

Your TRUST



The Dudley Group
NHS Foundation Trust

Special events mark 73 years of NHS



The NHS celebrated its 73rd birthday on 5th July – and The Dudley Group joined in with the NHS Big Tea and a week of special events.

Events included Mindful Monday, Talk Tuesday, Win a salsa session Wednesday, Thoughtful Thursday and Fitness Friday.

Chief executive Diane Wake said: “It has been very difficult, over the last 18 months, to take time to relax and celebrate our wonderful staff.

“The NHS birthday was a welcome opportunity to do something a little special for everyone here at The Dudley Group, who have been so amazingly committed and resilient.”

■ See more on Page 4



Partners are working as a system to benefit patients

Working as a system with our partners across the Black Country is becoming increasingly important as we restore services.

The Trust has worked closely with the three other acute trusts in the Black Country and West Birmingham on how we should collaborate to improve the services we offer to patients.

A programme of clinical change has been agreed, to improve clinical outcomes, effectiveness and accessibility of services within a sustainable system.

Our chief executive Diane Wake is the lead senior responsible officer for the Black Country for cancer and elective services, and talks have already started about how we do things differently to support great care for patients and deliver better outcomes.

The pandemic has strengthened our relationships with our colleagues in the local authority and primary care networks, and we look forward to building on this as healthcare is not something which can be provided in isolation.

Closely

We already worked closely with local authorities in terms of ensuring patients could be discharged with the correct care packages in place. In addition, Own Bed Instead is an integrated service between Dudley Council and ourselves led by therapists and supported by social carers.

The pilot began in mid-October to avoid admission to hospital or facilitate early discharge. It proved successful and we have received permanent funding for this service from April 1st.

On October 1st 2020, the Dudley Clinical Hub began support for 1,000 care home patients within Dudley through the Care Home Direct Enhanced Service (DES) contract.

We have continued to work with our local partners on the development of a ‘place’ based model for the delivery of integrated care in Dudley. Dudley Integrated Health and Care NHS Trust was set up on 1st April 2020.

The changing face of caring for community

A message from chairman Dame Yve Buckland and chief executive Diane Wake

The challenges of providing healthcare in the midst of a global pandemic have led to The Dudley Group NHS Foundation Trust transforming the way we provide some of our services.

As the world got to grips with lockdowns and seeing friends virtually, digital solutions became vital to supporting delivery of care without increasing the risks to patients or staff. During COVID-19 we have used innovative ways of working that could have taken months or years to implement previously. We want to ensure we capture the best of what we have learned and also progress how we deliver treatment and care as we return to ‘normal’.

Across the whole Trust we are now delivering around 40 per cent of our routine outpatient work via some form of virtual pathways. Our ‘Attend Anywhere’ clinics, which allow patients to speak with a consultant by secure video link, are popular with patients and staff alike. We were one of the first trusts in the country to introduce this and average 200 video appointments per week, with 59 ‘virtual clinic waiting rooms’.

Our Electronic Patient Record – taking us away from the old world of paper notes – has developed, bringing in new uses throughout the



Chief Executive Diane Wake

pandemic to improve patient care, timely diagnosis and new digital dashboards to monitor performance in real time.

We’re using an integrated record to create more effective links with GP surgeries, enabling them to see results of tests in real time, improving timely care.

Two-way texting reduces the number of no-shows by patients. Texts are sent to patients with the information for their outpatient appointment and allowing them to accept the appointment, rearrange it or to cancel the appointment.

Another area which has seen change inspired by the challenges of the pandemic include the development of nurse-led pathways in sur-



Chairman Dame Yve Buckland

gical emergency patients to support faster turnaround times.

We have developed a post-operative care unit (POCU). Patients are admitted to POCU after major surgery and these patients are reviewed daily by one of the critical care consultants as well as their own surgical team.

Our clinical support services division also took the opportunity to strengthen the cancer services team that supports the delivery of cancer targets with new posts in key areas, enhanced training and robust processes including supporting new telephone clinics, daily patient reviews, regular harm reviews and patient prioritisation.

Retained pathology services has

supported patient and staff testing during the pandemic. Antibody testing for the Trust and wider community has been co-ordinated and a COVID swab service set up at Guest Outpatient Centre for all our pre-op patients. A new online portal for GP blood tests has been established and the phlebotomy service has increased capacity to factor in social distancing.

Despite the challenging environment of a pandemic, several successes have been delivered in pharmacy services and medicines optimisation. The team has developed innovative solutions to improving access to medicines for patients during COVID-19 through home delivery of medicines, enhanced seven-day ward-based pharmacy services, and implementing a liquid oxygen escalation and communication cascade system. The year also saw the successful rollout of a full electronic prescribing and medicines administration system.

In our community services, as across the NHS, we have had to rapidly adapt how we deliver our services as a result of COVID-19, such as caring for patients in their own homes instead of attending clinics.

Community teams have worked tremendously hard with care and compassion to support their patients physically as well as emotionally and holistically.

■ Compassion – See Page 2

Supporting our patients with compassion

Continued from Page 1

During 2020/21 we have also introduced a number of new community services and teams. The end of life rapid response team works closely with community teams to ensure those patients identified as palliative are supported to remain in their preferred place of care.

Our research team has helped put Dudley well and truly on the map for several studies. COVID-19 patients have had access to some of the newest treatments thanks to the Trust being the top national recruiter in certain treatment trials. We are part of the urgent public health REMAP-CAP research which is designed to find which treatments work best. We have recruited more patients than any other trust in England to trial convalescent plasma and also immune modulation therapies.

We are incredibly proud of all those involved who have worked so hard and shown such commitment in helping develop the best ways to treat those who fall ill with coronavirus.

As part of the COVID-19 response the Trust was the lead employer for the vaccination programme for the Black Country and West Birmingham. Our core role was to provide the workforce capacity required to deliver the vaccination programme across the patch. This involved recruiting, training, rostering and paying the workforce that is required for the hospital vaccination hubs, vaccination centres and providing workforce capacity to the Primary Care Networks (PCNs).

Credit too to our pharmacy department which has been pivotal in the design and implementation of the vaccination programme across the sites.

We have also picked up a number of national awards in the last year and you can read more about these elsewhere.

We are pleased that we are now in a strong position with restoration of our services and are reducing the numbers of patients waiting a long time for treatment very well. We are also working collaboratively with partners to see where we can support one another in providing equitable access to treatment for all.

Finally, the Trust's Board of Directors would like to put on record their appreciation for our workforce and volunteers and our PFI partners over the last 12 months. Everyone who works for, or in, The Dudley Group has shown amazing resilience, determination and professionalism in these most challenging of situations we have all found ourselves in. They are a credit to themselves and the community we serve.

We are proud that this has been recognised in the decision to grant the Trust Freedom of the Borough, and the Queen's award of the George Cross to the NHS.

Growing to meet needs of community

Dudley Group NHS Foundation Trust provides good, safe care to local people in hospital and through adult community services.

The Trust also works closely with GPs, neighbouring hospitals, mental and community health services, charities and local councils to support our community's health and care needs and improve their wellbeing.

The Trust has invested substantially in its staff, equipment, technology and buildings to improve services, improve access to services and give pride and confidence to staff and local people in their NHS. We are proud of the learning culture we have developed.

Since 2017, the Trust has worked hard to

improve some services which were not meeting national standards at that time, and to ensure many of our other services develop to meet the growing needs of the people we serve.

Our teams have also continued to innovate to keep region-leading and award-winning services at the cutting edge of clinical excellence and discovery.

The last year has been dominated by COVID-19, which touched every part of everyone's lives at home, at work and across our community. No-one was ready for this unknown disease, but we learnt and adapted and were there for our communities when they needed us. Our community was also there for us. COVID-19 has

been a shared experience of love and bravery, tragedy and fear, innovation and exhaustion for all of us in our own ways.

As a Trust, our staff and organisation responded superbly and we are proud of how we responded and acted and using our expertise, skills and compassion that epitomise our values to stand with and for our community.

COVID-19 has demonstrated that we could adapt, learn and make a positive difference to people's lives in the worst of times.

We will continue to learn from these and every other experience of our staff and patients as we develop and grow to meet the needs of local people.



The first floor nurse station is taking shape



The exterior of the new unit where the main door will be

Work under way on Acute Medical Unit

Progress continues on the modular build that will be our new Acute Medical Unit (AMU) outside Russells Hall Hospital.

The two-storey build has been named the Rainbow Unit after a poll of staff and comprises an assessment area on the ground floor and a short stay area on the first floor.

It will provide 60 additional bay capacity to improve flow, improve patient experience and provide sustainable care. It will also release more beds for Same Day Emergency Care referrals.

The ground floor assessment area comprises of five four-bedded bays plus two single rooms with en-suite along with eight-bay monitored beds.

The assessment floor also has an automated digital medicine management system.

The short stay area on the first floor has four-bedded bays on one side of the corridor and six single beds with en-suites.

We have received £3m in Government funding towards the new facility.



An artist's impression of how the new Acute Medical Unit will look on completion



Ground floor assessment area



The ground floor corridor



A single room with en-suite



Vaccination hub team with chairman Dame Yve Buckland



Pulmonary rehab team with Karen Hanson, associate director of operations – medicine and integrated care

Celebrating our staff in virtual ceremony



Phillipa Allcock with chief people officer James Fleet



Procurement team with chief operating officer Karen Kelly



Jackie Bath and non-executive director Professor Liz Hughes



Mortuary team with divisional director for surgery Pradip Karanjit



Corporate resilience team and chief operating officer Karen Kelly

Committed to Excellence, our annual staff awards, is a highlight in the Trust's year – a glittering celebration of our wonderful people with three-course meal, entertainment, celebrity host and Oscar-style ceremony.

Sadly those plans had to be scrapped when COVID-19 hit, and indeed no awards took place in 2020.

This year we were determined that the extraordinary work of our teams would be recognised, and a virtual awards evening was arranged.

This live online event saw virtual dinner tables and finalists celebrating with fizz and fun. We even had a DJ and quiz, plus a personal video message from celebrity Frank Skinner!

It also meant that everyone in the Trust had the chance to watch the award announcements which

were live streamed via our website. With everyone across the Trust going above and beyond during the pandemic, picking winners was even harder than ever.

Congratulations to all those nominated and shortlisted.

COVID-19 Special Awards went to:

Marie Banner & C5
Corporate Resilience
Dr David Stanley
Andy Baker

Excellence in Patient Care:

Emma Baxter
COVID-19 non-clinical:
Procurement

Healthcare Heroes team award:
Mortuary team

Healthcare Hero individual award: Holly Haden

Team Excellence:

Pulmonary Rehab

Steve Ford Volunteer Award: David Cooper

COVID-19 Chairman Award:

Vaccination Hub team

COVID-19 Chief Executive Award:

Critical Care

COVID-19 Chief Executive Highly Commended: Communications team

Outstanding Achievement, individual: Maria Dance

Outstanding Achievement, team: Infection Prevention and Control

Patient Choice Award: Claire Fradgley

Unsung Hero, non-clinical:

Phillippa Allcock

Unsung Hero, clinical: Jackie Bath

Improvement Practice Award: Sunrise EPMA

This year we also gave awards to people outside the Trust who

have shown particular support. The COVID-19 Friend Award went to Four Ways Bar and Grill, who provided us with free hot meals every day for three months.

We also recognised our health and social care partners, with Partnership Awards going to Matt Bowsher, director of adult social care at Dudley Council, and Sarah Knight of Dudley CCG.

Our thanks also go to event sponsors Summit Healthcare and Allscripts, and to all who donated prizes for our grand raffle, which included a luxury three-night country escape with a hot tub, supercar driving experience and a private plane flight experience.

Since the awards, our executive and non-executive directors have been meeting up with winners to present them with their awards.

Digital project is saving lives

A life-saving digital project to ensure patients are screened for sepsis and get treatment quickly has won The Dudley Group NHS Foundation Trust a national award.

The Trust picked up the award for Best Use of Data at the Leading Healthcare Awards 2020. The project has increased the Trust's sepsis screening of eligible Emergency Department patients to 97.7 per cent, and has led to deaths from sepsis falling to an 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.

Chief executive Diane Wake said: "There are around 250,000 cases of sepsis a year in the UK. At least 46,000 people die annually as a result of the condition and timely sepsis management continues to be a national issue.

"We wanted to find better ways to manage sepsis care to provide the very best for our patients. Improving the screening for sepsis and ensuring timely administration of antibiotics was crucial. I am delighted that the hard work has been recognised with this award – but we are all even more delighted that we are seeing improved outcomes for our patients. However we are far from complacent and will continue to do all we can to ensure lives are saved."

The Dudley Group was also highly commended in the Team of the Year category. It had entered Dudley Respiratory Advisory Service, a multi-professional team dedicated to improving the care and quality of life for respiratory patients. With a forward-thinking, innovative approach to respiratory health, they integrate services across secondary, primary and community settings ensuring accessible, holistic care for their patients.

Diane Wake added: "Our respiratory advisory service is a great example of team working across all disciplines – consultants, specialist nurses, physiotherapists and clinical support workers – based in hospital and community sites. They have been successful in getting people out of hospital safely as quickly as possible, and also keeping them in their homes in the first place. Congratulations on their commendation – it is very well deserved."

The Leading Healthcare Awards celebrate and share great work across the health and care sector.



Happy birthday NHS!

The NHS celebrated its 73rd birthday on 5th July – and The Dudley Group joined in with the NHS Big Tea and a week of special events.

Tea stations across all the Trust's sites provided a hot drink and cake for staff, while cards from Timbertree Academy in Cradley Heath were also shared with staff.

Five staff who are this year picking up long service awards, ranging from 25 to 50 years, shared their stories on our website, giving an insight into their roles and their NHS journeys.

The week of events included:

- Mindful Monday, with a free mindfulness webinar to help staff with their mental health.

- Talk Tuesday, when chief people officer

James Fleet hosted an online chat about anything not related to work!

- Win a salsa session Wednesday, when one member of staff was able to win a private salsa lesson for two.

- Thoughtful Thursday, which saw staff personalise thank you cards and take a treat for a colleague.

- Fitness Friday, with free sessions on the Action Heart outdoor gym at Russells Hall.

Diane Wake said: "It was a chance to reflect on just what a world-leading organisation the NHS is, one which has always been held in the hearts of our country, but now even more than ever. I'm truly proud to serve in the NHS and I know our staff here feel the same."



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Colourful thank-you



Members of the team with Gill and Carly (left) from Two Thirds Design Ltd

A business owner has thanked Russells Hall Hospital in Dudley for caring for her poorly son by donating stunning wall art to a children's area.

Carly Mills, of Two Thirds Design Ltd, says she wanted to give something back and, with business partner Gill Slassor, came up with an under-sea design to brighten up the assessment unit on the children's ward. The wall art will help distract children at what could be a scary time.

"I personally spent a lot of time in Russells Hall Emergency Department with my eight-year-old son during the first lockdown as he was experiencing severe abdominal pain," said the mum-of-two from near Stourbridge.

"He was diagnosed with a hernia in November 2020 and needed an ur-

gent operation. I was very grateful for how quickly they tried to get him operated on, under the COVID issues the hospital was trying to manage."

Her business has specialised in transforming school spaces for more than 10 years with window, floor and wall vinyls, and custom wallpaper. She came up with a design printed on special vinyl wallpaper featuring fascinating facts about sea creatures and fish playing hide-and-seek for young patients to spot.

Diane Wake said: "This is a lovely gesture from Carly and Two Thirds Design and helps to make the unit a really bright and friendly place which should help to put young patients at their ease. We are glad we were able to provide first-class care to her son."

Centre gains accreditation

Our specialist treatment centre for women with complex cases of a debilitating condition has achieved national accreditation after a successful first year.

Dudley Endometriosis Centre, based at Russells Hall Hospital, has gained accreditation from the British Society for Gynaecological Endoscopy after meeting the criteria required based on an audit of work undertaken in 2019.

Endometriosis occurs when tissue, similar to the lining of the womb, is found in other parts of the pelvis or outside the pelvis. This lining can start to cover the ovaries, fallopian tubes, ureters, bladder or bowel and sometimes even the diaphragm.

Medical treatment, which suppresses the disease and its symptoms, can be beneficial in early cases but does not resolve endometriosis or help those with infertility.

For those with moderate or severe endometriosis, specialist laparoscopic surgery is needed.

The Trust was chosen as a provisional centre for specialist care in 2019. In that year we operated on 20 women, having been set a target of 12.

Work will improve visits to hospital

Russells Hall Hospital is installing special facilities for people with disabilities so they can attend appointments in comfort and safety.

Staff have begun work on a Changing Places toilet facility, which can be used by people with profound and multiple learning disabilities, motor neurone disease, multiple sclerosis and cerebral palsy, as well as older people.

Each Changing Places toilet provides a height adjustable, adult-sized changing bench; a tracking hoist system or mobile hoist; space for the disabled person and up to two carers; a centrally placed toilet with room either side, and a screen or curtain to allow some privacy.

Standard accessible toilets do not provide changing benches or hoists, and most are too small to accommodate more than one person. The Trust is converting one of its standard accessible toilets in the main corridor at the hospital.

Jacqui Passmore, lead nurse for the learning disability team, said: "To have this facility in the Trust will make a huge difference for people when they need to come into Russells Hall Hospital. It will enable



From left, learning disability team lead nurse Jacqui Passmore, Trust governor Helen Ashby, service user David Ashby and head of patient experience Jill Faulkner

them to attend appointments without fear or stress.

"People currently have to limit the amount they drink to avoid needing the toilet, or need to be changed either on the floor or have a risk to their safety by being manually lifted out of their wheelchairs by their carers. This facility will enable our patients to be independent with the dignity they need."

Trust chief executive Diane Wake said: "It's really important that the Trust provides this facility – the Changing Places campaign is a great initiative which highlights a need that is often overlooked. We are proud that our hospital will be added to the list of venues providing this facility."

For more on Changing Places go to www.changing-places.org

Trust hailed for end of life care

The Dudley Group NHS Foundation Trust has picked up two national awards for its care of patients reaching the end of their lives – and is now in line for another.

The Trust won the Keri Thomas Team of the Year Award while the coronary care unit at Russells Hall Hospital has been named Hospital Ward of the Year.

The awards, from the Gold Standards Framework (GSF), recognises that the coronary care team in Dudley is the first such unit in the UK to achieve national accreditation for its care of patients approaching end of life.

Now the Trust has been shortlisted for 'End of Life Care Initiative of the Year' at this year's HSJ Patient Safety Awards, recognising its outstanding contribution to healthcare during one of the toughest years in the health and social care sector.

Ward staff at Russells Hall Hospital have worked hard to embed GSF, and a number of wards have achieved accreditation from the National GSF Centre for End of Life Care, while others are working towards it. The aim is to enable a gold standard of care for all people in their final year of life.



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Care home team on shortlist

A multidisciplinary health-care team, which works with care homes across the area, was shortlisted for a prestigious national award.

Our enhanced care home team was a finalist the HSJ Awards 2020 in the category Integrated Care Partnership of the Year. Now in their 40th year, the awards are the largest annual programme for healthcare and recognise outstanding contributions.

The enhanced care home team was set up in October 2018 to work with care homes across the area to reduce 999 calls and hospital admissions by supporting staff.

The team has successfully implemented and embedded teaching and education on a variety of subjects including oral health, chest infection prevention, hydration and recognising the deteriorating resident.

The awards received over 1,000 entries and the shortlist was based on the ambition, visionary spirit and demonstrable positive impact that the project has had on patient experiences.

Chief executive Diane Wake said: "The enhanced care home team is a wonderful example of how bringing together different skillsets and working with the community can have a positive impact on people's health."

Trust scoops award for safety of patients

A new service to improve outcomes for anaemic patients having surgery has won a national health industry award for The Dudley Group NHS Foundation Trust.

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

The unique integrated hospital and community service, which makes patients suffering from iron deficiency fitter for their operations, won the Perioperative and Surgical Care Award at the HSJ Patient Safety Awards 2020.

"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 at The Dudley Group NHS Foundation Trust.

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

He added: "Once a patient is as-

essed 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 the specialist community intravenous therapy nurses at Brierley Hill Health and Social Care Centre.

Kate Owen, community IV team leader, said: "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."

Chief executive Diane Wake said: "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. It shows multi-disciplinary working at its best with teams coming together to provide a solution for our patients and we are delighted that this has been recognised nationally."

Judges described the project as a 'great common-sense intervention, and a strong example of using all members of the team to deliver an important pre-operative therapy'.



Members of the community IV team with the award

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Pool continues to aid patient recovery



The hydrotherapy pool at Russells Hall Hospital

Physiotherapists at Russells Hall Hospital helped ensure their patients' recoveries went swimmingly by continuing treatments in the hydrotherapy pool during the second lockdown.

The Trust worked with regulators to ensure they could carry on seeing patients at the pool safely, helping to speed up their recovery.

The pool, one of very few in the Midlands region, is used by people recovering from lower limb injuries, multi trauma caused by car accidents, mums-to-be with pelvic girdle pain and children with fractures and dislocations. It's also used to help neurological patients.

Caroline Swain, clinical specialist physiotherapist, said: "We are seeing less patients overall but it's a really safe environment and patients are delighted to have their treatments."

With social distancing, enhanced cleaning and other measures reducing the number of patients seen, the service has also had to cope with staff having been redeployed to COVID wards at the height of the pandemic.

Caroline said that they were now back up to full strength with staffing, and as more elective procedures were carried out, they expected to see more and more patients referred to them.

National award for rising star Lorraine

An assistant therapy practitioner at The Dudley Group NHS Foundation Trust has won a national 'Rising Star' award.

Lorraine Allchurch is the lead AHP (allied health professionals) support worker at the Trust, and picked up the award at the virtual Advancing Healthcare Awards 2021.

She was also in the final three of the NHS Employers Award for Outstanding Achievement by an AHP or healthcare science apprentice, support worker or technician.

There are 152,000 AHPs working across all health and social care settings nationally, and they are the third largest workforce in the NHS.

Lorraine's nomination praised her for being positive and motivated, and dedicated to patient care.

During the pandemic Lorraine's role adapted from treating frailty patients to working on COVID-19 positive areas and ensuring colleagues were correctly fitted with respirator masks.

She was nominated by her clinical team leader, Jackie Bath, who said: "I nominated Lorraine for this award as she is definitely a rising star. She is a positive and motivated

person, dedicated to patient care, service and professional development for both herself and colleagues. Lorraine embraces opportunities for development and shares any opportunities with the wider team."

Lorraine said: "The award demonstrates clearly that support staff can, when given the time to do so, make a valuable contribution to patient care whilst developing their own professional development."

"Support staff do amazing work every single day making a difference to patients' lives and to get this recognition is not only for me but for all support staff to realise their impact to patient care is invaluable. We make a difference together!"

Lorraine, who is an associate member of the Chartered Society of Physiotherapy, was recently appointed to a national reference group to look at education and career development for speech and language therapists' assistants and support workers.

She is a core team member of the West Midlands Regional Network for the Chartered Society of Physiotherapy and has worked for the Trust for 12 years.



Assistant therapy practitioner Lorraine Allchurch won a national 'Rising Star' award

Frailty Unit on the shortlist

A seven-day service at Russells Hall Hospital for older people with urgent care needs was a finalist in a national award.

The Frailty Assessment Unit was shortlisted in the 'Care of Older People' category of the Nursing Times Awards 2020.

The unit was set up in October 2019 in response to the increasing number of older people attending emergency departments and accessing urgent health and social care services. The aim was to provide high quality, rapid, medical and nursing care for frail patients who would not benefit from being admitted as inpatients.

FAU is clinically led by a consultant geriatrician, and supported by a wide ranging multidisciplinary team including nurses, support workers, junior doctors, therapists, pharmacists and discharge co-ordinators. They work closely with the team on the hospital's frailty short stay ward for patients requiring admission, and also with community colleagues to ensure a seamless discharge back to the patient's preferred place of care.

Chief executive Diane Wake said: "The unit delivers an exceptional level of care and compassion to our elderly patients, going above and beyond to ensure that they have a smooth discharge back to their preferred place of care."

Disability policy hailed



Siobhan Preston, chair of the Disability Staff Network, with Shabir Abdul

Our Trust has gained national recognition for our employment of staff with disabilities and the support it gives them.

The Dudley Group NHS Foundation Trust is just one of 13 NHS trusts to be awarded Disability Confident Leader status – a Government scheme to recognise employers who recruit the right people for their business regardless of disability. Overall only 352 organisations have Leader status in the UK.

Shabir Abdul, head of Equality, Diversity and Inclusion, said: "We are proud to be awarded Disability Confident Leader status. This is about us providing employment

opportunities for people of all abilities which we believe is not only the right thing to do, but benefits us as an organisation through accessing and unleashing diverse talent and expertise."

Siobhan Preston, chair of the Disability Staff Network at the Trust, added: "The Trust's new status as a Disability Confident Leader is a huge achievement and testament to our hard work over the last year to help support our staff through every stage of their employment with us, from recruitment onwards, meaning they get any support they might need to look after our patients to the excellent standard we all strive for."

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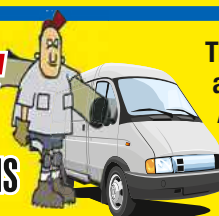


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Each area has a Quality Dashboard that all staff and patients can view so that the performance in terms of quality of care is clear to everyone. The key quality indicators are published, monitored and reported to the Board of Directors every quarter. There are also monthly audits of key nursing interventions.

We have a variety of ways patients can give us their feedback and ongoing patient surveys give a 'feel' for our patients' experiences in real time, allowing us to quickly identify any problems and correct them.

A variety of senior clinical staff attend the monthly three key sub-committees of the board to report and present on performance and quality issues within their area of responsibility, ensuring we have clinical engagement throughout the organisation.

We have 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.

We work with our local commissioners, scrutinising the Trust's quality of care at joint monthly review meetings.

There are external assessments of the Trust services, and we take part in national clinical audits and confidential enquiries.

You can read our full quality report on our website www.dgft.nhs.uk Go to about us – publications – annual reports.

Our quality priorities

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

This year we will be carrying forward our quality priorities from the previous year as the impact of COVID-19 has meant we have not been able to fully realise our ambitions.

Here, we look at how we have done against our targets for last year, and outline our targets for the coming year. We have two priorities – patient experience, and discharge management.

How we did in 2020/21

Priority 1 2020/21 – Patient Experience

1. Improve the way we communicate and engage with patients.

a) 'Do staff treating and examining you introduce themselves?' (National baseline Maternity 2019 99%, Children 2018 93% with the aim being 95% overall).

b) 'Have you been told what is going to happen to you today (tests etc.)?' (Local survey baseline 59% with suggested improvement to 95%) (At present, the first question is not part of the local survey but will be added.)

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 may be more frequent depending on the views of the 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.

a) Improve the percentage of complaints responded to within the

internal timeframe of 30 working days, which currently stands at 23% (2019/20).

Our progress

a) The National Maternity Survey 2020 was postponed but the 2021 Maternity Survey has been launched. For the Children and Young People Survey, the patient group has been identified with surveys commencing January 2021 to May 2021.

For Friends and Family Test (FFT) a business card/sticker has been designed with online links and QR codes to improve the accessibility of giving feedback in maternity services. This has resulted in an increase in the number of women giving feedback via online methods. Going forward the maternity ward will be piloting bedside tablets which will include information such as the FFT, local surveys and information on how women can share feedback on their experience of care and treatment.

b) Local surveys have been set up online to allow patients to provide feedback on their experience of services across the trust. The newly-implemented Patient Reported Experience Measure (PREM), launched in September 2020, includes questions about dignity and respect, involvement in decisions about care, and whether patients are provided with enough information about their care and treatment. The majority of results were positive. Patients were particularly positive about being treated with respect, staff were understanding about their individual needs and that their care environment was comfortable. Patients agreed that they felt involved in decisions about care and treatment, and they were being provided with enough information. Our clinical divisions are provided with a full breakdown of scores to agree actions to be taken as a result of patient feedback.

c) All teams and departments were to hold a Listening Into Action event for their area, however due to COVID-19 fewer were held than planned. The numbers will increase when restrictions are eased and Trust capacity allows.

A Maternity Voices Partnership meeting took place to share women's thoughts about our maternity services

to help shape future services. The feedback from attendees about their experience of care was extremely positive. In response, a number of actions have now been implemented to improve the experience for women.

d) Our People's Panel took place virtually in March 2021 to help us shape future service planning and development of services. Patients/carers shared their experience of being discharged from the hospital. The feedback from the event was varied with many of the responses confirming generally staff did not introduce themselves, with the exception of doctors. Not all patients/carers felt able or confident to speak up and ask questions about their care and treatment. Attendees stated that there are many barriers to communication for those with visual/audio needs and for patients with learning disabilities and dementia. In response, the professional development and patient experience teams have now implemented customer care training for staff. The 'Hello My Name' campaign is shared with all staff when they join.

e) A plan is in place to recruit a number of patient voice volunteers (PVV) to use their experiences of services to inform and influence the delivery, planning and quality of services we provide. Implementation has been delayed due to the COVID-19 pandemic.

The Trust has recommenced local survey feedback through virtual methods only. This is a temporary measure and we are encouraging patients and carers to use online communication channels such as NHS Choices, Patient Opinion, the Patient Experience team and FFT online.

a) The percentage of complaints responded to within the internal timeframe of 30 working days has shown a marginal improvement over each quarter of 2020/21, however it is recognised that significant improvement is still required. Complaints continue to be monitored closely and action taken so that responses are completed in a timely manner.

In particular, March 2021 had a response time of 43 per cent which is an indication that working closely with the divisional chief nurses is having a positive impact and improving the response timeframe.

Additional staff are assisting the complaints department with arranging local resolution meetings, some of which had to be placed on hold due to the COVID-19 pandemic. Complaint co-ordinators are actively chasing complaints responses and attending divisional meetings to encourage accountability and responsiveness.

Action and learning plans are shared in monthly reports, quarterly reports, at governance meetings and during complaints training with Trust staff (these are anonymised to ensure confidentiality).

Priority 2 2020/21 – Discharge Management

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

Our progress

These highly ambitious targets were set prior to the beginning of the year and the performance has been considerably affected by the COVID-19 situation and the types and severity of patients' illnesses, which have varied markedly from those seen during normal conditions. To achieve this objective a range of measures are now in place, both pre and post admission.

The Trust works in partnership with primary care through the clinical hub to triage referrals that could be managed by community services and through GPs. This is showing some benefits, especially for patients residing in care homes as the number of calls from these services to the clinical hub has increased over recent months.

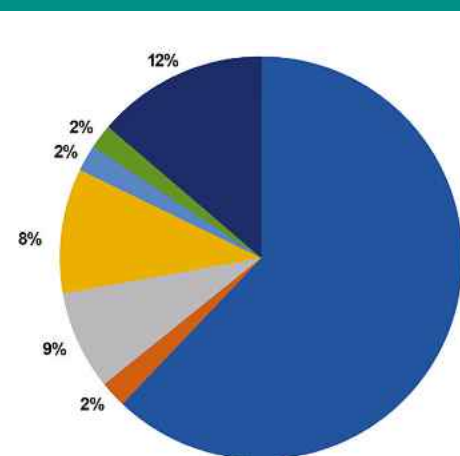
Conveyances through ambulances are being targeted to ensure that earlier intervention and care at home prevents attendance; this is supported through clinical triage by a paramedic, which forms part of a trial supported by West Midlands Ambulance Service, the Trust and the CCG.

A dedicated team oversees the facilitation of patients back to their home. This team works in partnership with local authority colleagues and a system-wide call takes place twice daily to review those patients

2020/21 in summary

- Babies born – 4,055
- Hand gel used (individual bottles and dispensers) – 32,410
- Visits to patients in their own homes or care home – 71,238
- Day-case admissions – 25,196
- Operations across our main and obstetric theatres – 7,391
- Patients through our A&E – 79,643 plus 50,946 to the Urgent Treatment Centre
- Inpatient admissions – 111,616 including maternity and paediatrics
- Pieces of patient feedback – 46,002
- Tests carried out in our pathology labs – 545,0539
- Items dispensed by our pharmacy – 411,457
- Aprons used – 2,420,000
- Surgical/examination gloves used – 13,543,100 pairs
- Community clinic appointments – 306,561
- Bandages used – 16,431

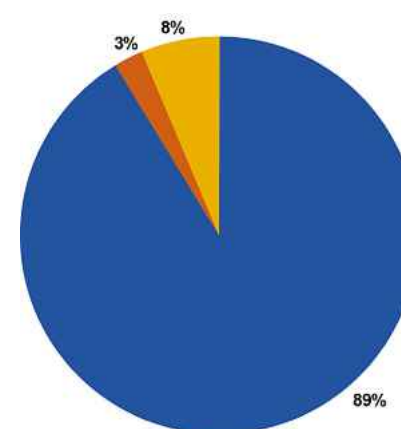
How we spend our money



Operating Expenses for 2020/2021

- Staff costs: £280.2m/64%
- Services from other NHS bodies: £8.3m/2%
- Supplies and Services: £39m/9%
- Drug Costs: £35.7m/8%
- Establishment, transport and premises: £10.3m/2%
- Depreciation, amortisation and impairments: £9.3m/2%
- Other spend – Includes £26.9m in relation to 'payments to the Trust's PFI partner for services' provided: £53.2m/12%

Total Spend 2020/21: £436m



Income from activities for 2020/2021

- Patient income received from Clinical Commissioning Groups, Local Authorities, other Trusts and Health Bodies and Department of Health: £402.1m/89%
- Income received from education, training and research: £12.2m/3%
- Income received from other sources: £37.1m/8%

Total income 2020/21: £451.4m

that could receive support from community and domiciliary care.

A new initiative supported by NHSE, to encourage use of hotel accommodation for medically optimised patients, is also under way in the Trust.

Patients awaiting a decision for discharge are being supported with patient trackers who monitor the journey of patients by ward, escalating key milestones for decision making.

Patients awaiting transfer can use the Discharge Lounge which is now operational and patients can receive their medication post discharge through the medicines delivery service, which is being co-ordinated by our pharmacy team.

Patients with a longer length of stay benefit from a senior medical review co-ordinated by the deputy chief medical officer.

However, COVID-19 continues to cause delays for discharges due to needs such as test results, acceptance by certain homes, designated COVID settings and family and home circumstances.

Quality priority 1 for 2021/22 – Patient Experience

1. Improve the way we communicate and engage with patients.

a) Staff treating and examining patients will introduce themselves (target of 95%).

b) Patient will have been informed about what is going to happen to them each day, ie tests, investigations (target of 95%).

c) Hold a quarterly forum/focus group with each prioritising key planned actions, undertaking those actions and measuring the outcomes and success.

d) Hold at least quarterly People Panel, each prioritising key planned actions, undertaking those actions and measuring the outcomes and success.

e) Engage with Expert Volunteers ensuring we raise the patient voice so that services are delivered compassionately (providing assurance of involvement, recommendations and actions taken forward).

2. Ensure all complaints are responded to in accordance with the Trust complaints and concerns policy.

a) Improve the percentage of complaints responded to within the internal timeframe of 30 working days.

b) Actions will be completed and learning/changes in practice identified

and shared across the organisation.

c) As of 2020/21, our current position at the end of quarter four is a 34% response rate to complaints within 30 working days.

Communication and engagement with patients will be measured via real-time surveys, local surveys, national survey scores and the outcomes from relevant forums/panels. They will be monitored through the quarterly Patient Experience Group meeting and the Quality and Safety Committee, looking at recurrent themes and whether recommendations are embedded and result in improvement.

Our complaints database contains a number of recorded dates such as the date the complaint was received and the date of response. The response rate is monitored monthly and measured as a percentage and recorded as ‘plot the dot’ data to monitor any special causes of concern/improvement.

A quarterly ‘Learning from Experience’ meeting is open to all staff across the Trust. Claimants are invited to the meeting to talk about their complaint, how it made them feel and the effect it had on them/their relative.

The quarterly Patient Experience Group shares actions and learning from across the Trust. Trends are monitored for any recurring themes to ensure that learning and action taken as a result of a complaint has been embedded.

Communication and engagement with patients will be reported quarterly through the Patient Experience Group meeting and the Quality and Safety Committee.

The Complaints Department share actions taken, improvements made, and learning through monthly, quarterly and annual reporting.

Quality Priority 2 for 2021/22 – Discharge Management

30% of discharges to have left their bedded area by 12 noon, 80% by 5pm (for patients without an identified right to reside)

The Trust will monitor the progress of this quality priority on a daily basis through the capacity meetings and this indicator will be added to the capacity planner.

We will report on this through a number of forums to ensure there is appropriate focus and oversight on the progress made.

Consolidated and Foundation Trust Statements of Comprehensive Income For the Year Ended 31 March 2021

	Group		Foundation Trust	
	Year Ended 31 March 2021	Year Ended 31 March 2020	Year Ended 31 March 2021	Year Ended 31 March 2020
Operating Income from patient care activities	£'000 402,090	£'000 380,377	£'000 402,090	£'000 380,377
Other Operating Income	49,351	31,788	48,666	31,803
Total Operating Income from continuing operations	451,441	412,165	450,756	412,180
Operating Expenses from continuing operations	(436,031)	(395,347)	(435,790)	(395,435)
Operating Surplus / (Deficit)	15,410	16,818	14,966	16,745
Finance Costs				
Finance income	54	175	0	132
Finance expense - financial liabilities	(11,964)	(11,772)	(11,964)	(11,772)
PDC Dividends payable	(1,474)	(1,819)	(1,474)	(1,819)
Net Finance Costs	(13,384)	(13,416)	(13,438)	(13,459)
Gain/(loss) of disposal of assets	25	29	25	29
Corporation tax expense	(35)	(48)	0	0
Surplus/(Deficit) for the year from continuing operations	2,016	3,383	1,553	3,315
SURPLUS/(DEFICIT) FOR THE YEAR	2,016	3,383	1,553	3,315
Other comprehensive income/(expense)				
Will not be reclassified to income and expenditure:				
Impairments	(223)	(3,805)	(223)	(3,805)
Revaluations	2,287	35	2,287	35
Fair value gains/(losses) on equity instruments designated at FV through OCI	219	(174)	0	0
Other reserve movements	1	0	1	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	4,300	(561)	3,618	(455)

There are no Non-Controlling Interests in the Group, therefore the surplus for the year of £2,016,000 (2019/20 surplus of £3,383,000 and the Total Comprehensive Income of £4,300,000 (2019/20 Total Comprehensive Expenditure of £561,000) is wholly attributable to the Trust.

Consolidated and Foundation Trust Statements of Financial Position as at 31 March 2021

	Group		Foundation Trust	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
Non-current assets	£'000	£'000	£'000	£'000
Intangible assets	10,406	9,701	10,406	9,701
Property, plant and equipment	199,896	176,214	199,896	176,214
Other Investments/financial assets	1,405	1,186	0	0
Receivables	13,736	12,466	13,736	12,465
Total non-current assets	225,443	199,567	224,038	198,380
Current assets				
Inventories	3,775	3,482	3,459	3,288
Receivables	8,856	25,501	8,653	25,296
Other Investments/financial assets	500	500	0	0
Cash and cash equivalents	19,307	5,137	17,928	4,190
Total current assets	32,438	34,620	30,040	32,774
Current liabilities				
Trade and other payables	(35,444)	(33,160)	(35,084)	(32,888)
Borrowings	(5,206)	(5,510)	(5,206)	(5,510)
Provisions	(1,239)	(241)	(1,239)	(241)
Other liabilities	(3,040)	(2,518)	(3,040)	(2,518)
Total current liabilities	(44,929)	(41,429)	(44,569)	(41,157)
Total assets less current liabilities	212,952	192,758	209,509	189,997
Non-current liabilities				
Trade and other payables	0	0	0	0
Borrowings	(110,095)	(113,999)	(110,095)	(113,999)
Provisions	(899)	(753)	(899)	(753)
Total non-current liabilities	(110,994)	(114,752)	(110,994)	(114,752)
Total assets employed	101,958	78,006	98,515	75,245
Financed by Taxpayers' equity				
Public Dividend Capital	49,207	29,555	49,207	29,555
Revaluation reserve	25,830	23,765	25,830	23,765
Income and expenditure reserve	24,511	22,810	23,478	21,925
Others' equity				
Charitable Fund reserves	2,410	1,876	0	0
Total Taxpayers' and Others' equity	101,958	78,006	98,515	75,245

Joining forces to improve services

Working as a system with our partners across the Black Country is becoming increasingly important as we move to provide better access to health care.

The Trust worked closely with the three other acute trusts in the Black Country and West Birmingham on how we should collaborate to improve the services we offer to patients. A programme of clinical change has been agreed, to improve clinical outcomes, effectiveness and accessibility of services within a sustainable system.

Our chief executive Diane Wake is the lead senior responsible officer for the Black Country for cancer and elective services,

and talks have started about how we do things differently.

In addition, Own Bed Instead is an integrated service between Dudley Council and ourselves to avoid admission to hospital or facilitate early discharge. We received permanent funding for this service from 1st April 2021.

On 1st October 2020 the Dudley Clinical Hub began support for 1,000 care home patients within Dudley through the Care Home Direct Enhanced Service (DES) contract.

We have continued to work with partners on the development of a 'place' based model for the delivery of integrated care in Dudley.

Your input can help to shape our services

Your involvement will help us to improve the way we provide health services; you can tell us how our services could be better based on your experience.

You can choose your level of involvement to suit your lifestyle, but whatever choice you make, your input will make a difference.

As a member you will receive a monthly email to keep you informed about the Trust's latest news. You will also receive invitations to events and meetings, including our Annual Members Meeting.

As members elect the council of governors, you will also be given the opportunity to elect your local governor or even stand as a governor yourself, represent the views of foundation trust members and help shape the direction of the organisation.

Members and governors are the centrepiece of the foundation trust's accountability and governance.

If you are interested, then sign up for free:

Visit: www.dgft.nhs.uk/about-us/foundation-trust/become-a-member/

Email: dgft.foundationmembers@nhs.net

Telephone: 01384 456111
Ext 1124

Community Groups

Do you run a local community group? Interested in hearing more about the work of our Council of Governors and the Trust? Then why not get in contact with us and invite our governors to attend your next meeting – email dgft.foundationmembers@nhs.net

Could you become a Trust governor?



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 who volunteer in the role. Governor elections are due to start in September with five 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
Nursing and Midwifery x 2**

You do not need any formal qualifications to be a governor (with the exception of the Nursing and Midwifery vacancies, where you need to be a member of staff employed within that category). 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.

I would like to take this opportunity to introduce our newly elected and appointed governors, who have joined the council during the previous year.

■ **Helen Ashby**, public elected governor, Stourbridge

■ **Karen Clifford**, public elected governor, Halesowen



Fred Allen, lead governor The Dudley Group Council of Governors

■ **Councillor Rebbekah Collins**, appointed governor, Dudley Metropolitan Borough Council

■ **Louise Deluca**, staff elected governor, Allied Health Professionals and Health Care Scientists

■ **Dr Syed Gilani**, staff elected governor, Allied Health Professionals and Health Care Scientists

■ **Vicky Homer**, public elected governor, South Staffordshire and Wyre Forest

■ **Maria Lodge-Smith**, public elected governor, Brierley Hill

■ **Chauntelle Madondo**, public elected governor, Rest of England

■ **Dr Mohit Mandiratta**, appointed governor, Dudley Clinical Commissioning Group

■ **Elizabeth Naylor**, public elected governor, North Dudley

■ **Michelle Porter**, staff elected governor, partner organisations

■ **Alan Rowbottom**, public elected

governor, Tipton and Rowley Regis

■ **Louise Smith**, staff elected governor, Nursing and Midwifery

Please visit our website to find more information about our Council of Governors - <http://www.dgft.nhs.uk/about-us/foundation-trust/our-council-of-governors/>

Frequently Asked Questions

If you are thinking about becoming a governor, have a look at the following FAQs about why our foundation trust members and Council of Governors are so important to us.

How are governors supported 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 the Trust secretary's respon-

sibility 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. This includes inducting new governors into the organisation, training them and ensuring they have the opportunity to hold the non-executive board members to account for the performance of the Trust.

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. From sharing thoughts and ideas to helping out in and around our Trust, from electing our governors to becoming a governor – there are many different ways you can help us deliver the best in care as a member of the Trust.

The more members we have means more opportunity to reflect the views of our patients. We need as many interested people as possible to join us – and we'd love you to be one of them.

What does it take to be a governor?

Having a real interest in the Trust is important. We are very proud of the organisation and the part it plays in the lives of people in Dudley and those living beyond its borders. 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 so that it continues to be a trusted provider of safe, caring and effective services.

There is no expectation for you to have undertaken a similar role before or have a particular skill set or experience, as training in the role is provided.

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. During COVID-19, these have been held using web conferencing with members of the public invited to submit questions in advance. We will set the dates of meetings for the year ahead, and circulate this information widely through the Trust website and newsletter publications to members.

Governors are also asked to serve on sub committees of the council that meet between four and six times each year.

Are governors paid?

No, the role is voluntary and governors do not receive payment.

Reasonable travelling and other expenses will be paid. These could include caring costs.

Why not 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 28th September, 5th October and 12th 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 find out more and sign up simply visit www.dgft.nhs.uk/about-us/foundation-trust/become-a-member/

Good sports bring their experience to the board

The Trust has appointed two new board members who have worked as medics in top level sport.

We are pleased to announce the appointment of associate non-executive board members who are at the forefront of their professions and bring with them significant experience.

Dr Gurjit Bhogal is a freelance GP who began his career in 2009 as a medical officer for the British Boxing Board of Control for the Amateur Boxing Association of England. Since 2012, he has been medical officer for the Olympic Games, London (boxing) and the Paralympic Games, London (table tennis).

He has held the position of First Team and Academy Doctor at Aston Villa Football Club since 2015 and has also held lead club doctor roles at Kidderminster Harriers Football Club, the British Triathlon Federation, Worcester Wolves basketball Team and for Bristol Bears Rugby Club.

For three years (2010-2013), he was chief medical officer and governance lead for Worcester Country Cricket Club.

Dr Bhogal has also been involved in a number of sporting committees including holding the position of



Dr Gurjit Bhogal

chair of the Ground Safety Committee at Warwickshire County Cricket Club (2017-2020).

He was a medical panel member for the England and Wales Cricket Board (2015-2021) and is on the Local Organising Committee for the ICC



Dr Thuvarahan Amuthalingam

Cricket World Cup 2019.

Dr Thuvarahan Amuthalingam, who works strategically across the Black Country and West Birmingham STP, is former academy doctor at Birmingham City Football Club (2019-2020).

He is an experienced strategist with a track record of innovation and improving outcomes across the private and public sectors.

He has considerable experience at board level and is currently an elected member of the BMA West Midlands Regional Council and a board member of the Royal College of GPs Midland Faculty.

He began his career at The Dudley Group in 2015 before moving to Sandwell and West Birmingham working as an occupational health doctor.

He went on to work as a locum doctor at a number of Midlands trusts including The Royal Wolverhampton NHS Trust working on primary care workforce recruitment and retention.

Trust chairman Dame Yve Buckland said she was very pleased with the two new appointments. "The new appointments add an exciting new dimension to our Trust board which will support our commitment to providing safe patient care and strategic effectiveness," she said.

"Gurjit and Thuvarahan bring with them a range of skills and knowledge to our board and will add fresh perspective and expertise to the Trust."

Trust board's meetings for 2021/2022

The Trust board will next meet on Thursday 16th September and the meeting will be held online.

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 emailed to dgft.foundationmembers@nhs.net

Responses to your questions will either be posted on the Trust's board meeting web page following the meeting or can be found in the minutes which will be published in due course at www.dgft.nhs.uk/about-us/board-of-directors/board-meetings/

Visit the Trust website at www.dgft.nhs.uk to find out more about the work of our Board of Directors and the Council of Governors.

If you do have any questions to submit, please email dgft.foundationmembers@nhs.net



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Mobile: 07802 451232



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Halesowen

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admin@carltoncaregroup.co.uk • www.carltoncaregroup.co.uk

About the charity

The Dudley Group NHS Charity makes a real difference to those being treated in our hospitals or 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.

You can raise money for a particular area of care, or you can spread your donation over a variety of causes. We will ensure your donation goes where you want it to go.

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



- Twitter: DGNHSCarity
- Facebook: DudleyGroupNHSCharity
- Website: www.dgft.nhs.uk/our-charity
- Nithee Kotecha, Fundraising and Community Development Lead
nithee.kotecha@nhs.net
- Karen Phillips, Fundraising Manager
Call: 01384 456111 ext 3349
Email: karen.phillips5@nhs.net
Address: 2nd Floor, South Block, Russells Hall Hospital
Dudley DY1 2HQ
- Charity Ref No: 1056979

Supporting parents at devastating time

Families who suffer the heart-break of losing a baby at birth can now spend time together in a homely, private space thanks to a £70,000 fundraising appeal.

We launched the appeal, to create a baby bereavement suite in the maternity department at Russells Hall Hospital, in 2018. While COVID-19 has prevented an official opening, the suite is now being used by local families.

It has been paid for by public donations, fundraising events by staff and the public, and the Trust charity, which held a glitzy Sparkle Party. Donations were given a fantastic boost of £40,000 from the fundraising efforts of local woman Hannah Swancott in memory of her own little girl, Luna, who was stillborn.

The room provides a delivery suite for parents who know their baby has died or a space for those whose babies die shortly after birth. It means families can spend time together, creating lasting memories in a home-from-home environment. The appeal will also pay for specialist training for midwives.

Trust chief executive Diane Wake said: "Offering the right support to someone who is going through such a devastating time is extremely im-



Midwife Holly Haden and maternity ward manager Sharon Roberts in the suite

portant to us. This appeal has created a lovely, serene space for families to come to terms with their loss and spend time with their baby, away from the hustle and bustle of a hospital, and without feeling rushed.

"The support we received has been phenomenal. It has clearly touched a chord with so many people and it's a pity that we have not been able to invite people in to see what a wonderful facility we have been able to create thanks to their support."

Major fundraiser Hannah Swancott, who was able to visit the suite prior to lockdown, said: "The transformation of the room is absolutely incredible, the hospital have worked so hard to make it perfect and really help future families who sadly have to use the room. It's exactly what the ward needs."

Among those to raise money for the appeal were maternity matron Claire Macdiarmid, who raised just under £3,500 running the London Marathon in 2019.

The Trust's specialist bereavement midwife Holly Haden added: "It provides families with a space that isn't clinical and the sound-proofing is so important to remove background noise. Families have the option of using the suite for as long as they need to, so because of this we are hoping to relaunch the appeal and create a second suite."

The pandemic prevented an opportunity for the Trust to officially thank all those who contributed. Instead we used social media to show all the wonderful people who helped to make the room a reality.

To support this important cause visit www.justgiving.com/campaigns/charity/dghc/baby-bereavement

Donations fund staff picnic tables

Hard-working Trust staff can now get a socially distanced break in the sunshine thanks to the generous donations raised by local people.

After asking our 5,000-strong workforce how our charitable funds could support staff wellbe-

ing, the response indicated the need for more picnic tables for staff to take breaks or eat lunch in the fresh air.

The Trust installed 17 new tables and benches which have been put in the grounds of Russells Hall Hospital and some of other sites.

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Marathon effort

On Sunday, October 3rd, 2021, 50,000 runners will have the chance to be a part of the biggest marathon ever staged anywhere in the world.

The virtual Virgin Money London Marathon will return this year and the Dudley Group NHS Charity was lucky enough to gain five ballot places which have all been filled by our staff members plus we have an additional staff member who has won their own individual ballot place.

All the runners will be fundraising for our charity over the next few months, we will be profiling their personal journeys and supporting them with their fundraising efforts.

Supporting staff

In response to the effects on staff during the pandemic, the Trust launched an exciting well-being programme, in conjunction with ViaVita Health, funded by our charity.

The programme encourages wellness, with free one-to-one counselling sessions, webinars, exercise programmes, key health resources, monthly newsletters and fun challenges with a wellbeing theme.

New face on Trust fundraising team

We welcome Nithee Kotecha who has joined us as the new fundraising and community development lead and will be working alongside Karen Phillips for the charity.

She comes from an extensive background in fundraising within the charitable sector having worked for national charities such as Street League and Mencap.

She is looking forward to reviewing the Trust's fundraising approach and meeting with all the key departments over the upcoming weeks.

She will be looking to create a new fundraising strategy whilst strengthening internal relationships and networking with new external funders.

In her spare time, Nithee spends her time experimenting in the kitchen with various cuisines and flavours. She is also a fitness enthusiast and spends much of her time running or in the gym.

She has completed several charitable fitness challenges over the years and most recently she trekked 100 miles in the Sahara Desert.

Contact her on: 01384 456111 ext. 3403 nithee.kotecha@nhs.net



Nithee Kotecha

Help our appeal



After 18 months of working under intense pressure in difficult circumstances to care for patients, our NHS staff are physically and mentally exhausted.

During 2020, the Trust charity received fantastic donations via our COVID-19 Crisis Appeal, which helped to support patients and staff through the pandemic. These funds continue to improve the environment in which our staff work, and to help our patients to get well with all the best support possible.

The Better Brighter Future Appeal is aimed to build on these initiatives to make a better, brighter future for both patients and colleagues.

Keep an eye on our social media as, during the coming weeks, we will be publishing a host of fundraising ideas and events that you can get involved with. Please help the charity give the best experience to our patients and support the wellbeing of our staff. Donate or set up a fundraising page. Visit www.justgiving.com/campaign/LoveDudleyNHS



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Why did you want the non-surgical treatment?

"Felt like I was too young to be losing my hair and wanted to do something about it, just not surgery"

How did you feel during the process?

"Felt a little apprehensive at first, but though I was not given a go. I was informed about everything I needed to do and what the process will be like so I felt at ease"

Are you happy after your treatment?

"I was happy with the results and could definitely see a difference. I initially started seeing results after about 2-3 months, it increased my self confidence to a certain degree and made me feel better within myself"

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Helping to cut waiting times

Speeding up appointments and cutting waiting lists is essential in the NHS – and that's just what The Dudley Group's ophthalmology appointment has achieved for glaucoma patients.

Nationally, ophthalmology is one of the areas with the largest waiting lists, but our lists are the shortest they have ever been as a result of changes. The new pathway generated extra appointment slots and patients who were overdue a follow-up appointment were brought forward.

Our team set up a diagnostics hub at Corbett Outpatient Centre – so patients did not have to go to the main acute hospital where we were caring for COVID-19 patients. Here, they have all the diagnostics tests requested by their consultant including 3D imaging of the eye, OCT (optical coherence tomography) of the optic nerve and anterior segment of the eye and automated visual fields testing.

Diagnostic test results are uploaded to the new electronic MediSight system where they can be reviewed by the consultant. The new 3D camera allows the consultant to get a clearer, magnified image of the eye in 3D on their laptop, replacing an in-person examination.

Consultants then have a virtual meeting with the patient.

Volunteers making a big difference to NHS

We would usually have around 500 volunteers from the local community giving their time on a regular basis to make a real difference to patients, visitors and staff at the Trust.

However, the pandemic meant that many of our volunteers were shielding, resulting in reduced numbers of individuals offering support. However we also welcomed people furloughed from their own work!

Restricted activity in clinical areas kept our remaining volunteers safe, and there was still much they could do to help.

At the beginning of the pandemic the volunteers rallied to produce and supply 19,000 face visors for staff, using materials kindly donated by local companies and individuals.

Visiting patients was no longer allowed so our volunteers' hub at Russells Hall Hospital extended its opening hours to take belongings to and from reception for relatives and patients. Running errands between wards for staff also enabled staff to remain in their areas caring for patients.

A volunteer driver service was set up to help with deliveries of medication to our most vulnerable



Volunteer Gary in the vaccine centre which was set up in Action Heart at Russells Hall

patients and for urgent deliveries of PPE to community clinics.

Throughout the pandemic, volunteers have also greeted visitors to outpatient areas and helped them with PPE requirements. Although close contact with patients in clinical areas was no longer allowed, they were still able to make drinks for patients in non-COVID-19 areas.

With the introduction of the

vaccination programme, volunteers once again stepped up and helped with marshalling both at the hospital and in the local community.

NHS England and NHS Improvement (NHSEI) made an offer of financial support to NHS trusts to contribute to reducing pressure on staff and NHS services due to the pandemic. The Trust made an application for £15,000 and was successful.

The monies awarded are being used as follows:

■ Volunteer drivers' expenses – our volunteer drivers deliver medication to patients, return lost property to its owners, collect and deliver equipment, PPE deliveries, 4 x 4 vehicle service to assist in bad weather including bringing staff into work as well as any other reasonable requests.

■ iPads – The Trust purchased 10 iPads for the wards and chaplains to enable patients to stay in contact with their loved ones.

■ Communication system – A PDA system will be put in place for the utility volunteers who are running errands throughout the Trust. This will enable them to stay in contact with each other rather than having to report back to the main reception after each job has been completed.

Anyone interested in volunteering should contact Jane Fleetwood, hospital volunteers' coordinator, on 01384 456111 ext 1887 or via email: dgft.volunteering@nhs.net

Further information can be found on our website www.dgft.nhs.uk



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Fourth endoscopy room is opened



Staff in the new endoscopy room at Russells Hall Hospital

In November we were delighted to open a fourth endoscopy room at Russells Hall Hospital.

The extra capacity was a recommendation from last year's very successful JAG accreditation visit at the hospital.

Accreditation is awarded to high-quality gastrointestinal endoscopy services and the new room at Russells Hall Hospital will support the high demand of patients that are currently coming through the endoscopy department.

Buildings lit up to say thanks



Russells Hall Hospital was one of the key buildings lit up across the borough for Bonfire Night, to pay tribute to the work of NHS and frontline staff in the fight against coronavirus.

Dudley Council organised a 'Light Up Dudley' firework display visible from most homes in the borough.

It was accompanied by music on Black Country Radio and our chief exec Diane Wake was among those to have recorded a special message which went out during the Bonfire Night show.

New Sensory Pod provides sanctuary

A new Sensory Pod which will provide a secure and quiet area for children and for patients who have learning disabilities attending appointments, has just been installed at Russells Hall Hospital.

Based within the Fracture Clinic in the Outpatient Department, the Pod – complete with an underwater design and steps – was installed by Murrays Medical UK, a company who specialise in healthcare aids.

Katrina Kerr, lead nurse for the Outpatient Department, said: "The Sensory Pod was paid for by the Trust Charity and we hope that it will reduce the stress on parents and carers when they are bringing a patient in who struggles with clinic visits and in the long-term increase attendance to appointments by making the experience more positive and relaxed."

"It will enhance the overall patient experience and support those who attend appointments with those patients."

The thought behind the installation is the need to provide a safe space for younger patients and those patients with learning difficulties who find attending hospital daunt-



Debbie Meredith and granddaughter Aryia Raden try the new sensory pod

ing and uncomfortable. The Sensory Pod offers this, somewhere they can take their mind off the situation and the hospital staff can carry out their appointment in a calm environment.

The pod's functions include col-

our changing lights, the ability to play music via Bluetooth, a door that closes and blocks the outside sounds, a two-way window and even a TV, providing plenty of sensory options which offer a distraction.

Scheme set to benefit patients

Patients are being given control of when they see a hospital clinician in a new initiative in Dudley.

The new scheme means that rather than being called for routine follow-up appointments, patients will be able to decide if, and when, they need to be seen.

Patient Initiated Follow Up (PIFU) appointments are being introduced first as a pilot in the orthopaedic department at The Dudley Group NHS Foundation Trust and will be rolled out across other areas of the Trust during March.

Consultant and clinical service lead for the department Mr Sohail Quraishi said: "The service is specifically designed for patients with stable long-term conditions to allow them to directly access clinical teams as and when they have a flare-up of their condition. Rather than waiting for an appointment for weeks or months as was the norm, orthopaedic patients can now expect to speak to a clinician within three days after calling the service."

"This will be a real benefit to patients, reducing anxiety and unnecessary visits to hospital. The new way of working will also have a real benefit for staff."

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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 dgft.pals@nhs.net or write to: **Patient Advice and Liaison Service, Russells Hall Hospital, DY1 2HQ.**

Mitie at Russells Hall Hospitals



www.Mitie.co.uk

Mitie's 700 employees at Russells Hall Hospital manage and deliver non-clinical facilities management services. This includes everything from maintenance, security, and car parking through to catering and portering. Most services are delivered 24 hours a day, 365 days of the year.

On a daily basis, our delivery incorporates:

- 14 miles of corridors cleaned
- 550 helpdesk calls answered
- 2,500 patient meals served
- 600 visitor cars managed
- 7,500 items of linen washed and folded
- 350 portering jobs performed
- 7,000 items of mail handled

On an annual basis, our delivery incorporates:

- 37,000 instruments and 912 surgical trays sterilised
- 700 tonnes of clinical waste collected and disposed of
- 36 tonnes of confidential waste collected and disposed of
- 850 tonnes of domestic waste collected and disposed of
- 100% of waste diverted from landfill

The partnership looks to improve delivery, with measures implemented to increase cleaning productivity and changes to portering processes in order to support better theatre efficiency. One of Mitie's key goals is improving our technical service to keep the hospital working, from lights and doors, to the theatres where patients undergo expert medical treatment.



'Our diversity makes us stronger' is one of Mitie's core values. With 77,500 employees and 168 different nationalities represented across a workforce spanning five generations, we are a hugely diverse organisation. Mitie therefore seeks to engage and develop people at all levels, helping us to deliver the exceptional, every day.



We are also doing our bit to be more sustainable. Plan Zero is Mitie's commitment to leave the planet in a better condition than we found it and we have pledged to achieve net zero carbon emissions by 2025. To do so we are in the process of implementing a 100% electric vehicle fleet. Mitie also sources 100% renewable energy, has challenging waste reduction targets and innovates to reduce our impact on the planet: closed loop paper recycling is just one example of how we do so.



Mitie continues to work with the Trust to make Russell's Hall Hospitals more sustainable. Our Vision and Values are a set of guiding principles that help us to work together as a team towards a common business goal. As a people-focused business, our colleagues are our number one priority. Mitie's LiveSafe programme and culture keeps employees safe and contributes significantly towards the success of the business. The programme demonstrates Mitie's commitment to a zero harm workplace. All employees are empowered to 'Stop the Job' if they believe a colleague is in the process of doing something unsafe, or if they have noticed safety standards are lacking.



A change in Mitie leadership

Amanda Mitchel joined Mitie in January 2021 and assumed the role as the Account Director at The Dudley Group NHS Foundation Trust.

Amanda has vast experience in operational management on projects and joins us from ISS where she was the Projects Director.

Since joining the team Amanda has identified areas for improvement and has built an action plan to re-energise Mitie.

www.Mitie.co.uk