



# TORBAY HOSPITAL *news*

Autumn 2011

## *and Annual Review*

### Proud to care

*"I remain full of admiration for our staff, demonstrating enthusiasm and compassion every day to ensure we offer the highest quality of care."*

Chief Executive's statement, page 4

#### Inside:



#### PEAT scores

Torbay Hospital gets the thumbs-up for food, environment, privacy and dignity in latest, independent survey.

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#### Beat the bugs

Advice and information to keep you and your family healthy this winter and how you can help Torbay Hospital stay infection free.

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#### Membership News

The latest update from our Council of Governors and your opportunity to join us and help shape NHS services for the future.

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*“Our waiting times for planned operations have continued to be among the best in the South West.”*

**Peter Hildrew** Chairman



### About our Trust

South Devon Healthcare NHS Foundation Trust runs Torbay Hospital – a medium sized acute hospital which serves the South Devon area.

The Trust catchment area covers 300 square miles - from South Dartmoor to the length of coastline which stretches Dawlish, at the mouth of the River Exe, past the Teign and Dart estuaries and up to Dartmouth.

Torbay Hospital serves a resident population of approaching 300,000 people, but this increases to as many as 100,000 visitors at any one time during the summer holiday season.

South Devon Healthcare Foundation NHS Trust was established in 1991 and we remain part of the NHS and subject to the same national standards and inspections.

Our Board of Directors is accountable to local people, who are represented by elected members on our Council of Governors.

The services that we provide are funded by our local Primary Care Trusts, who receive an allocation of NHS money from the government each year and who decide on the healthcare priorities for their local population. The amount of income that we earn depends on the services we are commissioned to undertake.

**Below:** Our NHS Foundation Trust public membership is divided into three public constituencies, and elections are held within each to choose representatives to sit on the Council of Governors.



# CHAIRMAN'S STATEMENT

This is a special edition of the Torbay Hospital News, incorporating our Annual Review; an opportunity for us to look back at the achievements, successes and challenges of 2010/11. I hope this gives you an interesting and informative insight into the work of our organisation.

Thanks to its outstanding and hardworking staff, I am proud to say that Torbay Hospital has performed well over the past year, rising to the challenges posed by the difficult financial climate and the fast pace of NHS reform, while maintaining focus on providing the highest quality services for patients.

Patient safety continues to have a high profile in the Trust. We have sustained an excellent record on infection control and carried forward programmes to embed safe clinical practice. Our own surveys of patient experience, carried out on the wards and clinics by volunteer Foundation Trust members, are now providing us with more timely and sensitive information about areas that we need to work on. Waiting times for planned operations have continued to be among the best in the South West and we are now meeting the 18-week referral-to-treatment standard in all specialties – including orthopaedics.

The Trust Board is determined to work closely with staff to enable us to make savings. Flexibility has been required at all levels, with change affecting every department, and vacancy control has been strict. Overall, we have succeeded in meeting our £11.2 million savings target whilst continuing to recruit clinical staff as required. This is a Continuous Improvement Programme – the financial outlook remains extremely difficult, and service redesign to obtain the best value from our resources remains a high priority.

One of our greatest challenges is to cope with wide daily fluctuations in emergency medical admissions to the hospital. We can only do this in close co-operation with our partners in the local NHS system – the GPs, the community hospitals, and the teams who provide health and social care in people's homes – so the hospital is used effectively and appropriately and patients can be discharged with proper support when they are ready. As the NHS structure continues to evolve, we are working closely with Torbay Care Trust, NHS Devon, and the clinical commissioning groups to develop a sustainable and patient-centred healthcare community.

Our Foundation Trust Governors and the Board of Directors have worked well together during the year, achieving a closer appreciation of their respective roles. The annual survey of our members shows how much the hospital is valued by the local community, whilst also signalling the issues that most concern patients. We aspire to get it right every time, and we always seek to learn if mistakes are made or if the patient experience could be improved.

At a time when resources are so constrained, the continued support of the Torbay Hospital League of Friends is greatly appreciated. They fund developments which we could not otherwise afford. Safeguarding the hospital estate is a continuing challenge, requiring investment of at least £10 million per year, and we aim to boost our capital resources by raising loans over the coming year. The changes taking place in the NHS must not deflect us from ensuring that we retain a viable and efficient district general hospital for the future.

**Peter Hildrew** Chairman





# CHIEF EXECUTIVE'S STATEMENT



Last year the Trust published its strategy outlining the five priorities that we have established are vital if we are to achieve our ambition, which is for South Devon Healthcare NHS Foundation Trust to be the best provider of healthcare services delivering excellence in all that we do.

Reflecting on our innovation and achievements of the Trust over the last twelve months, I am very impressed at the significant progress we have made towards our aspirations of high quality healthcare.

Delivering safest care has always been a key priority of the Trust and we are continuing to build on our work which commenced in 2006 when we were just one of 20 hospitals nationwide chosen to lead the way in patient safety as part of the Safer Patients' Initiative. This work, combined with our 'no tolerance' attitude towards infection control, means that we are continuing to see a year on year reduction of hospital acquired infections, such as MRSA bacteraemia and C difficile cases.

In our endeavour to ensure no delays for patients in receiving care, Torbay continues to have some of the shortest waiting times between GP referral to hospital treatment in the country.

Over the last year we have again successfully met a range of performance targets regarding referral times, these include all cancers: two week wait from referral to first seen date and 62 day wait for first treatment; as well as four hour waits in A&E from arrival to admission or transfer. We have worked closely with our colleagues at South Western Ambulance Service NHS Foundation Trust to ensure quicker handover of patients and we are now one of the higher performing Trusts in the South West region.

The Trust continues to value the feedback provided through a variety of surveys, as this is one of the important ways in which we collect patient perceptions of our care and establish if we are offering the best patient experience. Surveys help us build a picture of where we are succeeding in providing excellent quality of care and where we can still improve. This in turn helps us to pinpoint priorities and focus additional efforts over the coming months.

The Trust is delighted that in the recently published Inpatient Survey (2010) we have seen continued improvement in areas such as patients reporting that they are involved in decisions regarding their treatment and that they feel they can talk openly about their fears. They have also said we are achieving our commitment to ensure patients are given privacy and dignity, which is wonderful news.

*"Our ambition is to be the best provider of healthcare services delivering excellence in all that we do."*

## Trust priorities

- safest care
- no delays
- best patient experience
- working together in partnership
- delivering excellent value

# Foundation Trust

## members have their say

In delivering our vision we recognise that the most significant gains are made when NHS organisations work together in partnership to ensure that care is seamless at the boundaries and that patients don't get caught up in bureaucracy. Over the next decade we expect patient demand to increase by 15%-20%— with a requirement on the Trust to do more for less. We can only achieve this in partnership with our colleagues in health and social care, including local GPs who in the near future will be much more involved in the commissioning of local health services.

The current economic climate means it has never been more important to ensure we deliver excellent value and make the best of our resources in serving patients. Once again we have not only met our financial targets but saving made over the last year will open up financial options to refurbish areas of the hospital site during the coming year.

Of course, none of these developments or initiatives described above or in this report would have been possible without our staff, who are working together to consistently improve services. I have always been open about my pride for this organisation and I remain full of admiration for our staff - the Trust's most important asset— who on a daily basis are demonstrating enthusiasm and compassion to ensure we offer the highest quality of care.

I believe this commitment, together with the eagerness of our partners to explore more ways of us working together, means we are well placed to respond to the challenges of the future.

**Paula Vasco-Knight** Chief Executive

Four years on from being authorised as an NHS Foundation Trust, we are continuing to involve thousands of local people in our forward planning and regulation. Our Foundation members give us a sounding board of some 10 per cent of the households across Torbay, Teignbridge, much of the South Hams and Plymouth's eastern areas. We stay in touch with a number of mailshots each year, which always prompt a good level of response.

We had an excellent response to our annual questionnaire, seeking views on our plans for the year ahead. Nearly, 1,800 people responded and, once again there was overwhelming support for our key priorities: safety; removing unnecessary delays, and improving patients' experience of our care. This feedback has been shared with the most senior managers in the Trust and is already being used to help develop and improve services for the future.

### What did we do really well – in order of the number of responses:

- Treatment, care and efficiency
- Everything
- Waiting times
- Staff attitude

### What should we do better – in order of the number of responses:

- Nothing / keep up the good work
- Waiting times (mainly to do with on site waiting)
- Communication
- Appointments – particularly follow-up appointments

## Become a member

To become a Foundation Trust member, so you can receive regular news from Torbay Hospital, and the opportunity to participate in elections and our annual survey, just ring **01803 655705** to register (or visit **[www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)**). This is also the number to call to request a nomination form if you are interested in standing as public representative on the Council of Governors or if you wish to communicate with your elected representative.

# FINANCIAL PERFORMANCE

**The Trust has met all of its financial targets for the year**, finishing the year with a surplus of £1.6 million and an overall financial risk rating of 4 on a scale of 1 to 5 (with a score of 5 being the best). The Trust was able to develop and improve facilities and services for patients and staff. This was all made possible through the Trust achieving efficiency savings in the year of £11.2 million.

Careful planning, flexibility and well-established financial priorities and systems enable the Trust to develop and improve facilities and services for patients and staff, and as in previous years, the organisation met the demands upon it throughout the year. This was against a backdrop of significant financial and operation pressures in the wider NHS.



*“Recent investment into the Hospital site includes the creation of a new Women’s Health Unit, including improvements to maternity services.”*

## **Funding overview**

The Trust earned £211 million of income during 2010/11, primarily from clinical activities, but also received a considerable amount of income from education and training and income generation schemes.

## **Capital developments during the last year**

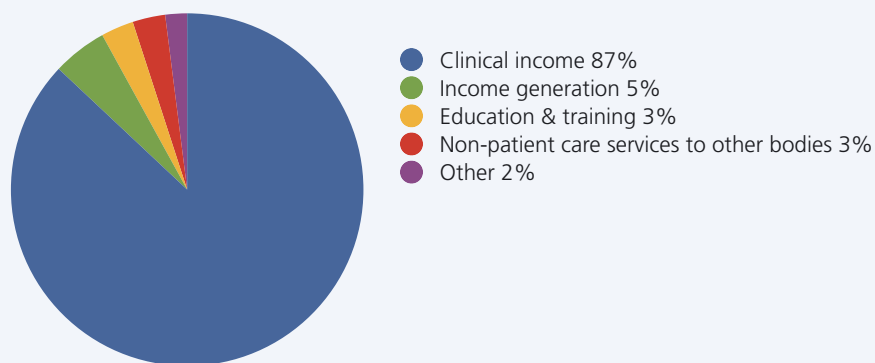
The Trust continued to invest in its facilities and equipment and carried out capital projects with in-year costs of £8.1 million.

## **Resources management**

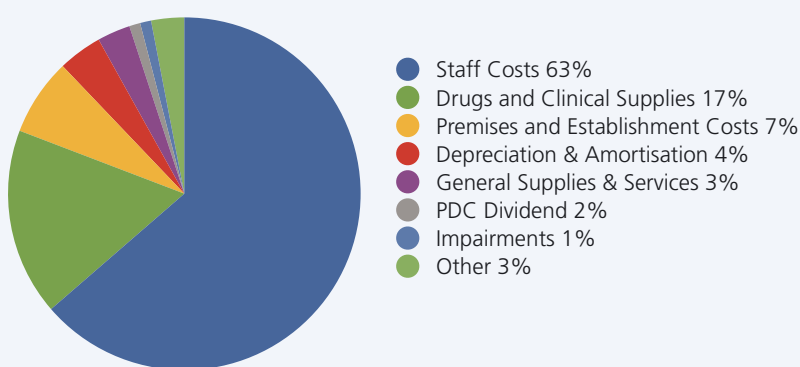
Being licensed as an NHS Foundation Trust means that the Trust, as well as being more accountable to its local public and patients, has greater financial freedoms. NHS Foundation Trusts are free to retain any surpluses they generate and to borrow in order to support investment.

A fundamental principle of operation for the healthcare organisations within the South Devon health economy is that resources will be managed on a community-wide basis. Chief executives, clinical leaders and finance directors have met on a monthly basis at the Transforming Patient Care Group to review progress against the key targets across the whole of the health system.

## Total Income 2010/11 £211.2m



## Operating Expenditure £209.7m



*“Good financial performance is not just about balancing the books; it’s about ensuring every penny and pound we spend contributes to providing the best possible care for our patients.”*

### Paul Cooper

Director of Finance, Performance and Information

## Our Budget for 2011/12

The budget position for the Trust in 2011/12 is extremely challenging, with limited growth and inflation funding along with a demanding efficiency and productivity improvement target of £8.8 million and cost reductions of £4.5m relating to Quality Innovation Productivity and Prevention activity reduction schemes. Delivering activity, costs and efficiencies within planned levels will allow the Trust to achieve a surplus of £2.1 million.

Achieving a surplus of this level is necessary in order to invest in service developments to achieve waiting time targets as well as for further capital investment in upgrading the hospital site. Good relationships and partnership working with other organisations, together with the opportunity to explore new business and commercial opportunities, will be key to the Trust in the coming year, as will its performance against existing and new national targets.

## Future spending plans

The Trust has developed a long-term financial strategy which presently includes financial projections up to and including 2013/14. This timeframe covers the period when the Trust continues the refurbishment of the hospital site. This will be achieved through building cash surpluses and exercising the right to borrow funds in order to provide updated hospital buildings and equipment. In 2011/12 and each of the following two years the Trust is planning to start spending its retained surplus and to exercise its borrowing powers to continue to achieve this goal.

The ability to spend capital funding to improve buildings, equipment and infrastructure beyond 2011/12 will be dependent upon the affordability of the loan repayments and revenue cost of the capital.

The expected value of capital investments in 2011/12 is £21 million.

# HIGHLIGHTS OF THE YEAR

2014

## **£1.6m Refurbishment to the Endoscopy Unit**

The endoscopy unit at Torbay Hospital was officially reopened in December following a £1.6m refurbishment.

The unit which sees around 6,500 patients each year has seen vast improvements to the reception, waiting areas, patient and consultation rooms, as well as the creation of single sex recovery areas. The space has been redesigned using former office space and developed to improve the overall patient experience, with a particular focus on improving privacy and dignity. The refurbishment also includes a brand new decontamination suite for scope cleaning.

The endoscopy unit at Torbay Hospital is one of just 10 centres nationally that provide endoscopic skills training and was one of the first places in England to start the bowel cancer screening programme in 2006. Following the recent improvements the unit continues to be seen as a centre of excellence - two recent external quality assessments, rated the endoscopy service and bowel cancer screening service as excellent

The significant investment will enable the Trust to continue to lead the way forward in endoscopy services, innovation, training and screening.

## **Torbay Hospital celebrates 1000th volunteer to join diabetes trial**

In the autumn, Torbay Hospital successfully enrolled the 1000th volunteer to take part in a clinical research study which aims to find out more about diabetes and why some people develop the condition.

The Diabetes Research department at the hospital began recruitment to the Diabetes Alliance for Research in England

(DARE) study just three years ago. The ambitious project seeks to create a database of diabetic persons and matched controls for future studies.

The DARE trial is only one of hundreds of clinical trials which are currently being undertaken at Torbay Hospital. The outcomes of this research often having an impact on the way healthcare and treatment is offered, not just nationally, but internationally.

## **Torbay Hospital scores highly in survey of cancer services**

Patients rated South Devon Healthcare NHS Foundation Trust's cancer services as average or good in 55 out of 59 areas relating to their experience, according to the survey published in March by Quality Health, on behalf of the Department of Health.

The results of the 2010 National Cancer Patient Experience Survey also show that the Trust is in the top 20% in the country for 14 areas which included patients:

- having confidence and trust in all ward nurses
- feeling they were treated with respect and dignity by staff
- always given enough privacy when discussing condition or treatment
- saying staff did everything to help control pain all of the time
- feeling that hospital and community staff always worked well together

The outcomes of the survey have also been shared and discussed with the Trust's Cancer Users Forum. The Forum enables patients and staff to work together to improve, influence and support service development for the benefit of all patients with cancer and their carers in the Torbay and South Devon area.

*"The endoscopy unit at Torbay Hospital... was one of the first places in England to start the bowel cancer screening programme in 2006."*





### **Torbay Hospital continues to offer 'Good' quality hospital environment for patients**

Torbay Hospital continues to provide a clean and well maintained hospital environment for its patients, according to recently published results.

Following the annual Patient Environment Action Team (PEAT) assessment earlier in the year, the report by the NHS Information Centre has confirmed that for the second year Torbay Hospital has scored 'Good' ratings across the three categories: food, environment and privacy and dignity.

A team of assessors, including patient and governor representatives, carried out inspections at the hospital, looking at standards across a range of services including food, cleanliness, infection control and patient environment (including bathroom areas, décor,

lighting, floor and patient areas). They also spoke to patients on the wards.

Liz Childs, Director of Nursing, said: *"The PEAT results confirm that we consistently provide a good quality hospital environment, food and levels of privacy and dignity for our patients. I would like to congratulate our staff as this is a tribute to their hard work and commitment to these important aspects of patient care."*

*"Providing single sex accommodation, in a clean and safe environment, is integral to a positive patient experience and the Trust has taken a proactive approach to eliminating mixed sex accommodation throughout the hospital, as well as continuing to improve the settings in which our patients are treated."*

For more information about PEAT and to see the scores of individual trusts, visit [www.ic.nhs.uk/pubs/peatresults2011](http://www.ic.nhs.uk/pubs/peatresults2011)

*"The PEAT results confirm that we consistently provide a good quality hospital environment, food and levels of privacy and dignity for our patients."*

# HIGHLIGHTS OF THE YEAR



*“Torbay Hospital encourages good hand hygiene among staff, patients and visitors as part of its commitment to keep infections at bay”*

## **Patients continue to score Torbay Hospital highly**

Each year, results are published from a national survey of a sample of patients who have had a hospital stay. The latest, published by the Care Quality Commission in March, are based on a survey of patients who stayed in hospital for at least one night in 2010.

Torbay Hospital scored significantly above the national average in many areas – including the section ‘Your care and treatment’ - scoring in the top 20% of eight out of nine of the questions asked.

The hospital also performed especially well on:

- Short waiting times from referral to treatment
- Not sharing a sleeping area with patients of the opposite sex
- Confidence and trust in our doctors and nurses
- Quality and choice of food
- Patients being involved in decisions about discharge from hospital

## **Excellent record on infection control and hygiene**

This year the hospital has again maintained its excellent record on infection control and hygiene – we were almost free of hospital-acquired infections. Over the last 12 months, the total number of MRSA infections is thought to have been hospital-acquired was just one.

## **Hospital to offer high tech breast screening service thanks to £750,000 donation**

Thousands of women living across South Devon are to benefit from a brand new digital breast screening system, thanks to a huge three quarter of a million pound donation from Torbay Hospital's League of Friends.

Work which began in Spring 2011 means that Torbay Hospital will be able to move from its current film based screening service to much more sophisticated and proficient digital imaging. The investment will include a new static mammographic unit, which will be based at on the hospital site, as well a new mobile unit that will travel across the south of Devon, annually offering breast screening to approximately 14,000 women. The new digital breast screening system will be available later this year.

To see a full copy of the Trust's Annual Report and Accounts 2010/11 please visit our website at [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk) or request a copy by writing to the Foundation Trust Office, Hengrave house, Torbay Hospital, Torquay, TQ2 7AA.





## Accessing the right care for you

**Choosing the right NHS service to help you and your family during the winter months means you will get the most appropriate care and the Hospital will be able to help those most in need.**

Paul Mears, Torbay Hospital's Chief Operating Officer, said:

*"Torbay Hospital, and in particular our Accident and Emergency unit, provides a vital service to the community and it is important that it has the capacity to deal with those most in need."*

*"I would encourage people to familiarise themselves with the range of local healthcare support available so they can make the best decision to get themselves or member of the family treated as quickly and appropriately as possible"*

The first step is to carefully consider how vital it is to see a doctor or whether you can self-medicate at home, perhaps with telephone or online support.

The phone and internet service NHS Direct is available 24-hours a day, 365 days a year, and is staffed by fully-qualified nurses. They will discuss your symptoms and provide advice as to how to best deal with them, either with over the counter medicines or with support from a GP or other health expert.

Across Torbay and Southern Devon there are also 10 minor injury units within community hospitals, all of which provide expert treatment for a range of injuries and ailments. Local pharmacies (chemists) can also provide you with advice as well as help you choose the right medication for your needs. Visit **[www.torbaycaretrust.nhs.uk](http://www.torbaycaretrust.nhs.uk)** to find out more.

You should only call 999 or come into the Accident and Emergency department if you have a serious injury or life-threatening problem.

**NHS Direct: 0845 46 47**  
or visit **[www.nhsdirect.nhs.uk](http://www.nhsdirect.nhs.uk)**

## How to protect yourself and your family this winter

### 1. Don't let flu get the better of you!

Flu vaccination is offered every autumn to those who are most vulnerable from some of the more serious side effects of flu, which include pneumonia or bronchitis and can ultimately result in a hospital stay or even be fatal. So get along to your GP surgery and get yourself protected.

Doctors recommend the flu vaccination for anybody who:

- is pregnant
- is over 65
- or has a serious medical condition (including a heart condition, chronic asthma, liver or kidney disease, a history of stroke or diabetes).

If you are at all unsure as to whether you, or those you care for, are eligible for vaccination contact your GP practice and they will be happy to advise you.

### 2. Say no to Norovirus

Norovirus also known as the winter vomiting bug raises its head every winter and although it is a bug that circulates in the community it can prove problematic for hospitals due to the high number of people that come through our doors each winter.

There are a number of things that you as a patient and visitor can do to help prevent the spread of Norovirus:

1. If you are feeling unwell, or actually have diarrhoea or vomiting, please do not come into the hospital either as a patient or visitor for at least 48 hours after the last symptoms have disappeared. If you have an appointment or surgery with us then please ring the hospital and let them know that you have been unwell.
2. If you become unwell whilst you are visiting then please tell a member of staff.
3. Help reduce the spread of infection in your home and work place through good hand washing, using soap and warm water rather than special hand-gels, particularly after using the toilet and before eating and drinking anything. This is particularly important if others in the house are unwell.





## Patient Access Centre celebrates 1st birthday

**As the Patient Access Centre marks its first year, David Crompton, the Centre's Manager, explains how patients at Torbay Hospital are now being offered a much more efficient and effective appointment service.**

*"Up until last year the Trust had no consistent way of handling outpatient bookings. Appointments were being made by numerous staff across the hospital site via over 70 different telephone numbers! Some of these belonged to individual secretaries which meant if they were on sick leave or on holiday then those phones could be unstaffed for quite long periods. For people ringing in to make or change their appointments it could be all very confusing and time consuming. The quality of customer care was inconsistent, and not what we wanted for our patients.*

*"The Patient Access Centre has been totally designed to improve the patient experience. We have brought staff together under one roof and now have a standard process to handle bookings telephone numbers. All our telephonists receive the training, skills and the support they require to provide an effective and efficient patient access service, and this is all supported by sophisticated computer systems. For example, on answering a call our telephonists will know how long someone has been waiting and for which type of appointment they are ringing about.*

*"We know that last year patients ringing into the hospital regarding their appointments were sometimes having to wait anything up to an hour and, in some circumstances were getting engaged tones or having to leave messages and wait to be called back. Calls now coming into the Access Centre are now answered on average in 28 seconds. On top of that, we set a target of answering 90% of all calls but we actually answer 95%."*



// CALLS NOW COMING INTO THE ACCESS CENTRE ARE NOW ANSWERED ON AVERAGE IN 28 SECONDS. ON TOP OF THAT, WE SET A TARGET OF ANSWERING 90% OF ALL CALLS BUT WE ACTUALLY ANSWER 95%. //

## Better communication with patients

As part of its work to continually improve the way it communicates with patients, the Trust has now outsourced the mailing of outpatients' letters.

Today, rather than being sent by individual departments letters are now printed, packaged and posted from a specialist external company; this is not only more efficient but also means the Trust can more effectively tailor letters to suit the patient. For example, patients with visual impairments now receive all their outpatient appointment letters in large fonts and using appropriate colours, and special easy-read formats are used for patients with a learning disability.

More than 150,000 letters have been sent using this new system

During 2010/11 we also updated outpatient information leaflets to ensure their consistency and accessibility.

Over the coming year we will continue to build on this work and have already started developing new maps and directions to include in patient letters to make it even easier for them and their families when they attend the Hospital. This project has been informed by our patient survey feedback, in which identified which areas of the hospital they found difficult to locate.

Patients and visitors will also benefit from our plans this year to spend £80,000 on improving signage both externally and within Hospital buildings.

**“Over the coming year we will continue to build on this work and have already started developing new maps and directions to include in patient letters to make it even easier for them and their families when they attend the Hospital.”**



**Staff at Torbay Hospital** have received a national award for bringing a 'leaner' approach to their work, which has resulted in healthcare efficiency and cost savings, while maintaining the highest levels of patient care.

The Estates and Facilities Management (EFM) department were category winners at the inaugural HSJ Efficiency Awards which were recently held at a prestigious ceremony in London. The EFM department won the Efficiency in Estates Management category in recognition for the innovative and creative way it has implemented changes which have resulted in removing waste, driving change, achieving efficiencies and improving effectiveness.

The work of a second team from the Hospital was recognised at the HSJ Efficiency Awards. The Hip Fracture team were shortlisted in the Efficiency in Acute Service Redesign category for the work undertaken to improve the quality and care of people requiring treatment of a broken neck of femur.

Paula Vasco-Knight, Chief Executive of South Devon Healthcare NHS Foundation Trust, said: *“To be shortlisted for a national award is a success in itself - my congratulations go to members of both teams. They have demonstrated a commitment to achieving efficiency which has had real impact on the quality of services we offer our patients. Every one of them should be very proud of what they accomplished.”*

South Devon Healthcare NHS Foundation Trust has been shortlisted in the Acute Organisation of the Year category of the annual Health Service Journal awards - the only organisation in the south west to be shortlisted in the category. The winners of those awards will be announced in November.



## Quality Accounts

The Quality Accounts are an annual report of how the Trust has performed in 2010/11 against a number of locally agreed quality improvement priorities and what our key priorities are in 2011/12.

At South Devon we believe that quality is central to how we work and this year our priorities include: improving the way wards work (*read more in our Productive Ward article to the right*), embedding enhanced recovery across the hospital and improving our patients' experience with a focus on older people.

The Quality Accounts is available through our website [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk) or via NHS Choices.

## Staff Awards 2011



Do you know of a person or a team who's making a real difference to people's lives? Someone who is hard working, committed and

always prepared to go the extra mile? Then now is your chance to put them forward for recognition in this year's staff awards.

Whether you're a patient, client, service user, staff member or carer; you can nominate an individual or team for our annual Blue Shield Award.

For a nomination form then visit our website at [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk) or e-mail [ameliahall@nhs.net](mailto:ameliahall@nhs.net) or call **01803 656608**.

The deadline for nominations is 30th December 2011.



## Productive Ward

The Productive Ward/Releasing Time to Care Project focuses on improving ward processes and the ward environment to help doctors, nurses and therapists to spend more time on patient care thereby improving patient safety and efficiency.

The national initiative keeps the patient at the heart of the redesign work with the improvements being led by frontline ward staff (nurses, ward managers, domestics, ward clerks, matrons). The clinical team is empowered to test new ways of working and implement change which will benefit our patients.

Currently, the main areas of work include reviewing the nursing shift handover process, ward drug rounds (preparing and administering medication) and protected meal times. The learning gained and improvements made by one clinical team is shared with other wards, so they too can also start to make the changes quickly.

So far, by simply changing the way nursing shift handovers are run, over 30 minutes per nurse per day has been released back to patient care. Also, one ward is currently testing the concept of a 'breakfast bar' to encourage patients to become more mobile and independent after having surgery.

The project is rolling out across the hospital's wards and by the end of the year the aim will be that at least 12 of the wards will have been part of the project. Currently the project is on plan and the feedback from both the staff and patients is positive.

**Top:** Use of the latest technology helps ward staff monitor and update patient details in 'real time'

**Right:** Better planning for ward rounds helps staff spend more time on patient care





## Could you be a voice for your community?

Being a governor of South Devon Healthcare NHS Foundation Trust can be very rewarding, as it is a way of representing your community, learning new skills, making new friends and helping to maintain Torbay Hospital's excellent reputation. If you have an interest in, and commitment to, the public's understanding and awareness of acute health services, and want a challenging role that can make a difference, then becoming a governor may be for you.

We shall have:

- two seats available in the Teignbridge Constituency
- two seats in the Torbay Constituency

where the current governors are coming to the end of their elected terms.

We are also seeking staff to take on the role of staff governors to ensure that the voice of the workforce is heard on important strategic matters.

We shall have:

- four staff seats (two clinical and two non-clinical)

Elections will take place from the **24th October 2011 to 8th December 2011** - please contact our Foundation Trust Office to find out more.



Council of Governors

## Non-executive post vacancies

In addition, we will soon be advertising for two non-executive seats on the Trust's Board of Directors. The current post-holders will not be re-applying for another term of office due to the number of successful years served at the Trust. Please contact the Foundation Trust office for further details.

Our website is at [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)

## Update from Anne Harvey, Lead Governor



Each year we invite our foundation trust members to comment on services provided by the Trust via the enclosed annual membership survey. This year it takes a slightly different form, as we are asking you about future service provision as well as giving you the opportunity to review services you have received this year. However, you'll be pleased to know the survey will not take any longer to complete than previous ones and we, as your elected representatives, will be looking at all your responses as we always do. It is a very good way to get a 'sounding board' from the local community, and we really appreciate the time and trouble you take to let us know what you think.

Over the past few months governors have been exploring ways of involving more of our community in the Trust's work. We are delighted that a junior forum is being set up. Senior students from one of our local schools will have a programme of visits to the hospital throughout the year and some of them will attend the Council of Governors as observers. Similarly we are inviting members of disadvantaged and ethnic minority communities to become observers; all observers will be sent meeting papers and will be encouraged to ask questions, but will not be able to vote. Engaging more of our community with the work of the Trust may bring us more members, perhaps even more governors, but it will certainly improve communication between the Trust and the people it serves.

If you are interested in standing as a governor then we would be pleased to hear from you – please contact the Foundation Trust office.

**Anne Harvey**

**Share our news!** Once you have finished reading Torbay Hospital News please pass on to a friend or relative.

## Dates for your diary

### Medicine for Members

**23rd November 2011** - TREC Lecture Theatre, next to the Horizon Centre, Torbay Hospital - 5.30pm to 7.00pm

### Council of Governors Public Meeting

**14th December 2011** - Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital - 3.00pm to 5.00pm

Please inform the Foundation Trust Office if you intend to be present at any of the above meetings or fill in the reply slip for the Medicine for Members event. There is no need to send us your apologies.

## Our next Medicine for Members event

**Why not come along** to find out what the Trust is doing to help patients who suffer coronary artery blockages/heart attacks and need treatment in our cardiology catheter laboratory (i.e. x-ray guided theatre) for angiography (diagnostic x-ray) or angioplasty (stent insertion into arteries). *Dr Guy Gribbin* (Consultant Cardiologist) will be giving a free talk about coronary care at 5.30pm on 23rd November 2011 in the TREC lecture theatre, next to the Horizon Centre, Torbay Hospital. Refreshments will be served from 5.00pm. *If you would like to book a place to attend please complete and return the reply slip below.*

## Have your say

As an NHS Foundation Trust, we place great value on the opinions, ideas and experiences of local people.

Having read this special Annual Review edition of the newsletter, we would very much welcome feedback from our Foundation Trust Members\* as to how we can continue developing and improving the care we provide for you, your family, and your community.

Inside this newsletter you will find your Membership Survey which will enable you to record your thoughts. This information will be collated, reviewed by our Council of Governors, and will ultimately help influence the Trust's operational plans for the coming year.

Please return your completed survey as soon as possible using the enclosed envelope. We regret that surveys received after 9th December cannot be processed.

\* If you are not a Foundation Trust member but would like to be please contact us at the address below.

### Contacting us

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Our website is at: [www.sdhct.nhs.uk](http://www.sdhct.nhs.uk)

## Medicine for Members

**I would like to attend the Medicine for Members session on 23rd November 2011.**

I live in: (please tick as appropriate)

- ☐ South Hams and Plymouth (eastern area)  
☐ Teignbridge  
☐ Torbay

Freepost address:

**Foundation Office, Torbay Hospital,  
FREEPOST NAT 14057 Torquay TQ2 7ZX**

Name:

Address:

Postcode:

Telephone number/e-mail address (so we can contact you with any last minute information)