“Excellent organisations don’t believe in excellence - only in constant improvement and constant change...” This quote seems particularly relevant to the progress made by our hospitals during the last year. Recent months have proved some of our most challenging but how inspiring to read of the many improvements made for the benefit of our patients, in this edition of FT Focus.

The recent visit of the CQC has highlighted how far we have come. Most importantly, the inspectors said “staff were caring and compassionate about patients’ needs...we saw and heard some episodes of outstanding care...at all levels and disciplines across the organisation”. There are extremely positive assessments made about services being safe, effective, caring, responsive and well led. This feels more like the hospitals we know and are proud to work within, providing the best care for our patients.

There is no sense of complacency however. The last few months have acted as a catalyst for improvement and innovation. We know we have more to do. It is essential that staff raise ideas, and that we are able to respond to them and make changes where possible, swiftly. As the CQC comments demonstrate, enormous change is possible within a short timescale. The challenge remains to continue to find ways to recognise our staff, to develop an innovative recruitment programme, to respond to patient comments, and ensure services are the most caring and effective they can be.

I would like to thank everyone for their tireless efforts over the last year. I also extend my appreciation to all our volunteers and our governors for their support. I wish you all a happy and peaceful festive season.

Jane Stichbury
Chairman

More than 100 sixth form students from schools in Dorset and the New Forest attended our second Careers Event in November, organised together with our governors.

The event gave them the opportunity to find out about the wide range of careers available in the NHS and is just one example of how we are engaging with younger people.

Governors have visited careers conventions and given talks in a number of schools while our Membership Development Committee is working hard to increase the number of younger people who are members of the Trust. The minimum age to become a member has now been lowered to 12-years-old - so welcome to all of you reading this edition of FT Focus!

Governor David Triplow, Chair of the Membership Development Committee, said:

“The more we can inform and inspire young people to train for NHS careers, the more we can ensure the success of the NHS in the future.”
Hospital leader’s RCN success

BJ Waltho, qualified nurse and our Associate Director of Operations, has been elected Vice Chair of Congress for the Royal College of Nursing (RCN).

The annual debating forum is the nursing showcase of the year for thousands of nurses, midwives, healthcare assistants and nursing students, and it is the first time anyone from our Trust has been awarded such a significant role. It is also especially poignant as next year’s congress will be held in Bournemouth.

BJ said: “I always leave congress feeling inspired and regenerated and I really encourage our staff to attend and take full advantage of this educational, social and networking opportunity.”

Congratulations BJ!

Securing services at Christchurch Hospital

Work to redevelop Christchurch Hospital is picking up pace with H block now taken down.

Christchurch-based construction company Stan Randell and Co has been chosen to deliver both the refurbishment of the existing Outpatients Department and the new extension in which the new GP surgery, retail pharmacy and X-Ray Department will be located.

We have also started marking the history of the site, moving the historic stained glass windows that were once in the old workhouse to the entrance of our Dermatology Unit.

To find out more about what is happening at Christchurch Hospital and which services have moved as part of the development work, go to www.rbch.nhs.uk/christchurch or call 01202 726172 for a copy of the latest Christchurch newsletter.

Hospital worker donates stem cells to save man’s life

Our Healthcare Assistant Coordinator, Claire Waugh, donated stem cells recently in a bid to save the life of an unknown man.

Claire had always been a regular blood donor but decided to join the Anthony Nolan stem cell register when her father was diagnosed with prostate cancer three years ago. She was identified as a potential match for someone needing lifesaving treatment and after rigorous testing and thorough medicals, was able to start the process of donation.

Claire said: “When my dad was poorly it made me think that if he needed this kind of help, I would be praying every night that someone would help him. By doing this, it meant that I could give that chance to someone else and their family.”

Website: www.rbch.nhs.uk Tel: 01202 303626
CQC assessment highlights safe and caring services

"At follow up inspection we found that all services we visited were caring."

"We found a clear commitment to quality improvement at all levels of the organisation and more robust quality assurance processes."

"We found some exceptional examples of care and attention provided by staff at all levels and disciplines across the organisation."

"The trust has taken steps to ensure that patients received timely care and that they and their relatives were treated with dignity and respect."

Care Quality Commission

“These are just some of the many positive comments received by the Care Quality Commission (CQC) in its report, after a follow-up inspection of the Royal Bournemouth Hospital in August 2014.

“We would like to start by thanking colleagues for all of their hard work which has been recognised in such a positive way by inspectors. It reassures us that the improvements made over the past year are making a difference.

“While it’s important that we do recognise the huge progress made in the past year, the follow-up inspection is part of a longer improvement journey to ensuring we provide consistently high quality care across all areas of our hospitals. We know that further work is needed to reduce the demand on staff and our services and to strengthen recruitment even further. We also need to ensure the improvements we have made are sustained.

“We would also like to thank our patients and the public for continuing to tell us when we get it right - this is appreciated by our staff - and when we could do better. This has informed our improvement and will continue to do so in the future as we make the changes that we need to.

“Over the next few pages you will read what CQC inspectors have said about the improvement in our services but also the areas where we need to work harder. We have already taken the findings on board and are addressing these.

“Leadership within the organisation has been a crucial focus for the Board of Directors in ensuring we provide quality care. Our nursing leadership is more focused and has been strengthened with the introduction of matrons. Our care group approach will promote closer working between services across the organisation with increased learning and sharing of best practice.

“Through a range of peer support and assessment, the Board is assured that we have the right people and board level monitoring in place to continue to make the improvements that we need to.

“We have been engaging with staff and patients to develop, and start to embed, a new set of values. Our staff said they feel better engaged, more supported and part of a learning culture. Together we are creating the right culture that promotes excellent care for every patient, every day, everywhere. We look forward to continuing this important work which is the foundation for all of our improvement.”

Paula Shobbrook
Director of Nursing

Basil Fozard
Medical Director

Tony Spotswood
Chief Executive

"Staff were proud of the improvements achieved since the last inspection but recognised there was more to be done to ensure the changes were embedded and the quality of services sustained."

Care Quality Commission
Improvements found by CQC inspectors:

**Safe services**

*What the CQC said:*

“We found that medical, surgical, A&E and outpatient services were safe...”

- staffing levels have increased on wards and recruitment is ongoing
- pressure ulcers and falls are reducing
- bay-based nursing has been introduced
- safety and effectiveness of the accident and emergency service had improved
- escalation beds no longer in use

*What we have been doing:*

- we have an ongoing recruitment programme and have recruited more than 100 qualified nurses since October 2013. This includes a number of overseas nurses who are now working on our wards. Our ward staffing is reviewed at every shift to ensure safe staffing levels are in place to care for the range of patients on that particular ward
- we have appointed over 30 consultants since October 2013 in a range of specialties in medicine, radiology, surgery and care of the elderly. These include replacement and new appointments. This is the largest increase in consultant investment made by the Trust
- we launched our PACT (Pressure Area Care Together) ulcer prevention and management strategy. All relevant documentation and supporting information for staff about preventing pressure ulcers is now easily accessed. Each clinical area has a PACT folder containing guidance and standard procedures

**Effective services**

*What the CQC said:*

“When patients needed care from several specialties of the hospital, this was done effectively to ensure the patients were well cared for...” (Surgical services)

- patients with dementia received good care with staff routinely receiving training
- more robust security arrangements are in place (in A&E)
- patients with a suspected stroke are swiftly assessed before being admitted to the Stroke Unit
- improved management and flow of patients through the hospital

*What we have been doing:*

- new clinics for emergency care - not all patients admitted to hospital as an emergency need to be an inpatient to receive their treatment. A number of new emergency care clinics have started including a care of the elderly rapid access clinic. We have also increased the number of acute physician clinics. Both these clinics allow patients to be assessed and treated in a more individual way and they aren’t admitted if this is not the appropriate pathway for them

**Caring services**

*What the CQC said:*

“We found that all services we visited were caring...”

- patients and relatives on wards, A&E and in outpatients were overwhelmingly positive about the caring attitude of staff
- privacy and dignity promoted in all areas visited by inspectors
- patients were happy with the care and treatment they received. They felt the care was safe, there were sufficient staff and they were treated with respect and dignity
What we have been doing:

- We launched a new privacy and dignity policy which includes a set of pledges to our patients which are communicated on our wards.

- We worked with Healthwatch Dorset to hear the experiences of patients and the public. We are reviewing your feedback so that we can respond and improve.

- Our wards have received improved Friends and Family Test scores from patients who are asked if they would recommend our hospital to their friends and family.

CQC:

"We found some exceptional examples of care and attention provided by staff at all levels and disciplines across the organisation..."

Responsive to patient needs

What the CQC said:

"Staff were caring and compassionate about patients’ needs, and we saw and heard some episodes of outstanding care..."

CQC on accident and emergency services

- Complaints and patients stories are used for learning and improving services.

- Responsive to individual needs.

- Positive and negative feedback from monthly surveys are displayed on each ward together with what had been done in response to the feedback.

What we have been doing:

- Ward 22 became a short stay elderly care ward and has reduced the length of stay for patients by five days. The number of timely discharges rose from 61 in December 2013 to 186 in February 2014.

- Patients now have their condition monitored via an electronic system which automatically alerts staff if they start to deteriorate. Using a handheld device similar to an iPhone, nurses record and monitor a patient’s observations, for example blood pressure and heart rate, on a system called VitalPAC Nurse. The software then generates a score - the higher the score, the more the patient has deteriorated, and the sooner an appropriately skilled clinician is able to respond. This enables staff to prioritise treatment for the sickest patients.

- An electronic system to speed up venous thromboembolism (VTE) assessments has been introduced on all our wards. Patients staying in hospital have a VTE assessment due to the increased risk of blood clots, particularly after surgery or for those who may be bedbound for longer than usual. As well as providing live information, the new system, using an iPad, is quick and easy to complete and avoids nurses having to leave a patient’s bedside to find a computer to log the information. Our matrons can look at all their patients and identify any gaps in assessment and act on this.
Well-led

**What the CQC said:**
“...The Board now had a clear focus on improving quality and creating an open and transparent culture across the organisation. We found this vision was shared by staff in all the areas we visited...”

- there is strengthened clinical leadership
- staff morale has improved
- there is a higher expectation from staff that they would be listened to and any concerns addressed
- seven day working of senior staff to support the delivery of safe care
- junior doctors are well supported
- strong clinical leadership in all areas visited
- staff were positive about the new management structure and felt supported by their managers and their senior managers

**What we have been doing:**
- a new clinical management structure has been introduced with the appointment of 14 matrons
- elderly care consultants are now in the hospital at weekends, as opposed to being on call, meaning junior doctors can speak to a senior consultant face to face for advice and assistance
- the executive team regularly visits wards and departments at weekends and out of hours
- staff developed a new set of values for the organisation; communicate, teamwork, improvement and pride

**Where we need to improve**

We know there is further improvement to make. As well as continuing to work on improving the flow of patients, strengthening the out of hours crisis support and continuing with our recruitment, we have work to do to improve our stroke service response time out of hours.

There are a number of areas where the CQC said in its report we should make improvement and we are working on these. These include:

- increasing privacy for patients in A&E Majors
- the accurate recording of fluid intake and/or output when being monitored
- ensuring records of checks on essential equipment are accurately and consistently recorded on ward areas
- improving the mental health care pathway in A&E which is not yet a 24-hour service
- nursing staff who have the skills to provide an outreach stroke service to patients on other wards of the hospital are able to provide this service

We look forward to being able to tell you about our continued improvement work over the next 12 months. You can keep up to date with this and news and information about your hospitals at www.rbch.nhs.uk or on Twitter @RBCH_NHS
Celebrating 1,000 cardiac rehabilitation courses

Congratulations to our cardiac rehabilitation service which has reached its 25th anniversary and provided its 1,000th rehabilitation course.

Cardiologist Dr Adrian Rozkovec initiated the service in 1989 with the help of specialist nurse, Sister Vicky Sievey. The seven-week rehabilitation course takes place in the Bournemouth Heart Club, a charity formed by the first patients attending the course.

Dr Rozkovec said: “We receive 2,000 new NHS referrals per year and there are 4,000 Bournemouth Heart Club exercise attendees per month, making Bournemouth one of the largest cardiac rehabilitation centres in the country.”

Former open-heart surgery patient, Sally Hallum, said: “The service teaches you not to give up but rather to build on a better future for yourself, to become healthy both physically and mentally. You mended my heart and now you will be in my heart forever more.”

News in Brief

New look website

We have updated the homepage of our website to make it more visually appealing and easier to find what you are looking for. Check it out at www.rbch.nhs.uk and let us know what you think by emailing communications@rbch.nhs.uk

News in Brief

Welcome to our new governors

Following the governor elections earlier in the year, six new governors have joined our Trust: Paul Higgs, Roger Parsons, Colin Pipe, Monika Whitmarsh, Paul McMillan and Brian Young. You can read all about them on our website www.rbch.nhs.uk/working_with_us

Are you on email?

Email is the quickest and most cost effective way of communicating with you. It allows us to send you the latest news from our hospitals each month, dates for our next health talks and news updates that cannot wait for the next issue of FT Focus. If we don't have your email address, please contact ftmembers@rbch.nhs.uk

You vs Flu

Many of you will have had your flu jab and we’re encouraging our staff to do the same in order to protect you if you come into one of our hospitals. More than 2,500 staff have had the free immunisation so far.

More seven-day services

Our team of eight gastroenterologists is now offering a seven-day service aimed at providing earlier clinical decision making, resulting in an earlier discharge, reduced length of stay and all round improved patient experience.

You said, we did

You said: “TV or wi-fi would have helped alleviate boredom in the Coronary Care Unit”

We did: We have installed new televisions which are free to view.

You said: “Some patients are lonely and don’t get visitors”

We did: Our volunteers are directed to these patients to help keep them company.

You said: “I had to wait a while for chemotherapy to be administered”

We did: We have installed a new electronic prescribing and administering system which will improve communication with pharmacy, reducing waiting times overall.

Bournemouth Hospital Charity events

bournemouthhospitalcharity.org

Tree of Lights 18 December 2014
March for Men 22 March 2015
Brew up for Dementia April 2015
Twilight Walk for Dementia 5 June 2015
Pedal Power 27 September 2015
Light up the Prom 16 October 2015

Call 01202 704060 to find out more.
Focus on winter

Winter is a particularly busy period for our hospitals, as our services come under increasing pressure while we support those with health issues that worsen during colder months. We rely on you to use services wisely, in particular our Emergency Department (ED), so we can concentrate on those who really need immediate care. By going to the right place, it also means you will receive treatment more quickly and in the most appropriate environment for your symptoms.

Our ED is incredibly busy, seeing on average 234 patients a day and should only be used for life-threatening emergencies. If you are not sure if it's an emergency, call 111 for advice.

Here are our top 10 tips for keeping safe and well this winter:

- **stay warm** - ensure your heating is working and have your boiler serviced before cold weather. The temperature in your main living room should be between 18-21 degrees (65-70F) and the rest of the house should be a minimum of 16 degrees (61F)
- **eat well** - have at least one hot meal a day
- **wear layers** - remember to wrap up
- **keep active** - move about in your home every couple of hours to maintain your body temperature
- **have your winter flu jab** - to reduce the risk of you getting a serious bout of flu
- **be careful** - don’t go out in icy weather, or when it is dark and you can’t see so well
- **stay safe** - if you live alone, consider getting a bleep alarm that you can press if you need help
- **be prepared** - keep your cupboards stocked with long-life foods ensuring you have plenty to eat incase you are unable to get out
- **ensure you have plenty of your prescribed medications**
- **ask for help and advice**: seek early advice from your pharmacist for minor illnesses this winter so they don’t get worse

Further winter health advice can be found at www.nhs.uk/asap

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Dates for your diary

**Understanding Health talks**

We have set the dates for our 2015 talks so check your diaries and call us on 01202 704271 if you would like to book a place. The talks are free and all take place at 11am at the Village Hotel, opposite the Royal Bournemouth Hospital.

**Monday 23 February:**
**Understanding Strokes**
Dr Damian Jenkinson, Consultant Stroke Physician

**Monday 11 May:**
**Understanding Dermatology**
Dr Ian Pearson, Consultant Dermatologist

**Monday 21 September:**
**Understanding Diabetes**
Dr Hermione Price, Consultant Diabetologist

**Friday 4 December:**
**Understanding the Knees**
Mr Charles Blakeway, Consultant Orthopaedic Surgeon

**Council of Governors meetings**

Part one of our 2015 CoG meetings are open to members. They will take place at 8.30am in the Education Centre at the Royal Bournemouth Hospital on 22 January, 28 April, 15 July and 5 November.

If you would like to make contact with a governor, call the Governor Co-ordinator, Dily Ruffer, on 01202 704246 or email ftmembers@rbch.nhs.uk

You can also visit www.rbch.nhs.uk