in care.

For 2020/21 it was agreed the number of quality priorities should be reduced to enable concentration on two or three.

We have decided to concentrate our efforts on improving both patient experience and discharge management as our priorities in 2020/21.

Priority 1 - Patient Experience

Providing the best possible patient experience means getting the fundamentals right - making sure our patients feel safe and well-cared for, that they have trust and confidence in the staff caring for them and that they receive excellent quality care in a clean and pleasant environment.

New priority 1 for 2020/21: Patient experience

1. Improve the way we communicate and engage with patients.
 - a) ‘Do staff treating and examining you introduce themselves?’.
 - b) ‘Have you been told what is going to happen to you today (tests etc)?’.
 - c) Hold a quarterly forum/focus group with each prioritising two key planned actions and undertaking those actions and measuring the success.
 - d) Hold the newly developed Citizen Panel at least quarterly (this was amended to bi-monthly following the feedback from attendees at the first meeting).
 - e) Establish a group of Expert Volunteers to ensure we raise the patient voice so that services are delivered compassionately.
2. Ensure all complaints are responded to in accordance with the Trust complaints and concerns policy. Action plans will be shared for review and learning so that patients and other professionals can see change being made.

Improve the percentage of complaints responded to within the internal timeframe of 30 working days (current figure 23%).

Developments planned for 2020/21

We will raise the profile of our ‘what matters to you’ campaign across the Trust and via social media channels. This campaign aims to raise the profile of patient experience across the Trust, capture feedback and share successes. This will be done by using a wide range of mechanisms and reporting on the activity to facilitate organisational learning and improvement in order to achieve the objectives highlighted in the Patient Experience Strategy.

The Trust will be developing a ‘Patient Panel’ to give patients, carers and members of the public the opportunity to have their say on how our services are run and to provide

us with feedback on our current service provision and proposals for service redesign and future developments.

We will be recruiting Patient Voice Volunteers to give patients the opportunity to actively participate in surveys and other health-related activities, give ideas and opinions on how health services can be improved by being part of focus group discussions and workshops, and to use their experiences of health services, as a patient or a carer, to inform and influence the delivery, planning and quality of services we provide.

The Patient Voice Volunteers will also represent the interests and views of local patients and carers in the Dudley borough with the overall aim of improving the experiences of people who use our services.

We will be introducing Patient Reported Experience Measures Survey (PREMs) to ensure that more efficient and effective systems are in place to engage with patients and carers to provide feedback on their care. PREMs are used to understand service users’ views on their experience while receiving care, rather than the outcome of that care. This aims to achieve a way of surveying patients using a standard set of questions to capture, understand and use service experience in a consistent way, linked to CQC care standards and cross referencing the findings with the Friends and Family Test as an overall satisfaction score.

How will we measure this?

Our local real time surveys cover the first two items above. We measure this by inviting inpatients who have been given an estimated discharge date and who are expecting to be discharged within 48 hours, to answer these questions. An average of 120 patients are surveyed each month.

We will keep records of when the forum/focus groups, Citizen Panel and Expert Volunteers meet.

Our complaints database contains a number of recorded dates such as the date the complaint was received and the date of response.

Priority 2 - Discharge Management

It is important that patients are assessed, diagnosed and treated in a timely and effective way and are not in hospital longer than is necessary where there is a greater risk of developing complications.

We will ensure patients get the best possible care in the right place, and that they feel involved in their discharge planning to ease any anxiety or distress which may be caused by admission to hospital.

At present, 15 per cent of patients are being discharged before midday.

New priority 2 for 2020/21: Discharge Management

By the end of the financial year, 20 per cent of patients will be discharged before 10am and 35 per cent before midday.

Developments planned in 2020/21

- The creation of a system-wide bed bureau to support patients to move into the correct type of community bed first time.
- Implementation of the Transfer of Care document to support a single assessment, which can be shared between

agencies to ensure a joined up approach for discharge planning.

- Additional Patient Transport Service to support patients to leave hospital as soon as they are medically fit and safe to transfer.

- Building on the Transitional Care Pathway with therapy and social work to ensure the patient’s time is valued and no unnecessary delays are encountered.

How will we measure this?

We measure and record this priority with the time of discharge recorded on the electronic patient administration system, which links with the Trust’s discharge database.

How did we do in our quality priorities for 2019/2020

Priority 1 – patient experience

We set ourselves the following targets:

Achieve monthly response rates and scores in the Friends and Family Test (FFT) for all areas (inpatients, outpatients, maternity, Emergency Department and community) that are equal to or better than the national average.

Improve the overall year score for the following question used in our local real-time survey: Were you involved as much as you wanted to be in decisions about your care?

Improve the overall year score for the following question used in our local real-time survey: When you reached the ward, were you given a ‘Welcome to Russells Hall Hospital’ booklet?

For April 2019 – March 2020, on 41 occasions (out of 47 published) the Trust’s percentage response rate was equal to or better than the national average percentage response rate. In terms of score, out of 92 areas published the Trust was equal or better than the national average on 27 occasions.

For the question ‘were you involved as much as you wanted to be in decisions about your care?’ the score increased from 8.4 to 8.6 so this target was achieved. The score for the question ‘were you given a Welcome to Russells Hall Hospital booklet fell from 3.5 to 3.3, so this target was not achieved. However it was recognised that there was a delay in printing which led to a shortage of the booklet.

Priority 2 – pressure ulcers

Our target here was split between the hospital and community. In both cases it was to see a reduction in avoidable category 3 pressure ulcers of 10 per cent, and to ensure there were no avoidable category 4 pressure ulcers.

In hospital, for the full year 2019/20, there were only three avoidable category 3 ulcers and zero avoidable stage 4 pressure ulcers and so this priority has been achieved. It was also achieved in community, where there were no avoidable category 3 or 4 pressure ulcers acquired throughout the year on the district nurse caseload.

Priority 3 – infection control

Here, we aimed to maintain or reduce our MRSA and Clostridium difficile (C. diff) rates in line with national and

Reviewing the quality of our care

To make sure we are doing the best we possibly can for our community, we review all of the data available to us on the quality of care in all of the health services we provide.

- How we do this

Each area has a Quality Dashboard that all staff and patients can view so that the performance in terms of quality care is clear to everyone.

The key quality indicators are published, monitored and reported to the Board of Directors every quarter.

Ongoing patient surveys give a ‘feel’ for our patients’ experiences in real time, allowing us to quickly identify any problems and correct them.

Our executive and non-executive directors, governors and other senior staff, together with representation from Dudley Clinical Commissioning

Group, undertake quality and safety reviews of clinical areas.

We have a Mortality Surveillance Group, chaired by the medical director, which reviews all matters relating to mortality including the Trust’s mortality tracking system.

Dudley Clinical Commissioning Group is invited to join the mortality review process.

Every month, each of our three clinical divisions at the Trust – medicine and integrated care; surgery, women’s and children’s; and clinical support services – have a performance review when they are assessed by directors on a variety of quality indicators.

Senior clinical staff attend the three key monthly sub-committees of the board to report and present on performance and quality issues within their area of responsibility: Quality and Safety Committee, Finance and Performance Committee and

Workforce and Staff Engagement Committee.

The Trust has an electronic dashboard of indicators for directors, senior managers and clinicians to monitor performance. The dashboard is essentially an online centre of vital information for staff.

The Trust works with its local commissioners, scrutinising the Trust’s quality of care at joint monthly review meetings and the executives from both organisations meet quarterly.

There are external assessments of the Trust services and we had visits to review the following services: pathology, vascular, breast care, paediatric critical care and pharmacy aseptic unit. Our education and training was also reviewed.

During the year we took part in all the national clinical audits (45) and confidential enquiries (three) that we were eligible to, and 32 local clinical audits.

local priorities – zero MRSA cases and less than 49 C. diff. All cases would undergo a root cause analysis (RCA), the results of which would be discussed jointly by the Trust and Dudley CCG to agree on any avoidability/lapses in care.

There was one case of MRSA. The root cause analysis showed that the cause was believed to be a contaminant. The outcomes were discussed at a multidisciplinary meeting chaired by the chief executive and including representatives from the Dudley Office of Public Health and Dudley CCG. Learning outcomes and actions were identified and shared at ward level via staff meeting/huddle board and with the wider Trust through divisional meetings and the infection prevention group.

For C. diff, there were 21 hospital onset healthcare associated cases and 13 community onset healthcare associated cases. A lapse in care was identified in 18 of these, so the target of no more than 49 cases was achieved.

Priority 4 – nutrition and hydration

We agreed a target of at least 95 per cent of acute patients receiving a nutritional assessment within 24 hours of admission to the hospital using the nationally recognised MUST (Malnutrition Universal Screening Tool).

We achieved 94.4 per cent, narrowly missing the target, but improving on the previous year's score of 90 per cent. The final quarter of the year saw wards dealing with COVID-19 which may have impacted on those scores.

The Trust has supported mealtimes, periods of time over lunch and tea when all non-urgent clinical activity stops. This ensures patients are able to eat their meals in a calm and relaxed environment without unnecessary interruption. It allows nursing staff to monitor and help patients to meet their nutritional needs which helps to ensure patients don't become malnourished.

We carry out monthly audits and aimed for a 95 per cent success rate in ensuring all non-essential activity had stopped, that there was a nominated qualified nurse overseeing the mealtime, and that there was a nominated person supporting patients identified as requiring assistance.

Two of these were achieved – stopping all non-essential activity (98.7 per cent) and a nominated person supporting patients (99.5 per cent). However for a nominated qualified nurse overseeing the mealtime we reached 89.1 per cent. A Trust-wide meal time development plan has been completed to achieve this in 2020/21.

Priority 5 – medications

We wished to see all patients with a known potential to have an adverse reaction, or who have an allergy or sensitivity to a product/medication, clearly identified by having a red identification band in place. We also wanted to achieve a 50 per cent reduction in the number of patients who are not prescribed analgesia for breakthrough pain when they are prescribed regular opioids for pain management.

In terms of the red wrist band, although there was an improved performance towards the end of the year, overall this target was not achieved. Local ward audits continue monthly and in those areas not achieving 100 per cent the lead nurses are undertaking weekly audits to improve compliance.

There was a seven percentage point increase in the number of inpatients who were not prescribed analgesia for breakthrough pain when they were prescribed a regular opioid for pain management and so unfortunately this target was not met.

Priority 6 – discharge management

This priority was split between hospital and community.

Hospital:

All patients to have an Expected Discharge Date (EDD) determined by assuming ideal recovery and assuming no unnecessary waiting.

All wards to achieve their individually set target for the number of discharges per day.

Community:

To develop an audit tool, commence monitoring and capture a baseline in quarter one.

The percentage of patients with an advanced care plan in the community to increase by 10 per cent from the baseline by the end of the year.

It was realised that the target set at the beginning of the year that all patients would have an EDD would be difficult, especially with patients with complex care needs, but it has helped in improving our performance from last year – 86.75 per cent compared to 73.3 per cent.

Following an assessment of each ward's discharge rates and speciality, two targets per ward were set for weekdays and weekend days. We saw an improvement in discharge numbers in 11 of the 18 wards for weekdays and five of the 17 wards for weekends. The Trust continues to prioritise effective planning of treatment and care and subsequent discharge.

In community, a treatment escalation plan, also known as an Advanced Care Plan (ACP), allows the patient, carers and staff members to all be aware of the agreed most appropriate care and treatment in the event of the patient deteriorating. It also ensures that a patient is not unnecessarily conveyed to hospital and their wishes are being met to die in a preferred place. An audit tool was developed and in the 18 care homes covered by the Trust a baseline of the patients having an ACP in place was found to be 17 per cent in the first quarter of the year. By the final quarter over half (347) of the 639 residents had an ACP, an increase of 54 per cent – well above the 10 per cent target.

Priority 7 – incident management

A positive reporting culture is imperative to ensure learning and the implementation of changes in practice. Timely incident investigation is essential to capture and embed learning and the implementation of changes in practice. Therefore the aim was to see the Trust's reporting rate increase every quarter, culminating in a five per cent increase for the whole year, and its comparative position on the reporting rate of incidents improve every six months. We also wanted to reduce the number of breached incident investigations by 30 per cent.

Although the number of incidents reported increased in the third quarter, there was a fall in the final quarter. The emergence of COVID-19 occurred during this time which, with the change in patient activity and increased staff sickness and self isolation, may have contributed to this fall. For the whole year, the Trust has seen a five per cent decrease in the number of incidents reported compared to the previous year and therefore the priority has not been achieved.

The Trust recognises the need to increase the number of incidents reported as part of its promotion of a safe and open culture. Work continues to reinforce awareness of reporting incidents and embed the subsequent learning.

In terms of the number of breaches of the timescale to submit a serious incident investigation to the clinical commissioning group, there were four in total so, compared with 50 last year, the fall has been over 90 per cent and so the Trust has achieved this performance measure this year.

Consolidated and Foundation Trust Statements of Financial Position for the year ended March 31, 2020

	Group		Foundation Trust	
	31 March '20	31 March '19	31 March '20	31 March '19
Non-current assets	£'000	£'000	£'000	£'000
Intangible assets	9,701	8,445	9,701	8,445
Property, plant and equipment	176,214	181,476	176,214	181,476
Other Investments/financial assets	1,186	1,360	0	0
Receivables	12,466	10,716	12,465	10,714
Total non-current assets	199,567	201,997	198,380	200,635
Current assets				
Inventories	3,482	3,697	3,288	3,525
Receivables	25,501	15,859	25,296	15,685
Other Investments/financial assets	500	500	0	0
Cash and cash equivalents	5,137	9,276	4,190	8,269
Total current assets	34,620	29,332	32,774	27,479
Current liabilities				
Trade and other payables	(33,160)	(28,877)	(32,888)	(28,529)
Borrowings	(5,510)	(5,454)	(5,510)	(5,454)
Provisions	(241)	(180)	(241)	(180)
Other liabilities	(2,518)	(1,744)	(2,518)	(1,744)
Total current liabilities	(41,429)	(36,255)	(41,157)	(35,907)
Total assets less current liabilities	192,758	195,074	189,997	192,207
Non-current liabilities				
Trade and other payables	0	0	0	0
Borrowings	(113,999)	(118,731)	(113,999)	(118,731)
Provisions	(753)	0	(753)	0
Total non-current liabilities	(114,752)	(118,731)	(114,752)	(118,731)
Total assets employed	78,006	76,343	75,245	73,476
Financed by Taxpayers' equity				
Public Dividend Capital	29,555	27,331	29,555	27,331
Revaluation reserve	23,765	27,555	23,765	27,555
Income and expenditure reserve	22,810	19,269	21,925	18,590
Others' equity				
Charitable Fund reserves	1,876	2,188	0	0
Total Taxpayers' and Others' equity	78,006	76,343	75,245	73,476

The financial statements were approved by the Board of Directors and authorised for issue on their behalf by Diane Wake, Chief Executive, date June 22nd 2020.

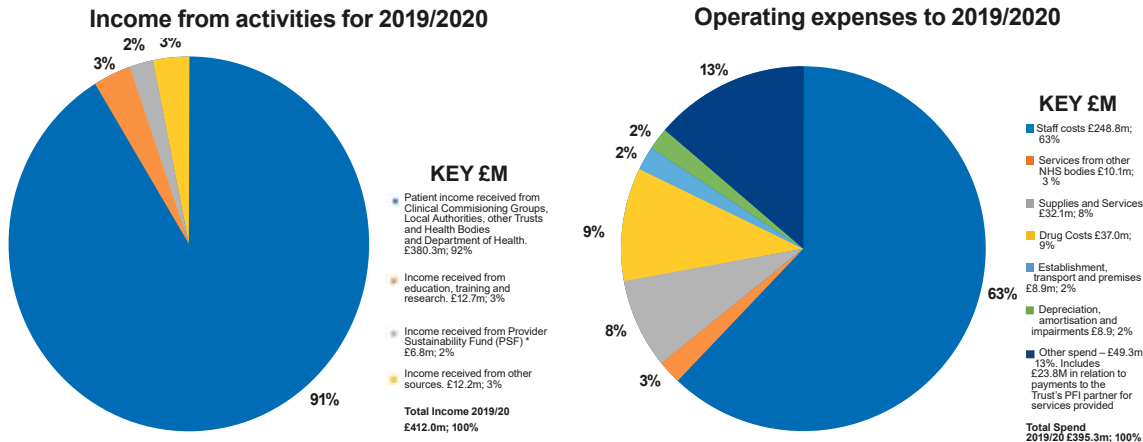
Consolidated and Foundation Trust Statements of Comprehensive Income for the year ended March 31, 2020

	Group		Foundation Trust	
	31 March '20	31 March '19	31 March '20	31 March '19
	£'000	£'000	£'000	£'000
Operating Income from patient care activities	380,377	340,857	380,377	340,857
Other Operating Income	31,788	32,422	31,803	32,128
Total Operating Income from continuing operations	412,165	373,279	412,180	372,985
Operating Expenses from continuing operations	(395,347)	(360,712)	(395,435)	(360,700)
Operating Surplus / (Deficit)	16,818	12,567	16,745	12,285
Net Finance Costs				
Finance income	175	238	132	187
Finance expense - financial liabilities	(11,772)	(11,796)	(11,772)	(11,796)
PDC Dividends payable	(1,819)	(1,981)	(1,819)	(1,981)
Net Finance Costs	(13,416)	(13,539)	(13,459)	(13,590)
Gain/(loss) of disposal of assets	29	0	29	0
Corporation tax expense	(48)	(37)	0	0
Surplus/(Deficit) for the year from continuing operations	3,383	(1,009)	3,315	(1,305)
Surplus/(deficit) for the year	3,383	(1,009)	3,315	(1,305)
Other comprehensive income/(expense)				
Will not be reclassified to income and expenditure:				
Impairments	(3,805)	(39,990)	(3,805)	(39,990)
Revaluations	35	(13,735)	35	(13,735)
Fair value gains/(losses) on equity instruments at FV through OCI	(174)	44	0	0
May be reclassified to income and expenditure where certain conditions are met:				
Fair Value gains/(losses) on financial assets mandated at fair value through OCI	0	0	0	0
Total Comprehensive Income/(expense) for the year	(561)	(54,690)	(455)	(55,030)

All income and expenditure is derived from continuing operations. There are no Non-Controlling Interests in the Group, therefore the surplus for the year of £3,383,000 (2018/19 deficit of £1,009,000) and the Total Comprehensive Expenditure of £561,000 (2018/19 Total Comprehensive Expenditure of £54,690,000) is wholly attributable to the Trust.

See the full Annual Report and Accounts for notes at www.dgft.nhs.co.uk

How we spend our money



The Trust has recognised £6.838m of the Provider Sustainability (PSF) Income in 2019-20. £6.462m related to a core element of the fund which the Trust received for achieving its financial targets for the year. The remaining £0.376m related to bonus paid in relation to the 2018-19 financial year.

The £6.838m is recognised in other operating income within the statement of comprehensive income. The Trust was paid £4.576m during 2019/20 with the remaining £2.262m stated as accrued income within trade and other receivables on the statement of financial position.

While in 2018/19 the Trust recognised £7.797m of the Provider Sustainability (PSF) Income. £4.115m of this amount related to a core element of the fund

which the Trust received for achieving its financial targets in quarter 1 to quarter 3 of the year. In addition the Trust received £3.682m incentive general distribution PSF based on the balance of unearned PSF after the core, incentive and bonus scheme payments, which was available to all providers that signed up to a control total in 2018/19. This was on a sliding scale based on distance from the control total weighted by initial PSF allocations set by NHSI.

The £7.797m was recognised in other operating income within the statement of comprehensive income. The Trust was paid £4.115m during 2018/19 with the remaining £3.682m stated as accrued income within trade and other receivables on the statement of financial position.



Why are our governors so important to us?



Deputy trust secretary Helen Board

Deputy trust secretary Helen Board has kindly answered a few questions for us about why our Foundation Trust members and Council of Governors are so important to us.

■ As deputy trust secretary, how do you support governors in their role within the organisation?

As a Foundation Trust, we are required to have in place a Council of Governors. The council comprises a set of individuals from three main categories: public, staff and representatives from some of the key organisations and academic institutions with which the Trust works closely. It is my responsibility to ensure that the election or appointment to these key positions happens efficiently and to provide the governors with the tools they need to be able to discharge their legal duties. I also act as the key point of contact for the governors on a day-to-day basis.

■ How do Foundation Trust members and governors add value to the organisation?

Members are local people and staff from all walks of life who can become governors themselves. The value of members and governors is that they provide the Trust with the opportunity to develop using the voice of our local community.

■ What advice would you give to someone looking to apply to be a governor?

Having a real interest in the Trust is important. You should be willing to be a part of this and to speak up and represent yours and the views of others on the way the Trust is run.

■ What commitment is needed to be a governor?

The Dudley Group NHS Foundation Trust holds four meetings of the Council of Governors each year. As a governor, you will be expected to attend these meetings.

■ Are governors paid?

No, Governors do not receive payment. Reasonable travelling and other expenses will be paid.

Could you become a Trust governor? **Membership Matters**

Message from Fred Allen, public elected governor: Central Dudley and lead governor, The Dudley Group Council of Governors

Have you thought about being a Trust governor?

The Council of Governors is made up of people of all ages and backgrounds. Governor elections are due to start in September with eight vacancies available. We are keen to hear from people who would be interested in applying for the role in the following areas:

Brierley Hill, Stourbridge, Central Dudley, Tipton & Rowley Regis, Halesowen, Rest of the West Midlands (areas directly surrounding the Dudley MBC area), Nursing and Midwifery, South Staffs and Wyre Forest.

You do not need any formal qualifications to be a governor as the main requirement is that you support the continued development of The Dudley Group.

It can help if you have had some experience of the NHS either as a patient or in an associated or linked area of your working life.

I was originally elected as a Trust governor in March 2013 and was fortunate enough to be re-elected a further two times. I had spent my working life supplying the NHS with medical equipment and had an understanding of the issues faced by our local hospital and community provider and wanted to help my local trust in any way I could.

I also wanted to help local people by being someone who would listen to their views and take them to the appropriate people at the Trust to make a difference and in turn provide information in language they could understand.

This is a sentiment echoed by many of my co-governors who I have invited to share some of their experiences whilst being a governor.

■ Arthur Brown, public elected governor, Stourbridge

Becoming a governor is a great privilege and a way to support local communities. Since becoming a governor I have used much of what I have learned about The Dudley Group when I have visited many different community groups and focus groups in the local area, sharing information about the work of the council and encouraging others to come forward to join as a foundation trust member and consider being a governor.

I am a regular participant at the Trust's Meet Our Experts events and have used the feedback gathered from those I have spoken to when discussing future plans for the Trust with the executive and non-executive directors.

■ Yvonne Peers, public elected governor, North Dudley

Being an elected governor can involve giving a great deal of personal time but, at the same, it is very rewarding too.

I am now retired having spent more than 30 years working on the Government's Education and Skills Agenda. My specialist areas were management development, Investors in People and trainer training and I felt that I had a wide range of transferrable skills that could be used in the healthcare sector.

In my five years as a governor I have been actively involved in a number of initiatives including the appointment of the present chairman and non-executive directors.

I have worked closely with Trust partners by way of the Patient Experience Group, the Quality and Safety Review Team and the Patient Led Assessments



Fred Allen



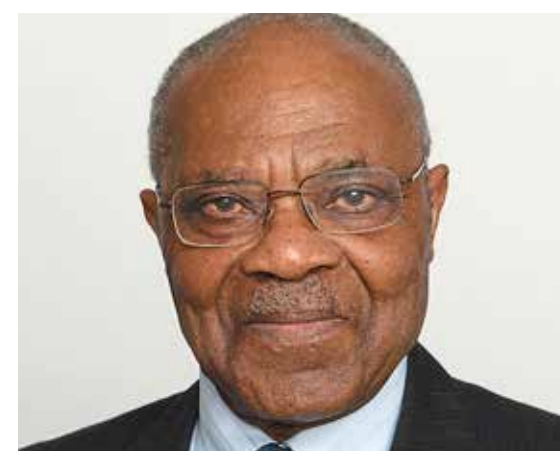
Yvonne Peers



Ann Marsh



Natalie Neale



Arthur Brown

of the Care Environment (PLACE), outpatient area team. I am chairman of the council's Experience and Engagement Committee.

I feel I have contributed towards making a difference by carefully listening to the views of the community, patients and their families, Trust staff and partner organisations. I have ensured that these views are heard at board level and that this feedback is used to improve the services provided by the Trust.

■ Ann Marsh, staff elected governor, Allied Health Professionals (AHP) and health care scientists

I have worked in Dudley for well over 30 years. AHPs and health care scientists deliver high quality patient care, assessing, diagnosing, treating and discharging patients from primary prevention through to specialist disease management and rehabilitation.

As a staff group, they are essential and I work with the council and the board to ensure that their role is promoted and highlight their contribution; it's important that their voice is heard at the time when forward plans are being developed. In turn, I am able to share

what I learn about the governance of the Trust and the assurance process to support my colleagues deliver a gold class service to the people of Dudley. I would urge anyone considering the governor role to come forward and be part of the conversation.

■ Natalie Neale, public elected governor, Brierley Hill

I am a nurse in my professional life and feel strongly that the people of Dudley should have the opportunity to be involved with shaping their local services. The governor role provides a way to channel their feedback to the Trust board. This involves meetings with the board as well as getting out and about in the Trust undertaking quality audit work. Being a governor is varied and this year the Council of Governors established a charity campaign to raise funds for the purchase of fold-out parent beds. The beds provide parents of sick children a vital place of comfort at the bedside of their child. The council has undertaken a range of activities including hosting tombola raffles, donations in lieu of Christmas cards and a sponsored mountain climb.

Dates for your diary

Our events are moving online, check our website for details.

■ **17th September 2020 – Potential governor 'virtual' workshop**

■ **24th September 2020 – Potential governor 'virtual' workshop**

■ **30th September 2020 – Annual Members Meeting virtual upload**

■ **1st October 2020 – Potential governor 'virtual' workshop**

We need your voice

We are making plans for #OurFuture. What will we look like in 2025? The Trust is developing a new strategy and we want your input.

The way in which we are providing services has changed as a result of the COVID pandemic. Some of these changes will need to stay. We know that whatever organisational structures exist in the future, we will need to work much more closely with our partners in primary and social care and with other hospitals in the area to ensure that people receive care that is joined up and available locally.

Katherine Sheerin, who recently joined the Trust as director of strategy and transformation, is really looking forward to engaging with our members, staff and partners to help us determine how we will change in the future. Health and social care have faced huge challenges during the pandemic and these challenges are likely to remain with us for some time. The Trust needs to be fit for the future and able to make the best contribution to the health and wellbeing of local people that we can.

We have launched a short questionnaire asking our members to contribute their ideas. This will be sent via email. If you do not have email but would like to take part in the survey, contact the Foundation Trust office and we can arrange a hard copy to be sent to you in the post.

Become a Trust Member


The Dudley Group NHS Foundation Trust

 Keep up to date
 Participate in events
 Free 'Your Trust' magazine

It's free to join, just fill out this form.





Title: First Name: Surname:
 Address:
 Postcode:
 Telephone: Mobile:
 Email:
 We'd like to contact you by email. If you would prefer post tick here. ☐

Male: ☐ Female: ☐ Prefer not to say: ☐
 Date of Birth*:
 Do you consider yourself to have a disability? Yes ☐ No ☐
 If Yes, do you have any special requirements?

I am interested in:
 ☐ Receiving information about the hospital and future plans
☐ Becoming a Governor ☐ Participating in focus groups
☐ Participating in public meetings ☐ Fundraising for Trust Charity
☐ Becoming a hospital volunteer ☐ Attending hospital tours

Ethnic Origin:
 ☐ White British ☐ White/Asian ☐ Chinese ☐ Gypsy
☐ White Irish ☐ Mixed other ☐ Asian other ☐ Arab
☐ White other ☐ Indian/British Indian ☐ African ☐ Other
☐ White/Black African ☐ Pakistani/British Pakistani ☐ Caribbean ☐ I prefer not to state
☐ White/Black Caribbean ☐ Bangladeshi/British ☐ Black other

As a member of The Dudley Group NHS Foundation Trust your name will automatically be placed on the public Register of Members. If you prefer your name to be excluded from the public register, then please tick this box. ☐

The information you provide will be stored and processed by The Dudley Group NHS Foundation Trust in compliance with the Data Protection Act 1988. The information will be kept confidential and not shared with organisations other than those with legitimate statutory function (e.g. The Returning Officer for Council of Governor elections) and will be used to keep you informed of developments within the Trust on a regular basis.

*You must be fourteen years or older, but there is no upper age limit to becoming a member.

How did you hear about Trust Membership?

.....

.....

.....

.....

Join us!

If you are interested in standing as a governor and helping make a difference to The Dudley Group NHS Foundation Trust, let us know and we may be able to offer some support with your application.

Potential governor 'virtual' workshops are scheduled for 17th and 24th September and 1st October.

If you would like to book a place or an informal chat in the first instance, please contact the Foundation Trust office on 01384 321124.

To stand as a governor and have the opportunity to make a real difference, you will firstly need to sign up as a public Foundation Trust member. To sign up simply visit <http://www.dgft.nhs.uk/about-us/foundation-trust/become-a-member/>

Alternatively, complete the form and return using the following freepost address: Freepost RSEH-CUZZ-SJEG, 2nd Floor, South Block, Russells Hall Hospital, Pensnett Road, Dudley, DY1 2HQ

2020/21 board members

The Trust board will next meet on Thursday, 10th September and this will be held 'virtually'.

We won't be inviting the public to attend in person in line with Government guidance and to support social distancing. The agenda and meeting papers will be available on the Trust's website the week before along with future meeting dates.

There is an option for governors and members of the public to submit any questions they may have to the board for consideration.

Questions should be kept brief and to the point and sent to the following email address dgft.foundationmembers@nhs.net

Responses will either be posted on the Trust's board meetings web page following the meeting or can be found in the minutes published in due course <http://www.dgft.nhs.uk/about-us/board-of-directors/board-meetings/>

Visit our website www.dgft.nhs.uk to find out more about the work of our Board of Directors and the Council of Governors. If you have any questions, please email dgft.foundationmembers@nhs.net

JOIN US!



**The Dudley Group
NHS Foundation Trust**



WORK WITH US

You can see all our latest vacancies on the NHS Jobs website www.jobs.nhs.uk or go to www.dgft.nhs.uk/latest-vacancies



BECOME A VOLUNTEER

We're always on the lookout for volunteers. Go to www.dgft.nhs.uk/volunteering



BECOME A FOUNDATION TRUST MEMBER

Sign up on our website today!
www.dgft.nhs.uk/become-a-member



If you would like this information in an alternative language or format, for example in large print or easy read, please call us on **0800 073 0510**, email **PALS@dgh.nhs.uk** or write to: **Patient Advice and Liaison Service, Russells Hall Hospital, DY1 2HQ.**



INTERSERVE RECOGNISE THEIR NHS STAFF

Interserve have recently initiated a “Healthcare Recognition Scheme” following the Covid 19 Pandemic and the intense operational situation they were asked to perform in.

All of their 6000 staff across all of the Health contracts nationally have been recognised with a personal letter from the CEO Lynne Mawdsley along with a certificate of recognition and bespoke Healthcare Heroes badge.

In addition some stars have been identified for additional recognition receiving a personal acknowledgment from the Account Director and a £500 reward of tax free shopping vouchers. 20 of Interserve Staff at Russells Hall Hospital have been nominated for this award for their outstanding contribution during Covid 19. Michelle Porter Head

of Soft Services said “I would like to thank the Management team and all staff for your hard work and loyalty throughout these unpredicted times your efforts has been immense. No one’s working day or personal life has been untouched. You have worked at pace through complex, challenging and difficult times. You have contributed to ensuring the safety of our environment for all patients, visitors and staff through these difficult times and will continue to keep our Hospital safe”

Neil Price Interserve’ Account Director stated. “We are extremely proud of the input every one of our team had into the Trust and the Trusts activities throughout the initial Covid 19 impact. Our staff worked alongside the Trust Staff on the frontline in very challenging times, achieving, we believe an extremely high standard of service”.



EAT IN HELP OUT



Interserve has taken part in the government scheme to enable all patients, visitors and staff to receive the benefits of the 50% reduction off all food and beverage costs. We have also extended Main restaurants opening hours to support staff and visitors until 2.00am Monday-Sunday. Interserve retail catering staff are looking forward to welcoming everyone to our facility.

“All patrons should be aware that social distancing measures have been implemented and we will request that everyone continued to observe these to protect us all”

TRANSPORT

Interserve help to reduce the need for vulnerable patients to come into the hospital.

Chemotherapy deliveries from Corbett’s Hospital Pharmacy to patients home addresses have significantly increased this year we now have up to 20 deliveries a day There is also a move to implement additional patient medicine deliveries from RHH. This is well received within the community and can eliminate vulnerable patients having to visit the hospital.

INTERSERVE LEADERSHIP HEADS IN A NEW DIRECTION.

Neil Price Account Director since July 2017 is leaving Russells Hall Hospital. He is being replaced by Justin Cook. Justin is a long term Interserve employee with vast experience across many PFI portfolios. Justin said “I am excited by the prospect of joining the team at Russells Hall Hospital and I really look forward to meeting and working with both Interserve and Trust colleagues”.



Justin Cook

RECYCLING BACK TO THE FOREFRONT

During the Covid 19 lockdown, recycling bins were removed from the hospital as a precaution. The bins have now been replaced. Interserve invite all Staff Patients and Visitors to help us to help the environment by using the bins provided.

