

Take a break



You could win a two-course lunch or dinner for four at the Marlborough Tavern, Bath, including a complimentary bottle of wine.

The prize is valid any week day, Monday to Friday. Return your completed puzzle to the communications team by the end of March. We'll enter you into the draw and the winner will be notified.

Word Search

W S P T R Y N O T A A D C G H L P O Y M	DIAGNOSTICS
B S Y O L H C L I N I C A L M E I P B V	EMERGENCY
L M C G F D S E S Z R T P Y H G A E A B	CONSULTATION
A E N I R L A R R E F E R F R R H L N C	ELECTIVE
G N E R T A E M K L S R P I E E J G E H	HEALTHCARE
C S G D R S M H E B E G P H I K G N L S	THERAPY
T Y R U D A O F E N J Y T P K M B R V O	OUTPATIENT
B A E L H J P N I E F R T J V X Q N U U	ACUTE
V E M Y U G D C G R S P O M F G R O B S	SURGERY
A R E T S C I R D A M R E Z P W L I P A	DISCHARGE
N M T L Z D P O U D I F H E G E H T J E	MEDICINE
L E K R E T V M Y P A D W Q V M B A E V	CLINICAL
L G T M B R P E H D N R K I A W S T H I	INTENSIVE
M R W R E T U C A A P M T O N E T L R S	REFERRAL
W A Z S P H E A L T H C A R E A M U G N	
D H L K C V M H J A E P U V W L Q S L E	
J C E S L B N E K L W A T E K H F N X T	
C S T E P L M G E W N B U H R P S O J N	
N I M R Q D Y I K F O T H A J G I C M I	
S D Z W T N E I T A P T U O H K P A E Q	

Sudoku

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



Where am I?

This city was established by Julius Caesar in 59BC as a settlement for his ageing soldiers and its name means 'flourishing'.

Today it is the tourist trade which flourishes, with the numbers of visitors to the city often outnumbering the local population. Declared a World Heritage site in 1982 by UNESCO, this city, once ruled by the Medici family, is now home to priceless pieces of art, sculptures and the largest dome built in brick and mortar in the world.

Its famous bridge crossing the Arno river, dates from the 14th Century and its most striking feature is the multitude of shops built on its edges, held up on stilts.

In the 13th Century, Dante was sent into exile from here and in the 2001 film, Hannibal, Anthony Hopkins in the title role of Dr Lecter, went into hiding, masquerading as an art scholar with unusual tastes, in this beautiful city.

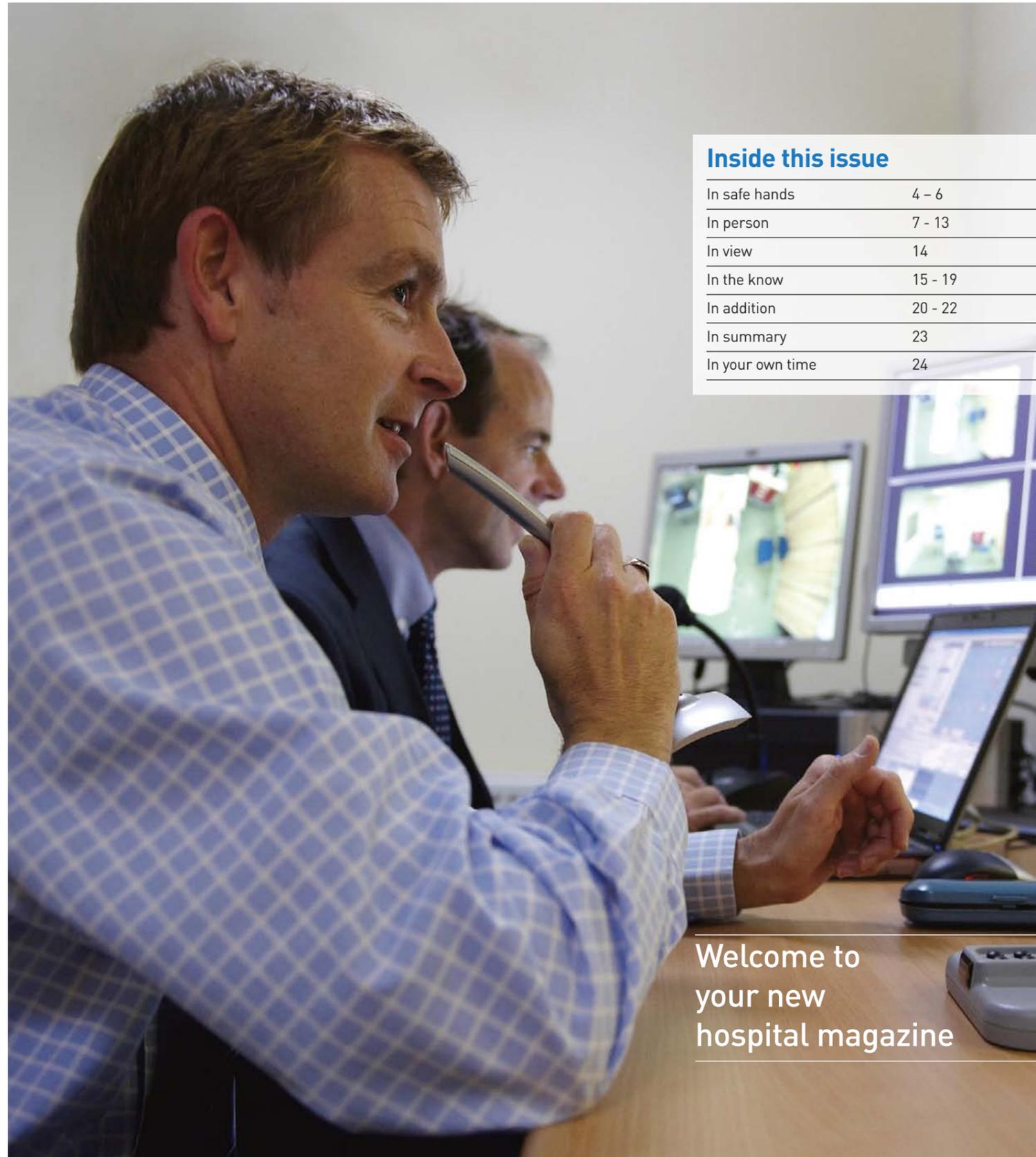
Locally produced olive oil enjoys a world wide reputation, as do some of its more famous inhabitants such as Leonardo da Vinci, Niccolo Machiavello and more recently, Guccio Gucci.

Where am I?

Name: _____

Department: _____

Contact No. _____



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Welcome to your new hospital magazine



Marlborough Tavern

New Lunch Menu!

We asked our customers what kind of food they enjoy at lunchtime and the result is our brand new lunch menu.

- Tempting salads the way you want
- Sharing dishes to enjoy as an appetiser or to share with friends
- Pub classics for a healthy appetite
- Light bites and sandwiches
- Delicious puds to seduce you

A TASTY 25% OFF!

Try our new lunch menu any week day lunchtime and we'll give you 25% off your bill. For dates and details and to download the required voucher, visit www.marlborough-tavern.com/offers

And there's more... Try our Early Diner Offer!

We'll chop 25% off your food bill when you eat with us before 7pm, any evening Monday to Friday *.

* Diners qualify for this discount when placing an order before 7pm. Maximum seating time for this offer is 90mins.

35 Marlborough Buildings Bath, BA1 2LY Tel: 01225 423731 www.marlborough-tavern.com

RUH Oasis Health Club

Are you feeling tired, not looking your best?

Why not join your on site Oasis Health Club and give yourself a lift? For NHS staff it's just £15 a month - a £10 joining fee may apply

Membership includes:

- UNLIMITED use of the gym, Monday to Friday 7am - 8pm
- FREE reassessments every 4-6 weeks
- FREE use of the squash court and tennis courts
- FREE fit-abs classes
- DISCOUNTED PRICE on Pilates, yoga, circuits, and fit-ball classes
- DISCOUNTED PRICE for seasonal pool membership

Class times are varied between Monday and Thursdays

Why not take advantage of the Oasis Cafe for a light lunch and a range of drinks

For more details of activities and current promotions, contact **01225 824561**



A TOUCH OF SILK

Offers holistic therapy and treatments:

- Massage
- Reflexology
- Aromatherapy facials
- Hopi ear candle
- Hot stone treatments
- Different special offers are available monthly

A Touch of Silk is based within the Oasis Health Club and therapies are available every Wednesday from 9.30-6.30pm

Booking forms are available from Oasis gym reception, alternatively please call Laura on **07766 006493**

Go on, treat yourself, you deserve it



New Award for 2009

Is there an individual within the RUH who you would like to nominate for a Customer Service Award?

This award would be for someone who you feel has demonstrated excellent customer service, or who has strived for excellence in their work.

Nominations will be considered by the Team of the Month panel, with the first award given in April 2009.

The winner will receive an engraved crystal trophy along with a monetary gift and an invitation to attend the New Year's Honours Awards ceremony.

Keep an eye out for further details.



Welcome

Tell us about it



We recently asked you how the hospital magazine could be improved and what sort of news you wanted to see in it. As a result of your responses, we are delighted to welcome you to the first edition of **insight** - the new, improved, quarterly magazine for everyone at the Royal United Hospital.

We hope that we have taken all your ideas on board and we'll continue to welcome any further comments and suggestions for future editions.

Anita Houlding
Communications officer
Editor

Editorial dates 2009

You can send your articles for **insight** via email to anita.houlding@ruh.nhs.uk or communication@ruh.nhs.uk or you can send a paper copy via the internal mail.

Deadline for copy	Publication date
Week ending 27 March	Week commencing 4 May
Week ending 26 June	Week commencing 3 August
Week ending 25 September	Week commencing 2 November

Contributors



James Scott
Chief Executive

A glimpse into the world of the Chief Executive of the RUH



Tim Craft
Deputy Medical Director

Patient safety is everyone's responsibility



Katie White
Infection Control Nurse

What to do to stay well this winter

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Patient Safety – the story of Beth



Beth was born at our hospital. Like many members of her family, Beth had a hereditary blood condition that meant she needed to have her spleen removed sometime after her 5th birthday. Beth's brother had already had this done and Beth was referred to another hospital which has specialist paediatric surgeons to have the operation.

Beth's surgeons decided to undertake the procedure using keyhole surgical techniques. In this way Beth would have much smaller incisions, a quicker recovery from surgery and no unsightly scars. One of the technical difficulties to overcome, however, was that Beth's spleen was too big to be removed via one of the small incisions.

The number one objective at the RUH is to improve patient safety. By some measures the RUH is already a safe hospital. For instance our standardised mortality rate (the likelihood of dying whilst in our care) is less than the national average and lower than many hospitals near to us.

How, though, do we take what are sometimes dry statistics and make them relevant to our staff and our patients? One way is to relate any desired change in practice to what we actually do for patients. We have been doing this in the monthly Open Staff Meetings by telling patient stories.

These are not stories for the sake of it. They are relevant to the change being sought, and whenever possible, told by patients themselves. One of the stories we have told recently is the story of Beth to demonstrate the need to regulate how new clinical techniques or treatments are introduced.

The surgeons decided to use a special instrument to reduce her spleen to more manageable pieces once it had been divided and disconnected from its blood vessels, making easier its removal from the abdomen.

Part way through the operation Beth suffered a catastrophic collapse of her blood pressure which resulted in a cardiac arrest from which she could not be resuscitated. Beth died in the operating theatre during what should have been routine and safe surgery.

After Beth's death it emerged that the decision to use the technique with the chopping instrument was made only the night before surgery. Further, the surgeon had never used the instrument

before. Members of the scrub team were not familiar with the instrument and its use had not been discussed with Beth's parents

The post mortem showed that there were multiple lacerations to Beth's main abdominal blood vessel, and the trust concerned admitted negligence and breaching its duty of care.

Beth's mother, Clare did not want her daughter's death to be in vain and she wants lessons to be learned and mistakes acknowledged. So she took the family's concerns to the Health Select Committee which is investigating safety in surgery. The Committee, which listened in detail to Clare, is due to publish its report in April.

Beth's story shows the need to introduce new procedures in a safe way and the need to have a policy on 'how to introduce new treatments'. This is fairly straightforward when the therapy has been covered by a NICE appraisal but the vast majority of new things we want to do have not. NICE is the National Institute for Health and Clinical Excellence. This is the independent organisation responsible for providing national guidance on, among other things, the use of new and existing treatments and procedures within the NHS.

Retelling stories about what happens to patients helps us all to realise that patient safety is everyone's responsibility.

Continued...

The RUH policy includes a summary of the evidence for the new treatment, what training (for all staff groups) is required, what patients need to know, and finally, the financial or business case for the new therapy. A surgeon from the RUH recently told a large meeting of surgeons about bringing a new operation to our hospital using

the policy as a guide. He stressed the assurance he felt by ensuring he addressed such things as theatre staff training and patient information needs.

Relating proposed improvements in safety to patient stories helps everyone identify with the aim.

Most importantly, retelling stories about what happens to patients helps us all to realise that patient safety is everyone's responsibility.

Dr Tim Craft
Deputy Medical Director

Yours sincerely

It is always pleasing to receive feedback from patients who take the time and trouble to write to us about the care and treatment they receive at the RUH. Chief Executive James Scott responds to them and ensures that any staff or ward particularly mentioned in these letters gets a copy.

We've recently had a letter from Mrs Dilley from Holt who wanted to say 'thank you' to the A&E department and Robin Smith ward. She says that she realised some of the difficulties our nurses, doctors and others face up to every day. "The patience of the nurses, male and female, was amazing - and yet they keep smiling. Yours is a truly dedicated profession and I am so grateful to you all. Goodness knows what we would do without you."

Mr Dyer from Tisbury wrote to thank the ambulance service, A&E and Waterhouse ward. He said: "It was good quality food in the ward, basic but tasty and fantastic care - I was practically pampered! They didn't just stitch me up and send me home, they gave me the very best care until I could heal myself. Thanks Tim, Lucy, Louise, Emily, Vicky and a couple of names I have forgotten, sisters (Sue), surgeons and physiotherapist. Came in as a patient, left as a friend"

Mr Trew from Melksham wrote to thank the Oncology and Haematology department. He said: "I have been attending this unit during the past year. I wish to register my very deep appreciation for the way all the staff have treated me. I do not forget the receptionists who greet one with a smile and obvious concern for our condition. Please convey my respect and appreciation to the staff concerned."

Dr Spence from Limpley Stoke wrote to record his appreciation for the skill and thoroughness shown by our staff, especially Mr Umpleby, Mr Dean, Mr Gilby, the chemotherapy clinic staff and Dr Sunthalingam and his teams. "Thanks to all of them I have survived a nasty illness and a life-threatening crisis with very little after effects."

Mr Davison from Trowbridge wrote to the chief executive to "Thank you and your team of admin staff, nurses and doctors for treatment I received during the time I spent at the RUH. I must praise everybody involved.



On arrival at day surgery I was treated with courtesy and efficiency. The nurse introduced herself and explained clearly what the procedure would be and that she was there to support me before and after my operation. The surgeon and the anaesthetist were both very professional. I felt I was in safe hands, a comforting thought."

In a letter to the Royal College of Nursing (RCN), we were also paid a compliment by the Chief Executive and General Secretary of the RCN, Peter Carter, who made a visit to the RUH recently. In his letter he said: "We had a very full visit which included a meeting with the Chief Executive and senior nursing managers. We went round a number of wards followed by lunch with senior managers and local RCN reps, where we were joined by our colleagues from UNISON. It was a pleasure to be able to say that I think this is a well run, highly progressive and innovative Trust."

insafehands

Has the flu hit you? What to do to stay well this winter



Most of us will probably have already had a cold this winter; some of you may also have suffered with flu. Coughs, colds and flu are a fact of life in the winter. On average adults get between two and five colds a year, while children pick up seven to ten. Working within a hospital environment, we are amongst a large number of different people every day so our risk of getting the flu virus is high.

Influenza, or 'flu' as it is most commonly referred, is a viral infection that can be spread via particles coughed and sneezed out.

Contaminated fingers also spread the virus from the nose, eyes and mouth. There are two main types of virus that cause infection, Influenza A and Influenza B, with Influenza A being the more severe of the two. The cold and dry weather enables the virus to survive longer outside the body than in other conditions, which explains the prevalence of the virus in winter.

The main symptoms of flu are high fever, exhaustion, sore throat and a general weak and achy feeling. You may also have a dry, chesty cough and suffer from sneezing. Colds and

flu can share some of the same symptoms (sneezing, coughing, sore throat) but they are caused by different viruses, and flu can be much more serious.

Most people recover from flu in one or two weeks without complications. However, flu can be serious in the very young and the elderly and for people with certain medical conditions such as heart disease, asthma and diabetes. It is important to take extra care and seek medical advice if you are in one of these 'at risk' groups.

If you are generally fit and healthy, you can usually manage the symptoms of a cold or flu yourself without seeing a doctor. As flu is a virus, antibiotics will not help to treat it, but you may want to visit your local pharmacy for advice on how to manage the symptoms and obtain an over-the-counter medicine.

If you do have flu this winter, it is important to take plenty of rest, keep warm and drink plenty of water.



inperson



Ann Gatherum is currently working as secretary to consultant surgeons in general surgery and has worked in various departments at the RUH over an astounding 41 year period.

Ann says: "I've been working in general surgery for the last 11 years and started working with Mr Krysztopik in 2002 and Mr Holbrook in 2000.

A day in the life of a medical secretary

"No two days are ever really the same, but typical tasks include a lot of communication on the phone, talking to patients, GPs, consultants and other hospitals. I manage the diary and there's a lot of typing of notes following a patient's clinic appointment. Sometimes I provide cover for secretaries on annual leave or off sick and that'll involve juggling priorities in order to accommodate those times. We all get on very well and we'll do anything for each other.

"A few funny things have happened over the years. One that springs to mind is a patient who was very grateful for all the help he'd been given and he wanted me to call at his home on the way to work for bacon and eggs!

"I thoroughly enjoy talking to patients and their relatives and I have a great feeling of satisfaction if I've been able to solve a problem for them."

I've met so many different people and made so many friends for life. I have worked for the NHS all my life, I can't imagine working anywhere else.

Outpatient Appointment Centre is December Team of the Month

Appointment centre staff have successfully delivered on all of the outpatient access targets.

New patients are being seen within 11 weeks, and all suspected cancers and rapid access chest pain patients are being seen within 14 days. These targets have been met alongside delivering significantly shorter waits of about four to five weeks in some specialties and coping with a 13% increase in new referrals.

There has also been a significant change in practice within the department with clinic coordinators undertaking the triage of all new referrals, a process previously undertaken by consultants. This greatly speeds up the patient booking process.

Congratulations on this achievement and keep up the good work.



inperson

First thoughts

Two recent newcomers to the RUH, Director of Facilities Howard Jones and Employee Assistance Programme Manager Cindi Bedor share their first impressions of the hospital and its staff.

Howard says: "I've been reflecting on my first few months at the RUH and it's been fun! Everyone I've met so far has made me feel very welcome. A few great things immediately spring to mind; the Trust is contained on a single site, which makes it really manageable and its location in Bath, which is a beautiful city. People have said that it's a lovely place to work, which is really encouraging to hear.

"The Trust has a big vision for £100m of redevelopment, is on a sound financial footing and has a top team committed to clinical safety, good patient experience, efficiency and a quality environment. It's clear that for all of us, patient care is absolutely at the heart of decision making.

"I'm enjoying the variety of my responsibilities. I can see that we have made real progress in some areas but there is recognition that we can do better in others. As a Trust we have already achieved a great deal but we know there are still many challenges ahead including the need to achieve savings and increase our income, to enhance our reputation and move towards Foundation Trust status. There is a real commitment from staff to rise to these challenges and I'm looking forward to being part of it all."



I've been reflecting on my first few months at the RUH and it's been fun

Cindi says: "It's great to be here. I've been struck by the warmth and friendliness of each person I've met and I have felt very welcomed.

"There's such a commitment to patients which is so inspiring. Staff seem to have enormous resilience and resilience on every level – physical, emotional, psychological and spiritual – is important to our wellbeing and happiness, because when we feel our best, we are able to give our best.

"The Employee Assistance Programme (EAP) has been an active part of the RUH for over 11 years and is one of many ways in which the Trust supports its staff. It is great to be leading such a skilled and friendly EAP team, to be part of a Trust to be proud of."

EAP is free and confidential. You can contact EAP on 01225 825960 or email eap@ruh.nhs.uk



It's great to be here. I've been struck by the warmth and friendliness of each person I've met and I have felt very welcomed

Just a minute...



...with Jim Grant, Assistant Divisional Manager for specialty division. Jim manages the physiotherapy department and also the Paediatric department.

Q What led you to become a physiotherapist?
A. I used to be a mechanical engineer, but wanted a change of direction, so went to a careers advice centre. They came up with a number of options, one of which was physiotherapy. What finally helped me decide was when physiotherapists got a good pay rise, and the starting salary went up to £1,200 a year!

Q What's the first thing you do when you get into the hospital in the morning?
A. Turn on the computer and check the e-mails.

Q What book are you reading now?
A. The Girl with the Dragon Tattoo by Steig Larsson.

Q What's your dream holiday destination?
A. New Zealand.
Q Name one thing you couldn't do without in your job?
A. My work colleagues.
Q If you could change one thing about working at the RUH, what would it be?
A. Put more money into front line services, like physiotherapy.

Q What makes you laugh?
A. My youngest son - he has a wonderful sense of humour, is totally optimistic, and has a very amusing approach to observing the world.



Q What do you do for fun?
A. I ride and race bicycles, I play the flute and I am learning Spanish.

Congratulations to award winners

Congratulations to PA Susan Wyatt and Administrator for Haematology, Mandy Budd, who were both winners of a 'Train to Gain - Student of the Year Award' recently.

The two winners collected their awards at a ceremony for special achievers at Bath City College, having successfully completed Business Administration level 3.

Education and Development Manager Jenny Chen and Deputy NVQ Manager Nardina Storey both attended the ceremony to see Sue and Mandy collect their awards. Jenny says: "It was an honour to be invited and see the awards being presented to very worthy candidates."



It was an honour to be invited and see the awards being presented to very worthy candidates.

inperson

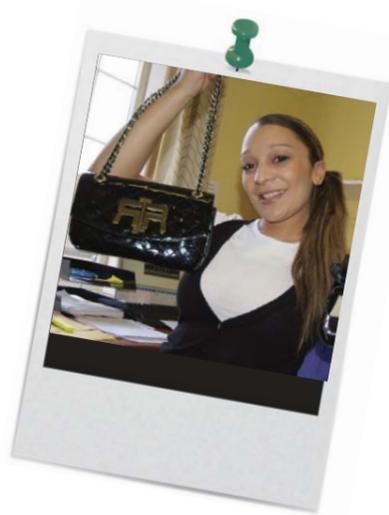
Just a minute...



...with **Juliet Emma Gardener**, Clinic Co-ordinator.

Juliet's role is to direct and control appointments for outpatients within the ophthalmology clinic.

- Q What led you to become a Clinic Co-ordinator?**
 - A. Well at first I started as a call handler, which involved booking appointments for all types of clinics over the phone, using the Choose and Book system. After doing this for a few months I felt that I would like to have my own clinic to focus on, that would enable me to plan and arrange the system of that clinic.
- Q What's the first thing you do when you get into the hospital in the morning?**
 - A. Switch on my computer.
- Q What book are you reading now?**
 - A. Ross Kemp on Gangs.
- Q What's your dream holiday destination?**
 - A. Jamaica.
- Q Name one thing you couldn't do without in your job?**
 - A. My 18 weeks wheel tracker.
- Q If you could change one thing about working at the RUH, what would it be?**
 - A. Nothing really.
- Q What makes you laugh?**
 - A. Daily conversations with people, everyday happenings and TV Burp.



- Q What do you do for fun?**
 - A. I travel to different places, meet friends and family, eat out and shop till I drop.

£300 Donation to Oncology

A grateful patient who recently celebrated her diamond wedding anniversary has donated £300 to the Oncology department. The money was given to Mrs Kathleen Baldwin and her husband in lieu of presents from their generous family and friends.

Mrs Baldwin, who completed her year long course of treatment in 2008, said: "We both thoroughly enjoyed our diamond wedding anniversary celebrations and had a super day."

Mrs Baldwin went on to say: "I was very pleased to have completed my treatment successfully and I'm extremely grateful to all the Oncology staff." The donation will go towards improving patient care.



Clinical trials research nurse Rachael Bolitho with Kathleen Baldwin

I was very pleased to have completed my treatment successfully and I'm extremely grateful to all the Oncology staff.

Hospital stars – awards ceremony to honour RUH staff



In January, around 130 staff from the RUH gathered for an evening awards ceremony at The Forum in Bath city centre, to honour staff working at the hospital.

The RUH choir got the celebrations off to a rousing start, performing well known songs from Mama Mia and Aladdin. Then everyone took their seats in the dining room in preparation for the presentation of the awards.

Categories for these awards included: Personal Achievement in recognition of an outstanding contribution to the RUH and its patients, Team of the Year and most Innovative Team, a Loyalty Award in recognition of long service of 25 or 35 years and Diamond Colleague.

There was a great deal of noisy applause and cheering as the winning staff received their awards from either Chairman James Carine or Chief Executive James Scott. The moment was recorded by a professional photographer.

During the course of the evening Pete Fox talked about the many changes he had seen throughout his 25 years

service at the RUH. Pete said: "Looking through the photographs and articles from the last 25 years, reminded me of the massive change in the RUH and in the NHS. I've had some great opportunities, worked with great people and had a lot of fun. I look forward to the next decade where the rate of change in our lives will continue to accelerate."

Consultant in Gastroenterology Mark Farrant, whose department won Team of the Year 2007, said: "I thoroughly enjoyed the evening which was great fun. I learnt a lot about all the great stuff being done by teams in the Trust and I particularly appreciated the recognition of team work as opposed to individual achievement. So much of a nurse's and doctor's training concentrates on the individual, especially success or failure in exams, so it was very refreshing. We are very lucky to have so many great teams working here."

As James Scott drew the formal part of the evening drew to a close, he said: "These awards are the hospital's equivalent of the Golden Globe Awards. The awards are important for two reasons, firstly they give us a great opportunity to showcase the amazingly talented people we have at the RUH and secondly, it gives me as Chief Executive, a chance to thank the 4,500 staff who, day in day out, work incredibly hard caring for our patients. They are all stars."

Raffle tickets were sold throughout the evening, which raised a fantastic £435 towards NICU 'space to grow' campaign.

A big thank you must go to the organising committee who pulled the whole event together and Naomi Woodcock and Helen Perkins warrant a particular mention.

Brief details of the award winners can be found on pages 12 and 13.

People moves

The RUH extends a very warm welcome to some new members of staff:

- **Mrs Aysha Qureshi** has been appointed as Consultant in Obstetrics and Gynaecology; she has a special interest in pelvic floor surgery and continence.
- **Dr Sarah Johnson** was appointed as Consultant in Cellular Pathology.
- **Mr Otto Von Arx** was appointed as Consultant Orthopaedic Spinal surgeon.
- **Mr Russell Lucker** was appointed as Consultant in Obstetrics and Gynaecology.
- **Dr Clare Edmonds** was appointed as Consultant Paediatrician.
- **Dr Emma de Winton** has been appointed as Consultant in Clinical Oncology; her main interests are lung and colorectal cancer.
- **Dr Kate Allen** was appointed as Consultant in Diabetes and Endocrinology.
- **Dr Mohammad Abrishami** was appointed as a Consultant in Medical Microbiology.

inperson



Most Innovative Team: Simulation Suite

The team managed the implementation of a £50,000 Simulation Suite - a training facility that will allow our staff to develop and maintain their clinical skills by simulating real life situations. Other than university hospitals, the RUH is the only hospital to have access to this new technology. Central to the new facility is a incredibly life-like manikin, used to create a series of scenarios ranging from the simple to the complex. He can be remotely controlled to exhibit symptoms of a medical emergency, like a major haemorrhage or cardiac arrest.

Loyalty award

(25 years service):

Roger Cooper, Cleaner

Terri Matthews, Sister, Surgical ward

Julia Wallace, Strategic Manager, Chest Pain Unit

Peter Fox, Practice Development Manager

Helena Hodges, Teacher Practitioner, Pharmacy

Daniel Peel, Senior Operating Department Practitioner

June Pook, Staff Nurse, ITU

Lesley White, Healthcare Assistant, Eye Unit

Colin Mounsey, Facilities Systems Manager

John Osborne, Consultant, Paediatrics

Michael Lutterloch, Consultant, Oral Surgery

Jacqueline Strange, Sister, Dermatology Clinic

Personal achievement awards:

Annie Paines, Cleaning Manager

During the time that Annie has managed the trust's cleaning services there has been a significant improvement in cleaning standards. As well as ensuring the smooth running of the deep clean programme, Annie has introduced new ways of working. She has introduced a new role specifically for tackling deep cleaning in ward areas that are difficult to access. She has also developed her management skills by studying for the Certificate in Management Studies. Her colleagues say: "Annie leads by example and works tirelessly to ensure that cleaning tasks are completed. She regularly goes beyond the call of duty, working evenings and weekends and she is always flexible and cheerful."



Jane Cockram, Receptionist

Jane is receptionist for the education centre and comes into contact with many hospital staff. Jane is partially sighted and - accompanied by her guide dog Nena - has overcome many obstacles in her working life. Some of the things we take for granted can be quite a challenge for her. Her colleagues say: "Jane has a get up and go attitude and doesn't let things get in her way. She always provides a quality reception service to staff and visitors, dealing with a diverse range of enquiries. She is professional, friendly and courteous and a credit to herself."



Helen Griffiths, Diabetes Liaison Nurse

Helen manages the care of patients with diabetes at the RUH and provides an extensive programme of education in the management of diabetes for medical and nursing staff. She initiated insulin treatment in patients newly presenting with Type 1 diabetes, usually young and often very distressed about their diagnosis. Her colleagues say: "Helen has a calm and thorough manner with patients and helps them come to terms with their condition. She has a wide remit and is a great asset to the team, we rely on her immensely."



Beverly Boyd, Matron, Paediatrics, Children's unit

Bev is a significant leader for children's services in the RUH. As well as matron for paediatrics, Bev is the lead nurse for child protection within the hospital; developing policy and educating and training staff within this role. One of the many initiatives Bev has championed is to encourage the children's nurses to become chemotherapy givers for young cancer patients in the children's ward. Her colleagues say: "Bev is a formidable champion for children's services. She is always ready to support staff at all levels and from all areas of the trust."



Claire Monahan, Sister, Cardiac Centre

Leading a team of ten catheter laboratory nurses to provide an impressive angioplasty service at the RUH, is just one aspect of Sister Claire Monahan's role. Coronary Angioplasty is a safe, non-surgical intervention for patients with blocked or narrowed coronary arteries. Her team say: "She guides and teaches us, empowers and energises us. Claire's support is both instant and constant and she is inspirational. We think she is pretty amazing."



Team of the year: Stroke Thrombolysis

The Stroke Thrombolysis team effectively introduced stroke Thrombolysis - a life saving treatment - across the hospital. Thrombolysis involves giving a clot busting drug within three hours of symptoms of a stroke developing and it can dramatically improve the chances of a patient recovering from stroke. The earlier a patient receives this treatment, the greater the chance of preventing the stroke from causing long term and irreversible damage. The service has now been introduced Monday to Friday 9am - 5pm.

Dee Scruton, Junior Sister

Dee has lead the team on Victoria ward throughout the many changes that have taken place over the last 12 months, in order to respond to the needs of both patients and the hospital. Victoria ward is a short stay ward for the care of the elderly. In the last six months Dee has also overseen the team in the running of an additional 10-bed annex. Her colleagues say: "Dee is totally committed to the patients, the staff and the RUH and this is evident when you come onto the ward."



Paula Cain, Senior GP co-ordinator, Postgraduate medical centre

Paula is responsible for organising the educational programmes for trainee GPs both in the Trust and Bath community. She works closely with GP educationalists, trainers and the trainees and has helped make the Bath programme the best in the Severn Deanery; all this in a period of rapid change in both education delivery and GP personnel. Her colleagues say: "Paula is a great source of strength and support. Her work is of the highest quality, she is efficient, approachable, well organised and has great sense of humour. Her award is richly deserved."



All our staff work incredibly hard, they are all stars

inview

In the headlines

Here are some extracts from press coverage the RUH has enjoyed in the last few months from both local and national media, including the Bath Chronicle, the Western Daily Press, Marie Claire, Nursing Times and The Times.



Surgeon voted 'great Briton'
A surgeon who works at Bath's Royal United Hospital has been voted one of the Great Britons of 2008 after a world first operation. Professor Martin Birchall worked with doctors in Barcelona to create and transplant the first whole organ to be grown from a Spanish patient's own stem cells. Prof. Birchall won his award in the Daily Telegraph's accolades in the science and technology category.

Hospitals fare well in survey
Cleanliness and staff attitudes have been praised by patients in a survey of the RUH's emergency department. The results of the Healthcare Commission survey published this week show that visitors were happy with the treatment they received at accident and emergency. Seven out of ten patients described the service as either excellent or very good and almost as many said their medical problems were dealt with to their satisfaction. The department also scored well on how staff looked after patients, with 78% saying they were treated with dignity and respect.

Grateful parents sign up for fundraising run
Grateful Bethan and John Renwick from Bath whose baby was treated at the RUH are leading support for a fun run, raising money for the NICU Space to Grow campaign. Mrs Renwick said: "All the staff do such an amazing job. We are so grateful for all their hard work."

Bristol heart attack victim saved by 'angel'
Pearl Hardingham says her husband owes his life to an 'angel' student nurse who kept him alive when he collapsed with a heart attack and stopped breathing. Doctors say her husband Bill wouldn't have survived if it weren't for the actions of quick-thinking Clare Thomas who dashed out of her home to his rescue. She and her neighbours worked together to resuscitate him until an ambulance arrived. "She was in the right place at the right time and it feels like a miracle. If she hadn't seen him collapse, I don't know what would have happened. Even another five minutes would have been fatal." Mrs Thomas, who works at the

RUH as a trainee nurse, says she is no heroine: "Anyone who knows first aid would have done the same. Everyone should learn basic life-saving skills because it could happen on your doorstep like it did to me."

Hospital salutes staff who make a difference
The cream of the crop have been honoured for their work at Bath's Royal United Hospital. From nurses to consultants and administrators to cleaners, no stone was left unturned when it came to finding the most remarkable staff. The awards ceremony recognised the contribution these people make to the hospital.

All the staff do such an amazing job. We are so grateful for all their hard work

intheknow

RUH consultant heads nationwide study into spinal and epidural anaesthetics



Epidural and spinal anaesthetics are much safer than previously thought. That's the conclusion of a recently published two year study into the major complications of these types of anaesthetics, lead by RUH Consultant Anaesthetist Dr Tim Cook.

In general, the risk of suffering permanent injury, of whatever severity, is around 1 in 23-50,000. For women needing pain relief in labour or for a Caesarean section, the risk of permanent harm is lower still at 1 in 80,000 and it may be much lower.

Even among highest-risk patients, generally those who are already frail and elderly and are undergoing surgery, the chances of permanent harm range from 1 in 6,000 to one in 12,000: lower than recent estimates in the same groups.

Epidural and spinal anaesthetics are injections of pain killing drugs into the spinal canal. During a spinal anaesthetic, used mostly during surgery and childbirth, drugs are injected deeper, into the fluid filled sack that surrounds and supports the spinal cord.

The project's results are based on the voluntary participation of every hospital in England, Scotland, Wales and Northern Ireland. A national census identified over 700,000 spinals and epidurals performed in the UK National Health Service each year.

Dr Cook said: "Across all the groups of patients we looked at, the results were reassuring. The estimates were considerably lower risk than the estimates that some people have bandied about in the past. It is likely that this study will become widely quoted as the definitive estimate of these rare but potentially catastrophic complications."

However, Dr Cook believes anaesthetists should not be complacent and hopes that data from the study can help to identify measures to prevent complications and improve patient safety: "Although complications related to epidurals are rare, the profession still needs to examine how and why these complications arise and make steps to reduce their frequency. For instance, it is likely that the number of complications could be further reduced by a greater appreciation that prolonged weakness of the legs after an epidural or spinal is not normal and should be promptly investigated by an experienced doctor to ensure a major complication is not developing."

The full report of the project called NAP3, published by the Royal College of Anaesthetists is available at <http://www.rcoa.ac.uk>.



Lucky £50 prize winner

The RUH recently offered a £50 prize as an added incentive for returning a completed NHS Staff Survey.

A name was plucked 'out of a hat' and Linda Saunders in infection control was the lucky winner. Linda says she is going to spend the £50 on premium bonds.

Could you recognise a Stroke?

The Stroke Team has ambitious plans to help all 4,800 staff recognise the first signs of a stroke and to get help as soon as possible.

Stroke, the loss of brain function due to a blood clot or bleed in the brain, is the third leading cause of death in the UK and the single largest cause of adult disability in England.

Early intervention is vital so the RUH is promoting the FAST Campaign, endorsed by the Stroke Association, and now the Department of Health.

The campaign teaches staff to remember FAST – Face Arm Speech Time to call for help – to recognise the symptoms of stroke and understand that prompt emergency treatment can reduce the risk of death and disability.

Consultant Nurse Claire Fullbrook – Scanlon says: “Everyone should have received a leaflet on FAST attached to their payslips, and hopefully arranged to attend a short training session.”

“An Understanding Stroke Day on 11 February will also raise awareness on how to recognise the symptoms of stroke. By phoning 2222 (or 999 if outside the hospital) and getting emergency help as soon as possible, you can increase the chance of someone being eligible for thrombolysis.”

Thrombolysis involves giving a clot busting drug within three hours of symptoms of a stroke developing and it can dramatically improve the chances of a patient recovering.

The earlier a patient receives this treatment, the greater the chance of preventing the stroke from causing long term and irreversible damage.

Dr Louise Shaw, Consultant Stroke Physician, says: “The service runs Monday to Friday 9am–5pm. Eligible patients receive a fast CT scan, and if appropriate are thrombolysed and subsequently transferred to the acute stroke unit on Medlock Ward”

Even if a patient is not eligible for thrombolysis, the care they receive in the first few hours of stroke can significantly help to improve their prognosis.

The National Stroke Strategy for England was published in December 2007, setting out a ten-year plan to improve stroke services – but the RUH, along with other providers in the South West, has set an ambitious target to achieve all the quality standards within the next three years.



Improving patient care

A unique event was recently organised to promote and celebrate the work of Senior Sisters taking part in the Developments in Care project - a joint project between the RUH and the University of the West of England to achieve measurable improvements in patient care.

The staff met consultant editor for the British Journal of Nursing, Professor Sir George Castledine, who was knighted for a lifetime service to nursing in 2007.

During the session, they shared and discussed examples of the academic work undertaken by the sisters, which included information for patients about venous thromboembolism prevention, MRSA prevention and information to help orientate patients during their stay in the orthopaedic trauma unit.

Senior nurse Heather Devey said: “The event was much enjoyed by everyone. People commented that the partnership working between the Trust and the University was very clear to see. The subject matter was very topical and a real enthusiasm to drive up the quality of care and patient safety was demonstrated.”

If you require further information about the project, please contact Heather Devey, Senior Nurse, Practice Development on ext. 5580 or heather.devey@ruh.nhs.uk

Performance and Development Review

The outdated appraisal process has been replaced by a new Performance & Development Review.

Melanie Ball has been leading a project to improve how we approach and support the development of staff with the aim of improving their performance. She says: “Many staff felt that appraisal was an old fashioned term, particularly as attitudes towards staff development have changed. So we are updating the process and developing the Performance & Development Review.”

A Performance & Development Review helps us to improve how we do our jobs and contributes to the overall performance of the Trust. With the support of our managers, it allows us to identify training and development opportunities, increases job

satisfaction, improves working relationships and provides career opportunities. It is an opportunity to reflect on our performance and to plan how we can improve it, to focus on priorities and plan for the future. It will help us to feel valued and recognised for what we’ve achieved.

Melanie says: “Doing our jobs better doesn’t mean working harder; it comes from having quality time with the managers who support us, learning new skills, working better together and using our initiative. The success of the Trust is directly dependant upon how well we all perform our jobs. The challenges the Trust faces are ever



changing and therefore we all have a responsibility to continuously review the way we do things.”

A new web page, simplified documentation and a set of guidelines will be ready for a spring launch. This will be supported by a new two-way reporting process for managers and a programme of new learning and development opportunities for both managers and staff.

For more information, please contact Melanie Ball via email or call ext. 5966.

Early intervention is vital so the RUH is promoting the FAST Campaign

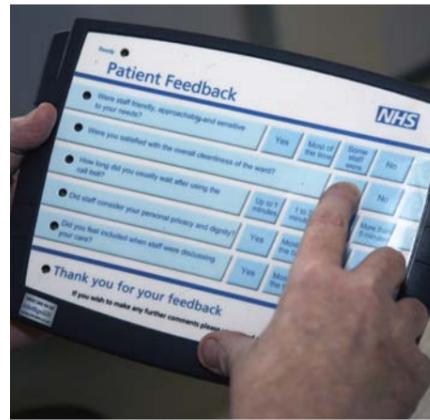
Tracking what our patients think of us

We have recently begun to use the Patient Experience Tracker (PET) on ten wards here at the RUH.

The aim of the PET is to improve patient experience by providing us with a fast and easy way of capturing and analysing patients' views. The PET is an electrical device that allows patients to select a response to five questions on the screen. The information provided is then downloaded every night and data is sent back to wards at the end of the week. Staff can then develop and implement actions to address issues raised by the responses and feed this back to patients and visitors.

Staff involved have been really positive and have made the first few weeks of use go as smoothly as possible. Thank you also to the Hospital Friends for funding the equipment.

If you require any further information, please contact Theresa Hegarty via email. There will be more on the PET's progress in the next edition of insight.



Thank you also to the Hospital Friends for funding the equipment

It's all in the research at the RUH



Bridging the gaps

Dr Mark Tooley - who chaired the event - said: "This session helps to foster and nurture collaboration between hospital staff and academics, which could help solve medically related problems."

Delegates were able to hear Doctors Mark Tooley, Andy Padkin and Chris Dyer and Mark Farrant talk about the research being carried out at the RUH in areas such as intensive care, geriatrics and gastroenterology. Other speakers shared their research experiences and discussed their links with the NHS, Universities and other industries.

They included Prof. Roger Orpwood, director of the Bath Institute for Medical Engineering, Professor Richard Guy from Pharmacy and Pharmacology at the University, Chief Executive from NHS innovations South West Maria Hassard, Deputy Head of

the School for Health Professor Chris Ecclestone and Katja Haferburgh from the university.

Mark concluded: "This is the first event of its kind and over 80 people attended. After the lecture, there was a good deal of networking between the delegates and speakers and this provided a perfect opportunity to discuss the presentations and posters on display. We hope it is one of many such collaborations between the hospital and the University and that it will continue to develop to produce great ideas, new research and, ultimately, better care for our patients."

Great ideas, new research and ultimately, better care for our patients

Ask Lisa!

Lisa Harvey, MLE trainer and co-ordinator, says: "We're frequently asked questions in relation to training and the managed learning environment (MLE). Here are some useful answers but if anyone has any other training related questions then please email me and I'll happily supply answers."

Q How does MLE help with my appraisal?

- A. MLE gives you access to:
- your training record, providing evidence of completed mandatory training
 - online training course directory
 - certificates of completion
 - KSF dimensions listed against each course or subject.

Q How do I access MLE?

- A. Click the MLE icon on your desktop
- enter your Username; first initial, surname and date of birth e.g. hhenry08041977
 - Your password will initially be set to elearning
 - At log in, you will be told your password has expired, choose a new one. Type in the current password elearning and then type in your chosen password twice
 - Enter your email address if you have one and click submit.

Q How do I find my Training Record?

- A. • Click My Reports
- Within the training reports section, click training record.

Q How do I find out what mandatory training I need to complete and when?

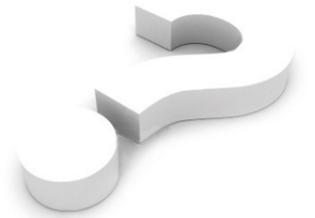
- A. • The Training Matrix is available on the intranet
- Click Staff Development, mandatory training
 - Open the matrix roles document
 - Select your job role from the worksheets at the bottom of the page.

Q How do I book onto a training course via MLE?

- A. • Click Course Directory
- Enter name of the subject or course in the search box e.g. Fire and click the search button
 - A list of subjects will appear on screen. Click the subject
 - Click the book button to view list of training dates
 - Select your chosen date.

Q How can I access the e-learning on MLE?

- A. • Click Course Directory
- Select Information Management and Technology
 - Click e-learning packages
 - Click your preferred e-learning programme and select your Learning Tree. You will then be able to launch the e-learning from your Learning Tree.

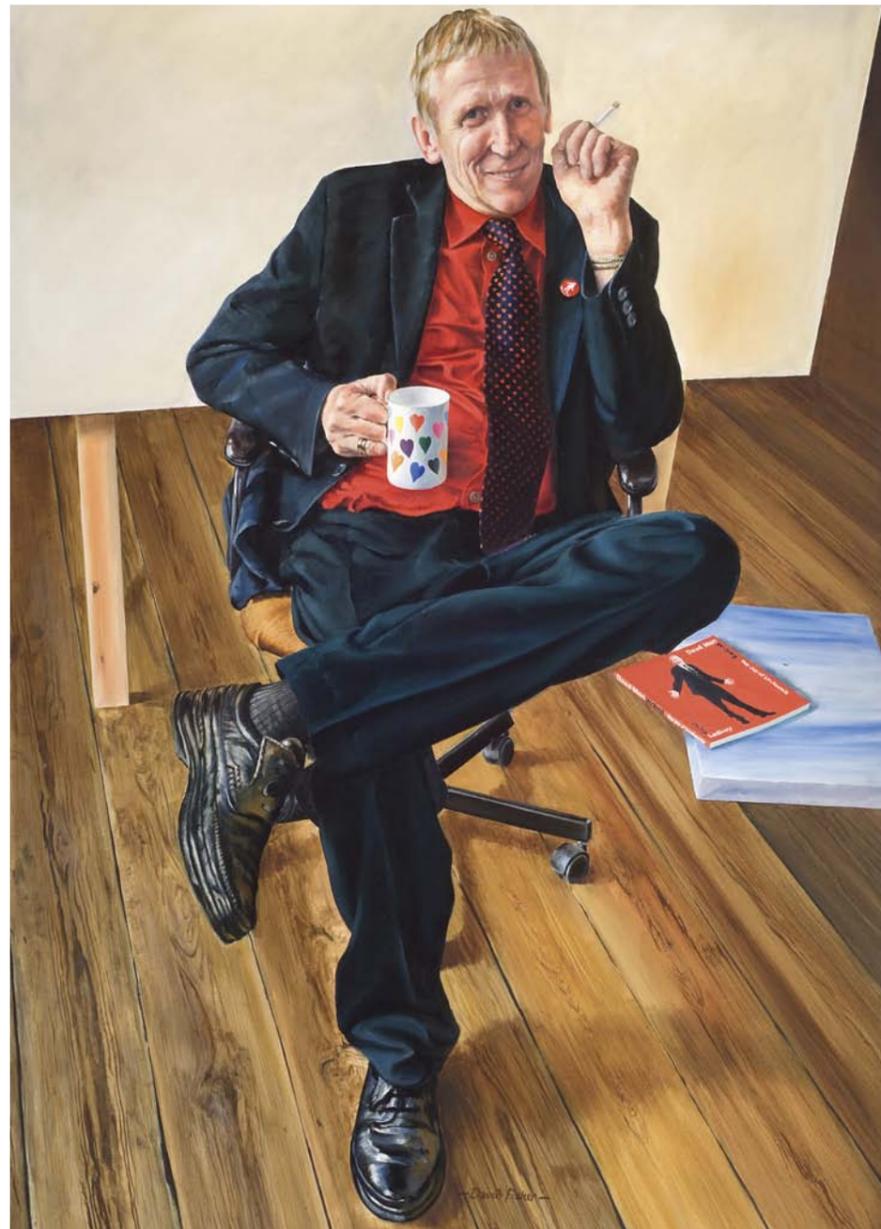


There is additional e-learning available via the Core Learning Unit www.corelearningunit.nhs.uk Contact the IT Support Desk on ext. 5444 if you are experiencing problems accessing MLE or e-learning.



inaddition

Winter art exhibition at the RUH



This portrait won the Holburne Portrait Prize 2008; the judges were impressed by its ambition, warmth and humanity. The artist David Fisher says: "Philip has only recently come into my life through art. A man diagnosed three years ago with Leukaemia, his passion for life is inspiring. His desire to live life to the full - quality not quantity - is a favourite saying of his, combined with a wicked sense of humour was my inspiration to paint his portrait. A fitting record of the man."

Other exhibits include four life sized panels, comprising the four elements, earth, water, air and fire by artist, printmaker and teacher Felicity Roma Bowers.

Felicity also collaborated with artist Helen Elwes and performance poet Stephen Micallef on an original handmade artists' book with contributions from 50 artists and poets to celebrate the 250th anniversary of William Blake's birth.

There are animal portraits and wildlife paintings by West county artist Susan Bendell-Bayly and a contemplative photograph collection by Lizzie Davies called Candalas.

The art exhibition continues into the courtyard garden of the children's ward with a beautiful Willow Deer sculpture by Julie Starks.

Julie, who met with many of the staff, patients and visitors on the ward over the summer, said: "I wanted to create a restful, yet alert form that the children could recognise."

The exhibition is exuberant and varied, ranging from abstract oils on canvas to atmospheric photographs.

In the atrium there is a wonderful portrait of Philip Ledbury by OBA David Fisher, called Dead Man Posing.

There is a great selection of new art on display in the hospital corridors, providing some winter cheer to patients, visitors and staff.

There are seascapes, Somerset scenes and portraits by the Old Bakery Artists. These artists come from across the rural area immediately to the south of Bath, from Wells in the west to Wellow in the east.



Volunteer services manager Jayne Cresswell, Hospital Friends Chairman Gwen Stoaling and Admin Co-ordinator Samantha Nolan

Hospital Friends support the RUH

Since October 2008, the start of a new financial year for the charity, £250,000 has been given to the hospital. This money has been used to buy new equipment and carry out major renovation work.

The following is just a selection of the items which have been purchased:

Illuminated picture in Radiology	£4,383
Major renovation work on Victoria ward	£73,235
Four postal trolleys	£23,470
New crockery	£6,800
Private counselling room for Pharmacy	£7,195
Slide sheets for wards	£11,900
Occulus Pentacam camera for Ophthalmology	£31,520
ECG machine	£3,173
VSM Blood pressure monitors	£2,198

The charity is also happy to grant smaller requests, these include:

Patient booklets on Managing Hip Fractures	£395
Bereavement booklets	£104

The Treasurer of the Hospital Friends Charity, Barry Cooper says: "Without the generous contributions from the public, as well as the profits earned from the Atrium shop and the Friends coffee shop, it wouldn't be possible for us to sustain donations at this level."

£250,000 has been given to the hospital

Grow a sunflower fundraiser

Reckon you could grow the tallest sunflower? Yes? Then put your green fingers where your sunflower seeds are and bring it on!

The hospital play specialists have organised a fun way of fundraising for the Children's ward, by organising a sunflower growing competition.

You can take part by either purchasing seeds that have already been potted up by the children, or pick up your own seeds and plant them yourself, or alternatively you can sponsor the sunflower that will be grown in the Conservatory coffee shop garden or in the playroom garden. Seeds and sponsorship forms will be available from the children's outpatient reception from March this year.



Any money raised will be used to purchase resources for the children to enjoy craft activities, which helps to make their stay in hospital a little more bearable.

Go on; see if you can grow the tallest sunflower. There'll be a small prize for the tallest and for the most sponsorship money raised.

in addition

Forever Friends

A big thank you from the Appeal for the fundraising that has taken place (or is planned) in aid of the NICU 'Space to Grow' campaign:



Grand Raffle

We are delighted to announce that the grand raffle raised a fantastic £11,000. We also thank our dedicated volunteer Bill Viles - Bill sells raffle tickets every year in the atrium for the four weeks leading up to the Grand Draw - he did an outstanding job. Without the help and support of events like this, reaching our target would not be possible.



Jamie Oliver's Christmas puddings

Jamie Oliver kindly donated 1,000 Christmas puddings to the hospital. The first batch of 500 sold in less than forty minutes! Altogether, this very kind donation raised a staggering £5,200. Thank you to all of those who waited patiently in very long queues - your ongoing support is greatly appreciated.



First public performance of RUH choir

The RUH choir will be performing for the public on Saturday 28 February 2009 at St. Stephen's Church, Lansdown with locally based Opera Piccola in 'A Night of Magical Music'. The choir, lead by head of performance and contracts Jeremy Martin, has proved a massive success. It would be fantastic to see lots of family and friends showing their support. Tickets are available for £10 from Bath Festivals box office on 01225 463362. Choir members' families receive a discounted rate of £9 per person, contact the Forever Friends Appeal office.



2009 Bath Half Marathon

We are very excited that the Forever Friends Appeal's NICU 'space to grow' Campaign is to be this year's official lead charity for the Bath Half Marathon. Staff can join the RUH team running in aid of the campaign. To join you don't need to be part of a running club or run regularly, you just need to be prepared to take up the challenge. For more information contact Natalie Hannam on 01225 821535 or natalie.hannam@ruh.nhs.uk.

in summary

In the Chief Executive's day

This is the first edition of **insight** our updated staff magazine which I think looks great. I hope you agree. As part of the updating process I've been asked to adopt a more low-key 'bloggish' style to my input. You will need to tell me whether I have succeeded and whether you like it or not!

2009 so far for me as Chief Executive has had some real highs and some challenges. My biggest challenge has probably been the same as yours - making sure we are getting patients who need our care into beds, treated and out of hospital as soon as they are ready to go. Kay Webber, Sister on Pierce ward has told me that the last month is the worst for 20 years in terms of emergency pressures on us - I don't know if that is the case but it has certainly felt really hard since Christmas. Every day I meet staff who are doing a really exceptional job to keep things going and the achievements are tremendous but I do know that it is exhausting. Thank you for your help in doing this.

On a much more uplifting note - I had a wonderful evening recently when I attended the 2009 New Year Honours awards at the Forum. I always think you can tell how a party is going by the noise level - and judging by all the whooping, hollering and haranguing going on - everyone was having a fine time! It was great to see so many staff who work so hard being recognised for what they do. It is really impressive

that we have staff who have been at RUH for so long and are still up for new challenges and for making improvements for patients - great stuff!

Closer to home - in the Executive team - I am saying hello and goodbye to different members of my team: Diane Fuller (Director of Patient Care Delivery) is moving to a new job in Bristol after over three years with us - I wish her every success in her new challenges. Catherine Phillips (Director of Finance) is due to return from maternity leave at the end of February and Peter Hollingshead who has been our interim DoF leaves us.

Finally, I have had some really positive discussions with our Strategic Health Authority about our plans to achieve Foundation Trust status. I think it all looks positive - we need to sort 4 hours though! I am often asked what is so good about being an FT - for me it is three things; the first is the most important and is about the way it allows us to link far more directly with the community through the creation of a 'membership', the second is about increased self-determination and the



third is around some financial benefits that mean it is possible to carry surpluses over between years. I really do believe it is the way to go and I am very excited by the possibility of beginning our application very soon.

All the best and thanks again for your hard work.

James Scott
Chief Executive



Still up for new challenges and for making improvements for patients - great stuff!