

# yourtrust

## Winter 2010/11

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

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

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[www.dgoh.nhs.uk](http://www.dgoh.nhs.uk)

## NONE OF THESE PEOPLE NEED A&E



Choose well. Get the right NHS treatment for you.

For more information about  
the choices available, visit:  
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or call NHS Direct on 0845 46 47



Walk-in Centre  
GP  
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Self-Care

[foundationmembers@dgoh.nhs.uk](mailto:foundationmembers@dgoh.nhs.uk)

Dear Member,

Welcome to the Winter 2010/11 edition of 'your trust'.

To make sure that our magazine arrives at your home every quarter we use external companies to print and distribute it to you. Your details are treated with the utmost of confidence and we make sure that we only use companies that are registered with the Information Commissioners Office (ICO).

We hope you enjoy reading this edition of your magazine.

## New website goes live

You are invited to log on to [www.dgoh.nhs.uk](http://www.dgoh.nhs.uk) and view our new website which has now gone live.

The new website features a fresh new look, improved navigation and important information for patients and visitors, as well as a full list of our services.

We'd like to hear what you think about the website and what we can do to make it even better.

To make a suggestion or to let us know what you think, email [jonathan.wood@dgoh.nhs.uk](mailto:jonathan.wood@dgoh.nhs.uk) or call (01384) 321064.



## Old book gives fascinating glimpse into changes in nursing

A dog-eared old nurses' handbook which was unearthed after nearly 75 years has provided a fascinating glimpse into how the profession has changed over the years.

The book, A New Dictionary for Nurses, was found by Marc Weston, a member of the Estates Maintenance Team, at the bottom of a box of old manuals which had been cleared out from the old Guest Hospital.

Labelled with the name M E Davies, the book is dated March 1938, the year before the outbreak of the Second World War.

Director of Nursing Denise McMahon said it was fascinating to see how nursing had developed over the years.



Director of Nursing Denise McMahon takes a look at the nurses' dictionary.



"It's a really fascinating book and it's interesting to see what's changed and what's stayed the same," she said. "There's an advert for a hygiene handbook for nurses which shows good hygiene was as important then as it is now. There's also an advert for a tuberculosis manual, which is something we don't see much of now."

# News from the Chief Executive



As we look forward into the New Year, it's traditional to reflect on the past year and some of our highs and lows.

Overall, 2010 has been a good year for the Trust. We had set out to deliver our key targets and succeeded against all the odds with one of the hardest winters for many years, although this one is building up to be even worse!

As a result of our solid performance, Monitor's Board recently took the decision to de-escalate us from their 'watch' list and downscale our red rating to amber/green. This is really good news for us as being red rated has meant we have been under the microscope.

Some real highlights of the year have been the great performance in the Emergency Department, consistent high performance on the cancer and 18 week targets and very low infection rates for MRSA and C.difficile. The nursing care indicators on the wards continue to improve as we invest in more nursing staff, and our Transformation programmes are bringing in real benefits.

During the year we also worked hard to build better relationships with our GP colleagues and this has meant they backed our bid to take adult community services from the PCT from next April and they have worked closely alongside us to develop better patient pathways. We were delighted to be invited to be part of the Dudley GP Consortium's bid for Pathfinder status and very proud to see that, under the leadership of Chairman Dr David Hegarty, they were one of only three chosen in the West Midlands. We look forward to working with the Consortium as the PCT changes take effect.

All is not rosy, though. Through our Listening into Action events, staff told us about how undervalued they feel which is not good news. We are trying to work through the things they told us to make sure that all our staff feel they really are the most valued asset we have. I know the staff car parking situation has also caused a great amount of worry and we are trying to resolve this as far as we can given the council's constraints on how many spaces we are allowed to provide on-site.

Our money position also worsened through the year owing to the reduction in the prices we get paid and our costs rising. As we move forward into this coming year, the situation will tighten further so we will have to be as efficient as we can be to keep balancing the books.

Sadly two of our Clinical Directors are bowing out of their roles – Dr David Perks to concentrate on his clinical work and Prof George Kitas to go on sabbatical. Both of them have made a huge

contribution to the success of the Trust over recent years. Although we are losing them from their Clinical Director roles, they are still with the Trust and will continue to play a major role as senior clinicians. My personal thanks to both of them.

None of the successes this year would have been possible without all of our wonderful and dedicated staff. I hope everyone had time to relax and rest with families and friends over the festive period as we then look forward to the spring.

**Best wishes**  
**Paula Clark**

## ADVICE ON FLU

If you have a **high temperature** (38°C or higher), or history of fever in the last 7 days **PLUS** other symptoms, such as:

- cough
- sore throat
- runny nose
- limb/joint pain
- headache
- diarrhoea and vomiting

Please **do not** visit the hospital. Telephone your GP or NHS Direct on

**0845 46 47** for advice about flu.

If you have these symptoms and have an appointment at the hospital soon, please phone the number on your appointment letter for advice about attending for your appointment.

**Please do not attend A&E unless your condition is an emergency.**



# Alf bids farewell to Trust

**Long-serving Chairman Alf Edwards has finally called time on his career at the Trust after more than 15 years of service.**

Alf, who served as Chairman for 10 years and as a Non-Executive Director for seven years before that, bowed out at an emotional farewell party attended by friends and colleagues.

During his leaving speech, Alf reminisced about his “wonderful” time at the Trust and paid tribute to all the people he had worked with.

“I’ve been really proud to lead people who have real vision about how the organisation should be going and what we have achieved in Dudley is a service that’s second to none,” he said.

“I have really enjoyed the fast rate of change in healthcare; it never stands still, it’s always on the move.

“The future will be challenging, it always is, but I have absolutely no doubt that the team here will have no problem in meeting the challenges head on and continuing to improve the service we offer.”



**Alf Edwards is pictured at his leaving party with his wife Christina and friends and colleagues.**

Non-Executive Director David Badger paid tribute to a “job really well done over a considerable time” and said “not only will we miss him as a Chairman, we will also miss him as a friend”.

Chief Executive Paula Clark thanked Alf for the support he had given during the time she had been here and said he would be a tough act to follow.

## A warm welcome to... John Edwards

**The Trust has been joined by a new Chairman who has pledged to make sure the people of Dudley continue to receive top-class healthcare.**

John Edwards, who replaced Alf Edwards at the beginning of November, said his goal was to make people confident they would receive the best possible care when they came to our hospitals.

“I want people to truly feel that we are their hospital of choice and they know they are going to get the best possible treatment when they come here,” he said.

“My job here is to lead the Board and work with Governors to make sure we provide the best hospitals possible for the people of Dudley.”

The former Chief Executive Officer of regional development agency Advantage West Midlands (AWM) said he was looking forward to his new role and meeting the challenges facing the Trust head-on.

He said the time he spent as Chief Executive of AWM had given him an intimate knowledge of the area and of the people living in it.

“I’m Staffordshire born-and-bred and I’ve worked in the West Midlands for many years,” he said. “I feel passionately that the people and communities of this region deserve the best.

“I believe my experience in running a large and

complex organisation at AWM, which was set up to serve the people and communities of the West Midlands, will stand me in good stead.

“I’m very good at creating partnerships which is going to become critical to our future success at a time when resources will be tight.

“Expectations of us and our partners in healthcare in Dudley are, rightly, very high, so working together is imperative.”

Mr Edwards revealed he had been asked to become Chairman of other hospital trusts over the years, but had always declined the invitations.

“I’ve been approached in the past, but it was never the right time or the right place,” he said. “The opportunity to work in Dudley came along at just the right time and I couldn’t turn the chance down. It’s where I want to be.

“I knew it was a well-performing trust, but I felt I could help move it along even further.

“Everyone that works here is already doing a brilliant job, but what I want us to do is provide even better healthcare for the people we serve.”



**The Trust’s new Chairman John Edwards who has been settling into his new role since replacing Alf Edwards in November.**



# Meet the Team

Members of the Anticoagulant Nurse Team (ANS).

## ...Anticoagulant Nurse Service (ANS)

**Millions of people around the world depend on anticoagulants to treat or prevent clots from forming.**

The most widely prescribed oral anticoagulant is Warfarin. The three main conditions for which Warfarin is prescribed are:

- To reduce the risk of a stroke
- To treat Deep Vein Thrombosis (DVT) and Pulmonary Embolism (PE)
- To protect mechanical heart valves from developing blood clots

More than 5,800 people in the Dudley borough are anticoagulated with Warfarin and are dosed by the Trust's award-winning Anticoagulant Nurse Service (ANS).

The ANS, which received the Team Excellence award at the Trust's Committed to Excellence Awards 2010, consists of Clinical Nurse Specialist Sarah Hughes, 10 Anticoagulant Sisters Alison Moughton, Gail Baker, Kim Taylor, Sadie Tighe, Karen Bruton, Beth Pewton, Debbie Smith, Tina Price, Jo Turner and Jeanette Scott, as well as Health Care Worker Jodie Poole and Thromboprophylaxis Nurse Sara Guest. Sara specialises in ensuring all patients receive appropriate treatment to reduce the risk of DVT and PE during an admission in hospital.

The team is also supported by Clerical Support Workers Sue Ball, Carol Haywood, Lin Westwood, Pat Ross and Vee Bennett and two Data Input Clerks.

Patients are referred to the team from a variety of sources in and outside of the Trust. The specialised team assesses patients for DVT, organises diagnostic tests and initiates treatment. In the first stages of DVT

treatment, patients, where appropriate, are seen daily within their own home until blood tests indicate that a correct level of anticoagulation has been achieved. Patients are then followed up in an anticoagulant clinic for the remainder of their treatment.

There are seven hospital and 14 community anticoagulation clinics which are jointly run by the ANS and the pathology department.

The ANS also monitor and prescribe Warfarin for those anticoagulated patients who are admitted to hospital and ensure that appropriate follow up is organised on discharge.

Sarah Hughes said: "We meet a variety of personalities and develop strong bonds with those who we see on a regular basis. Warfarin can be a dangerous medicine if not managed correctly and patients can be extremely concerned at the prospect of taking Warfarin.

"Dudley has an excellent team of nurses who ensure that patient satisfaction and safety is of the highest priority for every patient under our care."

If you are a patient on Warfarin and you are taking any new medications, please contact your Anticoagulant Clinic for advice as soon as possible.

### Did you know?

#### Every week the ANS:

- Sees around 1000 patients in the anticoagulant clinic
- Sees 30 patients in the DVT assessment unit
- Makes an average of 200 visits to patients on the wards

## Learning to work together

**The success of an educational initiative designed to enhance communication and collaboration between different departments has resulted in a third patient 'pathway' being launched.**

The Chest Pain Care Pathway has been introduced to give students an overview of the incidence, cause and consequences of chest pain care.

Students from a variety of different disciplines will gain an insight into patients' experiences while undergoing cardiology investigations, both invasive and non-invasive, and procedures in clinics, departments and wards.

The pathway is part of the Interprofessional Learning (IPL) initiative and follows on from similar pathways in Transient Ischemic Attack and Perioperative Patient Pathway.

The pathway, which is studied over a three-day period, has been put together by IPL Project Lead Marie Ford and

Consultant Cardiologist Dr Jane Flint.

The pathway is open to students from all allied health professions studying at The Dudley Group of Hospitals.

Dr Flint said: "Students get to interact with other professions, deepen their understanding of differing roles, enhance interprofessional communication skills and prepare for interprofessional working. Effective interprofessional working can only enhance the quality and safety of patient care."

Marie Ford said IPL was about different professional groups studying together to gain complementary knowledge, new skills and an understanding of a common focus or problem.



IPL Project Lead Marie Ford and Dr Jane Flint are pictured with students Chris Jones, Nasreen Alam, Stephanie Nicholls and Helen Cooper.

"A lot of staff involved in the programme have taken time to provide extra teaching and support to our students while they undergo each pathway," she said.

"This support has been invaluable and the students' evaluations have confirmed this."

## Trust maps out future with new visitor guide

**People visiting the Trust's hospitals now have all the information they need at their fingertips thanks to a new pocket-sized guide.**

The handy fold-out guide includes maps of the three hospitals, as well as useful information about car parking, visiting times and how to become a member of the Trust. The free guide also features information about how visitors can help prevent infections and what on-site facilities are available.

The guide, which is paid for by sponsorship from local health organisations and businesses, is available in all outpatient areas and from reception desks at all three hospital sites.

Chief Executive Paula Clark said the guide answered some of the most important questions people might ask when visiting the Trust's hospitals.

"We always listen to what our patients and visitors are telling us and we've produced this guide in response to their requests for more information about the hospitals," she said.



New hospital guide.

## Albion players bring Christmas cheer to Children's Ward



West Bromwich Albion players with Lead Nurse Islay Jadayel and some of her staff on the children's ward.

**Soccer stars from West Bromwich Albion brought some Christmas cheer to the Children's Ward when they dropped in for their annual visit.**

The players called in to hand out gifts, chat with the patients, their parents and staff, sign autographs and pose for photographs.

Scott Carson, Chris Brunt, Youssouf Mulumbu, Giles Barnes, Marc Antoine Fortune, Abdoulaye Meite, Boaz Myhill and Ishmael Miller handed out cuddly toys, books, electronic games and Baggies' memorabilia.

The players were joined by club mascots Baggie Bird and Albi, as well as Father Christmas.

Captain Scott Carson, a father of two, said: "We're more than happy to have made this visit as it must be really hard for the young patients to be in hospital at this time of year.

"As on our previous visits to Russells Hall Hospital, there have been Albion



and Wolves fans on the wards and there is always plenty of good-natured banter."

Matron of the Children's Ward Pam Smith said: "Christmas can be a difficult time for children to be in hospital and the visit always puts a smile on their faces."



## Breast care team tickled pink by awareness events

Members of the Trust's Breastcare team have been busy raising awareness of the disease during a month-long series of events.

Breastcare Clinical Nurse Specialist Rachel Willetts and Breastcare Sister Hilary Croydon joined Boots' beauty consultants for a tabletop tombola at Russells Hall Hospital in October which raised more than £1,000 for the St Agatha's Trust Fund.

Members of the team, along with the Trust's Director of Nursing Denise McMahon, then dressed in pink for a Breast Cancer Care Group meeting at The White House, in Dudley, and at another meeting at the Rainbow Community Centre, in Coseley, a few days later.

Finally, the team took part in an event at David Lloyd Leisure Centre, in Brierley Hill, where everyone was invited to come in pink.

Hairdressers and beauticians from across Dudley were invited after being identified as the ideal people to pass on information and raise awareness of the disease among their customers.

Breastcare Clinical Nurse Specialist Claire Wilcox said the events had been a big success and urged women to follow the five-point code.

"Three hundred women are diagnosed with breast cancer in Dudley each year which is why it is essential women regularly check themselves," she said.

### Five-point code:

- Know what is normal for you
- Know what changes to look and feel for
- Regularly check yourself
- Report any changes to your GP without delay
- Attend routine breast screening sessions if you are aged 50 or over



Boots' beauty consultants (front) Diane Moore and (second from front) Sue Marsh are joined by Breastcare Clinical Nurse Specialist Rachel Willetts and Breastcare Sister Hilary Croydon.

## Trust swapping from flowers to pot plants

Visitors to Russells Hall Hospital are being asked to bring in pot plants instead of traditional bouquets of flowers to brighten up patients' besides.

From Saturday 1<sup>st</sup> January 2011, we are swapping from flowers to pot plants to protect valuable electrical equipment and help nurses spend more time with patients.



### The Trust is making the move to pot plants:

- To protect computerised equipment from water spills
- To create more space at bedside for water jugs/ personal belongings
- As they are at less risk of being knocked over
- Because dirty flower water can block/contaminate patient sinks
- Because dirty flower water smells and grows bugs

Visitors will still be allowed to bring in small floral arrangements to the Maternity Unit providing they are in their own water.

Director of Nursing Denise McMahon said moving from flowers to pot plants would be of benefit to everyone.

"Tending to vases of flowers takes up valuable nursing time, time which could be better spent looking after patients," she said.

"Not only are pot plants better than traditional bouquets in ward environments, they last longer too.

"There is less risk of them being knocked over and there is no dirty flower water which can block and contaminate sinks and known to harbour bugs.

"We understand that visitors like to bring flowers into hospital for their relatives and friends and we hope everyone will understand why we have made this decision."

## Mike's the king of the boardgamers

**A Trust employee has proven himself to be king of boardgames after being chosen to represent the UK at an international gaming championship.**

Divisional Information Manager Mike Head travelled to Essen, in Germany, in October to do battle at the 5<sup>th</sup> annual Carcassonne World Championship.

In the suitably mediaeval environment of an archaeological museum, Michael held his own against 21 expert players from 20 different countries who had arrived in Germany to take part in Spiel, the biggest games fair in the world.

Mike, a member of Halesowen Boardgamers, was invited to the event after winning the UK Carcassonne Championships in June.

Carcassonne is a tile-based board game, named after a mediavel fortified town in the south of France famous for its city walls. Although it is not a well-known game in the UK, it has sold millions of sets throughout the world and is apparently a favourite of the Queen.

Mike said he had really enjoyed the experience.

"Against more experienced and dedicated players I was never going to win the title, but it was a fascinating experience and probably my only chance to represent my country at anything!" he said.



Boardgamer Mike Head who was chosen to represent the UK at the Carcassonne World Championship in Essen, Germany.

# NONE OF THESE PEOPLE NEED A&E



Choose well. Get the right NHS treatment for you.

For more information about the choices available, visit: [www.nhslocal.nhs.uk/choosewell](http://www.nhslocal.nhs.uk/choosewell) or call NHS Direct on 0845 46 47



Choose the right place to get your treatment – not only in the winter, but all year round

### Advice on healthcare

- Ask a pharmacist
- Call NHS Direct 0845 46 47
- Visit the walk-in centre at Holly Hall Clinic, Stourbridge Road, Dudley, DY1 2ER  
**0330 123 9225**

### Minor illness or injury

- Contact your GP surgery
- Contact your GP out of hours service

### Minor injury

- Visit the walk-in centre at Holly Hall (see address above) **0330 123 9225**
- Contact your GP surgery

### Serious injury/sudden severe illness or medical emergency

- Go to your nearest A&E
- Call **999**

## New car park opens to staff



Work begins on preparing the ground.



Laying the foundations.



Work continued through day and night.



The cranes arrive and lower the first pieces of the framework into place.



The framework starts to take shape.



Nearly there...



The completed car park.

The new 691-space car park at Russells Hall Hospital is now open to staff.

Despite the terrible weather, the car park was opened to staff on Monday 20th December 2010.

Work started on the car park in spring 2009 with staff parking on a temporary car park in Dreadnought Road, in Pensnett, while construction took place.

# Messages of thanks

**Our frontline staff do a wonderful job, working tirelessly 24 hours a day, 365 days a year, to make sure our patients receive the best possible care while we look after them.**

Once home, many patients, or their family, carers or friends, take the time to write in to say thank you and express their gratitude at the care they have received.

Here's a small selection of thank you messages sent by patients, friends, relatives or their carers following treatment at our hospitals.



I would like to place on record my grateful thanks to every member of staff on ward B1 for their care, consideration, understanding and professional approach, not only to me but to all of their patients.

I was impressed with every stage of my total hip replacement. I was told exactly what was going to happen beforehand which was very reassuring and all the staff on B5 ward were very kind and helpful. The food was always hot, there was a variety of choice and the people serving it were very pleasant. Everywhere I went in the hospital was clean and the single room I had would have been a credit to any decent hotel.

I would like to thank my surgeon, along with all the nurses and staff on ward B4 for the outstanding level of care I received following my operation. From pre to post operation, I couldn't have been in better hands. The ward was most welcoming, with friendly staff faces and had a high level of cleanliness.

Thank you for a wonderful job done by some pretty special people under the care of the cardiology team. I was completely in their care and reliant on their professionalism which was evident in abundance. I was delighted to observe the meticulous infection control procedures in place on both CCU and PCCU wards. In concluding, I would like to quote from Martin Luther King: 'Our lives begin to end the day we become silent about things that matter'.



The staff at Russells Hall Hospital are friendly, caring, dedicated and very efficient. The atmosphere is so pleasant and everyone we have come into contact with, including the catering and cleaning staff, have been polite and friendly. Having observed the working of this hospital from inside, we see a very organised and hard-working team who should be praised for their efforts.



# Our commitment to tackling Healthcare Associated Infections

As healthcare organisations we want to make our hospitals, clinics and borough safe for you.

To achieve this we endeavour to:

- keep our premises clean
- clean our hands regularly
- decontaminate equipment
- keep patients' bed space clean and tidy
- prescribe the right antibiotics
- have cleaning standards in our hospitals
- educate our staff to help combat infection

We ask you to help protect your loved ones and make our borough a safer place by:

- cleaning your hands with either hand gel or washing your hands with soap and water regularly
- challenging our staff, ask them to clean their hands
- not visiting your loved ones in hospital if you are not well

If you believe we are not keeping our pledge to do all that we can to tackle infection, please speak to the lead nurse or matron in that area.



*A safer borough is everyone's responsibility...*

## Trust delivers another first-class service

The Trust is delivering another first-class service to patients and visitors after installing a post box in the main reception area at Russells Hall Hospital.

The post box was installed following a request by Dudley LINK, an organisation made up of individuals and community groups who work together to improve local health and social care services.

Collections will be made at 5.30pm Monday to Friday and 10am on Saturday.



Project Manager Paul Oxley is pictured posting a letter into the new post box which has been installed at Russells Hall Hospital.

## Check out our progress

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

### Infection Control

#### MRSA

The MRSA target for 2010/11 is no more than 2 post-48 hour cases. 

#### C.diff

The C.difficile target for 2010/11 is no more than 108 post-48 hour cases. 

Post-48 hour cases are classed as hospital acquired.

### Access

#### Cancer waiting times

All patients referred urgently by their GP with suspected cancer will be seen within 14 days. 

Patients to wait no more than 31 days from diagnosis to treatment of all cancers. 

Patients are treated within a maximum of 62 days from urgent suspected cancer referral to treatment. 

#### Patient waits in A&E

Target is no more than 98% of patients to wait longer than 4 hours to be seen, treated and admitted or discharged. 

#### 18 weeks from referral to treatment

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

#### Activity vs plan

We are treating more patients than we had planned to. 

### Efficiency

#### Day surgery rate

#### Complaints and claims

## Gentlemen Songsters sing in the festive season

Members of the Gentlemen Songsters raised the roof when they performed a free concert at Russells Hall Hospital.

The choir treated patients, visitors and staff to a selection of songs during the concert on Saturday 4<sup>th</sup> December.

While the choir was singing, onlookers had the chance to take part in the White Heart Appeal by writing a message about their loved ones on a paper heart and placing them on the Christmas tree in the Main Reception area.

Money raised from the appeal will benefit the Emergency Department and the Prayer Centre.

## Girls just wanna have fun

Glamorous girls from the Trust swapped their day jobs for the chance to strut their stuff on the catwalk at a charity fashion show.

Staff from the hospital changed out of their day wear and glammed up in glitzy evening gowns at the Handbags and Gladrags event held at T Wall Garage, in Pensnett, in December.

The hosts transformed their car showroom into an arena to rival Paris Fashion Week as the models showed off items from famous designers, including Jimmy Choo, Frank Usher and Jacques Vert.

At least 100 items of clothing were on display, all donated by the general public. More than £1,000 was raised during the evening through clothes sales, a raffle and an auction.

Fundraising Co-ordinator Karen Phillips said: "The general public were very generous with their donations and the evening was a glittering success. The charity owes a huge thanks to T Wall and the many other backstage helpers."



## DGOH Charity needs you



Do you fancy doing something unusual or adventurous for charity? Would you like to have fun with some friends and colleagues while raising vital funds at the same time?

Why not get involved in the DGOH Charity's latest fundraising drive to raise £30,000 to buy two new specialist spinal beds for the Trauma and Orthopaedic department?

If you would like to help us raise money for these vital pieces of equipment, contact Fundraising Co-ordinator Karen Phillips who can help out with sponsor forms, posters, collection tins and balloons.

Call her on (01384) 456111 extension 3349 or email [karen.phillips@dgoh.nhs.uk](mailto:karen.phillips@dgoh.nhs.uk)



## DGOH Charity and Amazon join forces

The DGOH Charity has teamed up with online retailer Amazon to help you raise money for the charity at the same time as you do your shopping.

If you visit Amazon by logging on to [www.tiny.cc/AmazonDGOHC](http://www.tiny.cc/AmazonDGOHC), everything you buy via the link will generate a donation to the charity at no extra cost.

## Director of Ops goes 'back to the floor'



From left to right are: Consultant Anaesthetist Geoff Fisher, Consultant Breast Surgeon Mrs Amtul Carmichael and Director of Operations and Transformation Richard Beeken.

**Our Director of Operations and Transformation took time out from his day job recently to watch one of the Trust's top surgeons at work.**

Richard Beeken scrubbed up to observe Consultant Breast Surgeon Mrs Amtul Carmichael and Consultant Anaesthetist Geoff Fisher perform a mastectomy (breast removal) operation in the Day Case theatres to gain an insight into their daily work.

The decision to go 'back to the floor' came about as a result of staff comments made at the Listening into Action conversations hosted by Chief Executive

Paula Clark in September.

"It's important that the management team is more visible to staff on the front line, and it gives us a deeper understanding of the roles they perform and the issues they face every day," said Richard.

"Seeing Amtul and Geoff working with such skill and precision is a privilege and in some way very humbling."

Paula Clark, who has already shadowed Mrs Carmichael in theatre, will be observing Plastics Consultant Mr Mehboob Ali perform a breast reconstruction in February.



# Health chief's praise for Action Heart

**Health Minister Simon Burns dropped in to Russells Hall Hospital to see the pioneering work being carried out in the Action Heart Rehabilitation Centre.**

Mr Burns visited the Action Heart team during a visit to Brierley Hill to officially open the new Health and Social Care Centre.

During the visit he was shown around the facilities by staff and

chatted with people who benefit from using the centre.

Mr Burns praised the work done at the centre.

"The fantastic work at Action Heart shows how a structured programme of cardiac rehabilitation can help heart patients recover quickly and improve their overall physical and mental condition," he said.



Health Minister Simon Burns is pictured on an exercise bike in the Action Heart rehabilitation centre, together with Dudley South MP Chris Kelly and gym users.

## Trust to take delivery of new MRI scanner

The Trust will soon be able to offer patients expecting a scan shorter waiting times when it takes delivery of a second scanner.

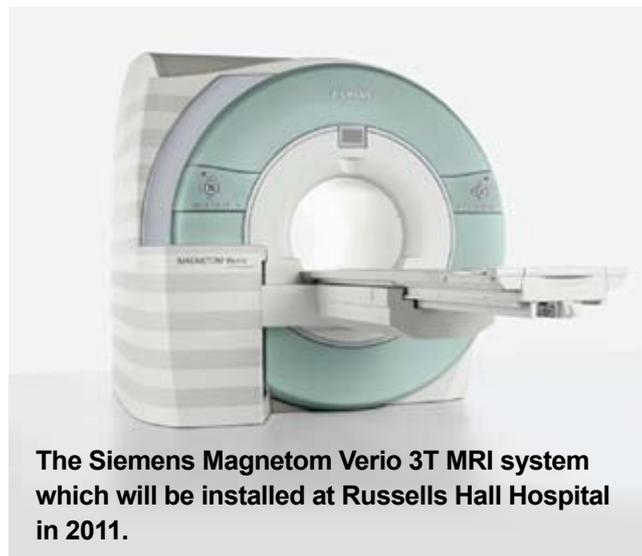
The new Verio 3T MRI scanner is due to be delivered and installed at Russells Hall Hospital in 2011.

As well as providing faster quality imaging and more accurate diagnoses, the wider scanner will offer 33 per cent more space around the patient, reducing the claustrophobic feeling some people experience.

The new scanner will mean all examinations will be performed on-site and dealt with by experienced radiographic, secretarial and consultant staff.

Superintendent Radiographer Tim Wicker said: "Faster imaging on the new scanner will allow certain 'routine' scans to be performed in a shorter time interval.

"This will allow more patients to be scanned and further reduce waiting lists."



The Siemens Magnetom Verio 3T MRI system which will be installed at Russells Hall Hospital in 2011.

## Governors' Grapevine



### Simon Hairsnape

Mr Simon Hairsnape is the newly Appointed Governor for Worcestershire PCT replacing Mr Brian Hanford who stepped down from this role in September.

**On behalf of the Council of Governors, I would like to extend all good wishes to Alf Edwards on his retirement.**

Alf has worked very closely with the Council over the last three years providing support and guidance to develop and shape the role of Governors since achieving Foundation Trust status in 2008. His friendly and welcoming manner will also be missed.

We look forward to working with our newly appointed Chair, John Edwards, to support the ongoing success of our organisation.

As I was involved in John's appointment, I am clear that he will bring the necessary skills required to be a highly effective Chair and lead the Trust to deliver continuous improvements and excellence in patient care.

**Darren Adams**  
Lead Governor



# Interserve – our PFI partner

Interserve provides non-clinical support services to The Dudley Group of Hospitals. From reactive maintenance services, security, car parking and energy management through to catering, portering and reprographics, our 600 employees support the hospitals every day of the year.

## Interserve supports the World's Biggest Coffee Morning



Interserve catering staff at Russells Hall Hospital joined thousands of people across the UK to take part in the World's Biggest Coffee Morning in aid of Macmillan Cancer Support.

Staff dressed up in Macmillan t-shirts for the morning and set up a stand in the hospital's Costa Coffee outlet where they held a tombola and sold raffle tickets to staff, patients and visitors.

For the first time since the team has been supporting the annual charity morning, they also sold second hand books which proved very popular and helped raise further funds for the cause.

The team's efforts at Russells Hall Hospital raised just short of £1,500.

## Interserve welcomes linen service staff

**Fourteen linen service staff have transferred from Sunlight Textile Services to Interserve.**

Jeremy Pugh, Logistics and Environmental Manager, explained the transfer of the staff will compliment the current logistics team and the operational activities within Interserve at Russells Hall Hospital as well as Guest and Corbett Outpatient Centres.

The linen team work closely with the wards and departments to deliver their daily requirements which culminates in packing and distributing 3.6 million pieces of linen per annum and the laundering of 156,000 uniforms on site.



## Sharing best practice

**Maria Kitching, Managing Director – Health at Interserve, was invited to present at the Institute of Healthcare Engineering and Estate Management Conference (IHEEM) in Manchester.**

The conference in October looked at public private partnerships in the healthcare environment and how they can drive value for the healthcare estate. Maria presented a case study on Interserve's work with The Dudley Group of Hospitals, showcasing performance



improvement and how both parties have worked together to provide added value and best practice for the healthcare environment to learn from.

## Charity golf raises £4,500 for Help for Heroes

Interserve's corporate charity, Help for Heroes, got a £4,500 boost from their third annual Charity Golf Day at Swindon Golf Club.

The day once again proved to be a great success and more suppliers than ever contributed to the event.

## Switching on the Tree of Light

**During the festive season we often think of our loved ones who are no longer with us.**

Interserve at Russells Hall Hospital supported the Rotary clubs of Dudley, Brierley Hill and Kingswinford 'Tree of Lights' appeal.

The appeal ran from the beginning of November until the end of December and provided staff with the opportunity to engage with the local community and raise money for local and national charities, including Help for Heroes.

The Christmas tree, located in the Market Place, Dudley was donated by the local authority and the lights were switched on by the Lord Mayor at the end of November.



## Environmental Health seal of approval

**The catering team at Russells Hall Hospital received high honours for their standard of food hygiene, cleanliness and confidence in management following a visit from Environmental Health.**

The four hour inspection recently awarded the team a score of 5\*, which is the highest award achievable on the 'Scores on the Doors' scheme.

"We were given just one hours notice of the inspection, which left us running under a tight, high pressured schedule," said Neal Gisborne, Operations Director.

"We are delighted with this result and it is down to the hard work of the staff at the Interserve Catering Team."

# Transformation

our future begins with you

The Transformation project is a programme of continuous improvement to ensure patients receive the best possible care and the Trust performs at its top level.

## Lean Theatres Action Week

**A place for everything and everything in its place – that’s the new motto adopted by staff working in Theatres.**

Since carrying out an overhaul as part of Theatres Lean Action Week, staff are feeling the benefits of a clutter-free and well-ordered department.

During the week-long blitz, which took place between 15<sup>th</sup> and 19<sup>th</sup> November, a team of dedicated Theatres’ staff undertook a number of tasks, including:

- Laying down ‘footprints’ using 130 metres of yellow and black tape to show where large pieces of equipment live
- Clearing out more than 340 boxes of out-of-date, obsolete or unused equipment
- Completely reorganising stockrooms and introducing a ‘trigger’ stock control system to make sure equipment levels are maintained
- Putting up a Visual Management Status Board which uses a coloured disc system to show what is happening in each theatre, which staff are working where and important patient information. Boards were also put up outside individual theatres which the duty manager uses to update the Visual Management Status Board



Specialty Manager for Anaesthetics and Recovery Phil Clark demonstrates how the new Visual Management Status Board works.

## Transfer of adult community services – help us choose a new name

**On Friday 1<sup>st</sup> April, The Dudley Group of Hospitals will be joined by Dudley Adult Community Services.**

It seems like the perfect opportunity for a new name to mark the new partnership and we want to hear what you think the new name should be.

You can take part in the renaming process by logging on to [www.dgoh.nhs.uk](http://www.dgoh.nhs.uk), calling the Foundation Trust office on (01384) 456111 extension 1419 or emailing [foundationmembers@dgoh.nhs.uk](mailto:foundationmembers@dgoh.nhs.uk)

The deadline for feedback is Friday 28<sup>th</sup> January 2011.

Services that will be merging with us include Audiology, adult community nursing services and care of patients with long-term conditions.

Patients will continue to receive the same treatment from the staff they are used to dealing with so won’t notice any immediate difference following the merger. We will be working on improving the services we provide for you.

## Staff tell Chief Executive what matters to them

More than 1000 staff have said how they feel about working for the Trust, and what changes they want to make to improve patient care, since the launch of Listening into Action (LiA) in September.

In five conversations held by Paula Clark staff from across the hospitals aired their views and told the Chief Executive what matters most to them.

Their feedback fell into nine categories including, improving patient care, showing staff they are valued for the work they do and improving the way patients and visitors are greeted and treated.

As a direct response to what staff said, Paula and her executive team have introduced some immediate changes to the way things are done.

For example, many staff felt the top bosses didn’t have enough contact with those ‘on the shop floor’. As a result of that feedback, Paula will be helping a cleanliness support worker on her shift once every six weeks. Richard Beeken, Director of Operations and Transformation, scrubbed up recently to watch Consultant Breast Surgeon Mrs Amtul Carmichael perform a mastectomy operation (see story on page 11).

Staff also felt everyone working for the Trust should wear a name badge. Everyone will be given a magnetic name badge stating their name and what they do.

LiA is a way of involving staff and asking them what they would do to improve patient care. Now ten teams are beginning to use LiA on their wards and in their departments to make improvements, including creating a set of customer care promises for patients and visitors, changing how important information is shared with all members of staff and coming up with ways to show staff they are appreciated and valued.

# Think Glucose improves care for patients with diabetes



**THINKGLUCOSE™**  
Inpatient care for people with diabetes

Just four months into our Think Glucose campaign, inpatients who also have diabetes have seen a big improvement to their care at Russells Hall Hospital.

Our results since the campaign started in August show a reduction in HbA1c – a measure that gives an idea of how well the diabetes is being controlled over the last three months. If the HbA1c comes down, it means the patient's diabetes has improved.

“Even a one per cent fall in HbA1c is considered to be effective,” said Dr Jane Dale, Medical Service Head, Diabetes and Endocrinology. “We plan to continue to improve care for all patients admitted with diabetes.”

“We've achieved a 1.4 per cent fall through simple things like talking to patients about their lifestyles and assessing them when they are admitted. We're seeing really impressive differences.”

It is known that patients with diabetes stay on average 2.6 days longer than patients without diabetes. The amount of time patients with diabetes stay in hospital has come down from 8.13 days to 7.46 days.

“We are delighted with the early improvements in length of stay,” added Jane. “Patients get better quicker at home and the sooner we can discharge them home, the better it is for their recovery.”

## DATES FOR YOUR DIARY

### January

**28th – Members seminar**  
3.00pm to 4.30pm  
Clinical Education Centre, Russells Hall Hospital

### February

**11th – Members seminar**  
3.00pm to 4.30pm  
Clinical Education Centre, Russells Hall Hospital

**28th – Members health fair**  
6.30pm  
Clinical Education Centre, Russells Hall Hospital

### March

**9th – Members seminar**  
3.00pm to 4.30pm  
Clinical Education Centre, Russells Hall Hospital

### April

**7th – Council of Governors meeting**  
6.00pm to 8.30pm  
Clinical Education Centre, Russells Hall Hospital

### May

**16th – Members health fair**  
6.30pm  
Clinical Education Centre, Russells Hall Hospital

For more information or to reserve your place at any of the events please contact the Foundation Trust office on ((01384) 456111 extension 1419 or email [foundationmembers@dgon.nhs.uk](mailto:foundationmembers@dgon.nhs.uk)

## Play your part in developing the West Midlands Ambulance Service

What do you think of West Midlands Ambulance Service (WMAS)? Can services be improved? Are the public involved enough? These are questions they are asking the public. You could have a direct impact on the future of WMAS.

The Service is planning to become a Foundation Trust and is looking to sign up over 5,000 people as 'members' and is asking for your views as part of a consultation which runs until 6th February 2011.

The plans will see a boost to the clinical capabilities of staff. They will also ensure that the public are far more involved in developments and scrutinise how they are governed.

To find out more, log onto [www.wmas.nhs.uk](http://www.wmas.nhs.uk) Alternatively call (01384) 246411 or email [foundationtrust@wmas.nhs.uk](mailto:foundationtrust@wmas.nhs.uk)

They need your views, because it's *your* ambulance service.



# All in a day's work of...

## Rebecca Timmins

Specialist Nurse in Organ Donation



- 1. What books have you read lately?**  
I am just towards the end of Khaled Hosseini's first novel The Kite Runner, which has been fantastic.
- 2. What CD have you got in your car?**  
I am currently listening to Take That's new album, Progress, which is excellent.
- 3. What is your favourite food?**  
A favourite would be rack of lamb with dauphenoise potatoes.
- 4. What do you do to unwind?**  
I love walking and go to the Lake District a lot. The views are magnificent; it is such a beautiful place to visit, and it's so peaceful there.
- 5. Where were you born?**  
Wolverhampton, West Midlands.
- 6. Is there a special interest/function that particularly interests you in your work?**  
I'm fortunate to love the job that I do. One of the most rewarding aspects of my role is supporting the wishes of a patient by either registering their wish to become a donor on the NHS Organ Donor Register or by discussing their wishes with their loved one. I am taken back every time by their strength and generosity in making these decisions.

**I am an Intensive Care sister by background and have worked in this specialty for 10 years. I trained in Birmingham and also gained a post graduate qualification in Intensive Care Nursing in 2003. I went on to study an MSc in Medical Ethics and Law at Birmingham University in 2004, a subject I am passionate about.**

Having always wanted to be a transplant coordinator, I joined NHS Blood and Transplant in 2009. Our job roles have changed over the last year. We are now known as specialist nurses in organ donation and are based in local hospitals so that we can support families of potential organ donors at such a difficult time.

I am based at Russells Hall Hospital's Critical Care Unit and work closely with both clinical leads for organ donation, Dr Julian Sonksen, Dr Raj Paw and non clinical lead Steve Waltho.

### Did you know?

**In the UK, since 1st April 2010:**

- 689 people have donated organs
- An additional 1,713 people have donated corneas
- 2,250 people have received the gift of sight
- 1,822 people have received transplants
- 7,906 people are still waiting for transplants
- 45 people in Dudley have received organ transplants

These facts can be found on the NHS Blood and Transplant website

### A TYPICAL DAY WILL INCLUDE...

**08:00** – I start the day at Russells Hall Hospital and take over from the specialist nurse who has been on call for the previous 24 hours. Today I am first on call for the Midlands Organ Donation team along with two other on-call specialist nurses who will work with me during the next 24 hours. We cover 32 Intensive Care Units and 25 Emergency Departments. During this time I will take referrals of potential organ donors.

**09:30** – It is the ward round on the Critical Care Unit and I ask the consultant if he needs me to speak with any families about organ donation, today he does not.

**09:50** – I take a referral from an Intensive Care Unit (ICU) at another hospital regarding a lady who is ventilated but the doctors suspect may be brain-stem dead. This means that the part of the brain that controls all of the vital functions to enable us to live is no longer working. The doctors schedule tests to confirm this and ask me to attend so I can support the family. I check the Organ Donor Register and find out that this lady has registered her wish to become an organ donor after her death. As this is a self consent to donation, I call the hospital and let them know her wishes.

**12:30** – I arrive at the hospital's ICU and the doctors are due to do the tests shortly. I am given the lady's notes to assess her medical history and suitability for donation. The test results, sadly, confirm that the lady's brain-stem that controls her vital functions is no longer working. This is obviously a very difficult concept for families to face.

The consultant introduces me to the patient's husband and children and talks about the test results which confirm she has died. We console the family and the husband asks, what now?

I explain that his wife and the children's mother wanted to help others after her death because she had registered on the donor register. They look at each other and nod in agreement. Her husband says "I hope she can make a difference to other peoples' lives, like she did mine."

**14:30** – I make contact with the local coroner and the lady's GP, and start arranging blood tests and do the physical assessments required to enable the donation to go ahead. I speak to NHS Blood and Transplant headquarters about suitable recipients and they advise there are several urgently listed recipients who will die within days if they do not receive a transplant. Sadly, three people a day die waiting for a transplant. Today, this lady's donation may be able to help some of them.

**18:00** – After obtaining all of the relevant information, we start the search to match organs with possible recipients all over the UK. We book an operating theatre for 23:00 for the organ retrieval operation to take place.

**23:00** – The specialist organ retrieval team start the operation. I stay throughout the procedure and keep in constant contact with the recipient centres who will be transplanting the donated organs.

**06:00** – The intricate retrieval operation has finished and the theatre staff and I ensure that the patient is cared for before taking her to the Chapel of Rest.

**07:00** – I meet the family and explain seven people will receive life saving organ transplants. On behalf of the people who receive the transplants, I thank her family again for their kind donation.

**08:30** – I handover to the specialist nurse on call for today. It has been a long 24 hours but a privilege to be involved in the donation of such a wonderful gift, the gift of life.

To join the Organ Donor Register, telephone 0300 123 23 23 or visit [www.organdonation.nhs.uk](http://www.organdonation.nhs.uk)