



# TORBAY HOSPITAL *news*

Spring 2014

## Joined up health and care

Torbay and South Devon  
is one of only 14 sites  
nationally to become a  
pioneer site for integration

See pages 2 & 3



### Inside:

#### Francis Report – one year on

Find out what the trust is doing to ensure lessons have been learned and to protect patients in the future.

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#### Access to seven-day services

Seen as an essential part of the Pioneer programme, a further pilot has taken place to help reduce the variation in care at weekends.

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#### Membership news

The latest update from our Council of Governors plus your opportunity to influence NHS services in Torbay and Southern Devon.

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## ACTING CHAIR'S MESSAGE



Welcome to the spring issue of Torbay Hospital News.

We had a challenging start to the year with a damaging whistleblowing employment tribunal. As you know, this resulted in the resignation of our Chair, Peter

Hildrew, and investigations into concerns relating to our Chief Executive and Director of Workforce and Organisational Development. We were all taken aback by the events that played out in the employment court and the board is keen to learn any lessons that might help avert similar events in future. The outcome of our investigations, lessons learned and any actions we take as a result will all be publicly reported.

My priorities are:

- patients first and always
- restoring our excellent reputation
- rebuilding staff trust and confidence in our leadership
- moving forward with the integrated care organisation, which continues to have the support of our whole health community.

I am also delighted to announce the appointment of Sir Richard Ibbotson as our new Chair from 1 June. Sir Richard is a Deputy Lord Lieutenant of Devon and a recently retired Admiral with a distinguished career in the Royal Navy.

As I prepare to hand the baton over, I am meeting with staff, individually and in groups, to learn about their successes, challenges and concerns. I have been impressed by their dedication and professionalism and I am heartened that our patients are receiving the excellent care they should expect of us.

You can read about some of our other news and developments in the pages of this magazine.

**David Allen**  
Acting Chair

# Pioneers of health and care fit for the future



**Dr Sam Barrell, a local GP in Brixham and Chief Clinical Officer at South Devon and Torbay Clinical Commissioning Group (CCG), talks to Torbay Hospital News about a pioneering programme for improving your local health and care system over the next five years. This programme is known as JoinedUp.**

### What is the JoinedUp programme?

The integration pioneer programme is a national project to create sites around the country that can experiment with bold new ways of joined up working between different organisations to ensure excellent health and care that puts people first.

In November 2013 our area won its bid to become one of the 14 sites nationally to do this. We were successfully shortlisted from 100 sites, with other pioneer sites including Cornwall and the Isles of Scilly, Leeds and North West London.

Our bid was a joint approach and as a pioneer site we (the commissioners with most of the healthcare budget for services) will be working with GPs, Torbay Hospital, Torbay and Southern Devon Health and Care NHS Trust, Torbay Council, and Devon Partnership NHS Trust (which runs mental health services in the area) to achieve our ambitious plans to join up the whole system. Our JoinedUp work to create more integrated health and care services also has the support of Devon County Council and Rowcroft Hospice, and we will work alongside our community and voluntary organisations, as equal partners, to make sure we are getting things right.





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# "Our vision follows a person's life course and aims to help people start well, live well and age well."

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## **What does JoinedUp aim to achieve?**

We have a one year plan and a five year plan which set out our goals and aims for creating better care.

Our vision follows a person's life course and aims to help people start well, live well and age well. It focuses on prevention of ill health and poor wellbeing, early support, and providing people with the tools to help themselves. We also know that people want to have a choice in how and where they die.

In year one we aim to have community hubs up and running in two of our five locality areas in South Devon. By creating community hubs we hope to give people a single point of access for health, care and voluntary services, where services and support can be arranged around the individual needs a person may have. The community hubs won't necessarily be a physical place but a single point of access where people can be signposted to appropriate support and can be helped to navigate through the system.

One particular aim of the hubs would be to reduce health inequalities by helping people to better manage long-term conditions such as diabetes and by improving access to mental health services. We also want to ensure that there is a strong focus on dementia and transition services for children going into adulthood.

We have been working with the local community to get their views on community services, and these will help us shape these hubs. We will be incorporating this feedback into our vision. Our five CCG localities will also be shaping the hubs for their communities, so they are likely to be different, according to what is needed in each area.

In year one we are also planning to join up the IT systems in a better way to prevent delays, stop people falling through the gaps, and enable smoother, more seamless care.

Another area which we want to focus upon, that we know will take longer to achieve, is seven day services across the health and care system so that you can see the people that you need to see, when you need to see them and without any unnecessary delays.

## **What does this mean for Torbay Hospital?**

This means that Torbay Hospital will be working even more closely with community health and care services including the council and voluntary sector. All of the services will be using the technology that is available to them to change the way care is delivered, ensuring a better customer experience and more 'patient-focused' care.

JoinedUp will give staff groups from every organisation greater flexibility to work beyond their boundaries and create the best possible patient experiences, free from organisational barriers.

## **What significant improvements will be made to the health service as a result and what benefits will patients see?**

At the end of year five we would expect to see more consistency in the health and care system, and to reduce health inequalities, seeing fewer people living with ill health for so long, either because their condition is managed better or because they are taking better care of their health and wellbeing. By reviewing care pathways we would want to see a better approach to managing patient care, which is more fluid and sees fewer patients feeling that they are being bounced around the system, creating a better overall customer experience. And critically, we would expect people using services to be much more in control of their own care.

## **Integrated Care Organisation**

A key part of achieving the outcomes of the pioneer status will be the integration of Torbay Hospital with community health and social care services, which are run by Torbay and Southern Devon Health and Care NHS Trust. The two organisations are currently going through a rigorous process to create one Integrated Care Organisation (ICO), with the aim of forming as one in spring 2015.



## Junior doctors rate Torbay as the best of the best

For the second time in three years the South West Peninsula Foundation School was ranked as first in the UK for overall satisfaction for foundation training doctors, with Torbay Hospital being the highest ranked trust within the Peninsula.

Approximately ninety six per cent of trainee doctors across the country completed the General Medical Council's National Training Survey, the results of which formed part of an annual contract review by the South West Peninsula Postgraduate Medical Education Team from Health Education South West.

## WOW Awards Celebrating outstanding service

Across South Devon Healthcare NHS Foundation Trust (Torbay Hospital) and Torbay and Southern Devon Health and Care Trust our staff aim to deliver a first class service to our customers. We also aim to demonstrate our commitment to quality care through our corporate values and beliefs, looking after our clients/patients, our colleagues and ourselves.

The WOW Awards are a way of recognising either an individual or a team that you believe has gone above and beyond what would be expected of them and have provided an excellent service.

You can nominate online or pick up a nomination form at any of the hospitals' main receptions, waiting rooms and site entrances.

Nominations are reviewed monthly and assessed externally by the WOW awards team and signed certificates are hand-delivered to the winners in their workplace by one of the trust directors



Physiotherapy Clinical Manager of Outpatient Services at Torbay Hospital, Frances Hunt, was recognised for improving patient care and for outstanding leadership work at the prestigious Chartered Society of Physiotherapy's (CSP) annual awards in London in November.

At the awards ceremony, Frances was announced winner of the leadership award and runner up in the overall award; physio of the year.

Frances has been responsible for numerous successful initiatives within the trust, including the introduction of a seven day inpatient service, which has brought accelerated rehabilitation and recovery for inpatients, and the implementation of patient self-referral (01803 655354) and 72 hour access, which has cut waiting times and saved money for the trust.

Head of Physiotherapy, Vicki Sheen, said: "Patients requiring physiotherapy in Torbay have greatly benefited from Frances's enthusiasm, innovation, skills and passion both in developing the range of physiotherapy services and in improving patients' ability to access them. Frances shows us what can be achieved through excellent leadership and a flexible and responsive approach to new ideas."

## Friends & Family Test update

Since April 2013, patients across England have been asked how likely they are to recommend NHS services to friends and family should they need similar care and treatment.

Whilst the feedback we have had to date from the completed questionnaires has been really positive and has resulted in the trust being rated as an excellent performer, we would really like to increase the number of responses we receive in order to get a more balanced and representative view. The Department of Health expects a response from at least 15% of patients and our overall response rate for 2013/2014 is just 11%.

### We need your help

If you receive hospital care and are given a Friends & Family questionnaire, please take the time to complete it. The more people who respond, the more information we receive to help us continue improving hospital services and your experience.





Jane Viner, Director of Professional Practice, Nursing and People's Experience talks about what the trust is doing to learn from the Francis Inquiry

# Francis Report: one year on

**It is over a year now since the second Francis report into failings at Mid Staffordshire Hospital. In that time, we have been working hard across the NHS to learn lessons from the Francis Inquiry and put measures in place to protect patients in future. Other key publications in 2013, including the Keogh, Berwick and Kennedy reports, highlight the critical importance of fostering a caring, compassionate and open culture in providing safe, high quality care.**

Here in Torbay we have reviewed all 290 recommendations in the Francis Report, checking them against what we already have in place and identifying where we can make further improvements. Many of our nurses and doctors chose their careers because they are deeply compassionate people who want to help others. But modern hospital wards are so busy that often staff find they don't have the time they need to really care with compassion. So our response to the Francis, Keogh and Berwick Reports concentrates on enabling 'a culture of compassionate care'. Some of our actions include:

- Developing a 'cultural barometer' – a quick survey tool for staff to test what the working environment and culture is like for their own ward or area.
- Building our quality strategy around the 6 'C's: care, compassion, competence, communication, courage and commitment.
- Funding a nurse PhD to study compassion and how it is used in practice.
- Developing 'first impressions' training for staff - we want to make sure staff make the right first impression every time.
- Supporting the Schwartz Center Rounds which offer healthcare providers a regularly scheduled time during their work lives to openly and honestly discuss social and emotional issues that arise in caring for patients. In contrast to traditional medical rounds, the focus is on the human dimension of medicine.
- Encouraging and supporting an open culture where staff are helped to highlight care issues so these can be addressed promptly.
- Developing a monthly report for the board on a wide range of patient safety issues (including hospital acquired infections, falls, pressure ulcers, and hand washing compliance).
- A review of ward staffing so each ward has the right level and grade of staff to deliver compassionate care. Specialist areas are also being reviewed.

We already use patient feedback to help us in our quest for continuous improvement, in the form of survey responses, friends and family test results, compliments and complaints. We'll also be involving governors in our observations of care that take place regularly across the hospital. If you have any feedback that could help us, please contact our patient advice and liaison service on 01803 655838 or [pals.sdhc@nhs.net](mailto:pals.sdhc@nhs.net).

**"...enabling a culture of compassionate care"**

## Dermatology gets a new Day Treatment Unit

A new dermatology day treatment unit was launched at Torbay Hospital's Annexe site in December 2013 and is the first phase of a long-term conditions hub which will eventually house the whole of dermatology. There are two main areas within dermatology; skin cancer and inflammatory skin disease.

The new dermatology unit aims to provide the full range of topical and light treatments, in a safe environment and using state of the art equipment. Patients and staff alike were thrilled to be present at the official opening day, described by Dr Rosie Davis, Consultant Dermatologist as "a very exciting day for Torbay Dermatology"!

Patient, Katy Clarke, who has had severe psoriasis for 42 years, and associated psoriatic arthritis and enthesitis for 28 years, was absolutely delighted with the new unit. She said: "On behalf of countless other patients, I would like to say 'thank you' to all of you who had the insight, drive, passion and fire to help us get to this magnificent day. This unit will help those who have struggled, to have a better quality of life".

## Pen Inn patrons raise £1,200 for John Parkes Unit

Customers at Pen Inn public house in Newton Abbot raised a massive £1,200.73 last year in aid of the John Parkes Unit. Owners Kate and Terry Wheatley and manager Carol Jemfrey said the amount raised was down to a real team effort with customers joining in quizzes, bonus ball and barbecues and suppliers donating food for the fundraising events.

Consultant Paediatrician Jonathan Gallichan said: "Through the hard work of the Pen Inn staff, and the kindness of their customers and suppliers, we are able to improve the service we provide to the disadvantaged children that the John Parkes Unit cares for. Thank you all."



## Access to seven-day services

Torbay Hospital has been moving towards comprehensive seven-day working that will increase services at weekends. Last spring it ran a three-week test of this scheme, which proved hugely successful.

The trial reduced the time patients stayed in a hospital bed, reduced unhelpful variations in discharge patterns and reduced delays to patients so that they were able to get home sooner. The hospital reported "an atmosphere of calm", with more beds available on Mondays for new patients.

A further 20-week pilot began in November 2013 which included the introduction of a new multi-disciplinary, consultant-led ward round on the gastroenterology, respiratory and care of the elderly wards with the aim of running as close to a normal weekday ward round as possible.

The pilot involves all acute medical specialties, meaning that gastroenterology and other consultants are available on a rota, which covers a clinical session every Sunday and is supplemented by additional staff support such as discharge coordinators and ward clerks.

Health and care leaders in South Devon and Torbay, which was one of only 14 NHS communities recently made

integrated care Pioneers by the Department of Health (see cover story), believe that access to seven-day services across the health and care community will improve people's treatment and wellbeing.

It is seen as an essential part of the Pioneer programme, ensuring that people receive the best possible care on a Sunday, just as they would on a Monday.

Cathy Gardner, Head of Operations at Torbay Hospital, said: "The aim is to reduce the variation in care at weekends by replicating weekday input on a Sunday."

Dr Sam Barrell, Chief Clinical Officer at the South Devon and Torbay Clinical Commissioning Group, said: "Seven-day services will underpin many of our service plans. That's why we in South Devon and Torbay are committed to providing care services to people who need it; in the way they need it and when they need it, over the course of a full week."



## Hiblio LIVE: It's coming!



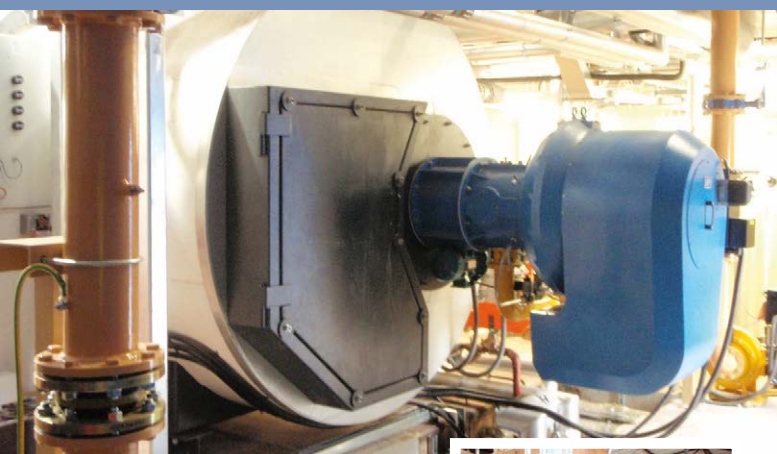
Hiblio is a brand new, free TV service from the 'techie geeks' at South Devon Healthcare NHS Foundation Trust. The service offers viewers credible and easy to access information about health, care and wellbeing.

Hiblio is also planning to broadcast live health television from its basement studio within the trust's Horizon Centre building. Clinical professionals, patients, carers and others will appear on the studio sofas to share their knowledge, expertise and experience with viewers in real-time via the web.

A wide range of health discussions will be scheduled to help people learn more about keeping healthy and managing long-term conditions such as rheumatoid arthritis and diabetes. A 'Rewind' service will accompany live TV so that viewers can catch up on anything they've missed.

To keep up to date with Hiblio's growing video library, launch plans for live TV and daily health tips follow us on Twitter @hiblio or website [www.hiblio.tv](http://www.hiblio.tv). To suggest topics for future health conversations email us at [live@hiblio.tv](mailto:live@hiblio.tv).

## New steam boiler



As an integrated part of the trust's commitment towards reducing its carbon emissions and maintaining its position in caring for the environment, new and more efficient boilers were installed in March 2014 to replace the old ones which had been on site for over 40 years.



**Above:** 40 year old boilers recently removed **Top:** Newly installed boilers - March 2014

## Update from Anne Harvey, Lead Governor



I write this article having just been one of the judges for the annual Blue Shield awards that are given to outstanding individuals and teams within our trust. I am amazed by the wonderful citations that are made for each nominee and by reading how people are prepared to go that extra mile to ensure the quality of service, whether clinical or non-clinical, that makes for the good patient experience this trust is justly proud of. Trust staff always put patients first and you can be confident that this will not be changing.

However, it is certainly a time for change in the organisation. This year there will be a new chairman and at least one new non-executive director. Above all, there will be a new integrated care organisation (ICO) to provide you with better, safer and more seamless health care, whether inside or outside the acute hospital. There is still a great deal of hard work to be done before the new organisation gets ratified by the Secretary of State but everybody feels committed to achieving a successful outcome.

This includes the governors who have, amongst other things, been getting trained up to understand the intricacies of trust finance through a series of targeted sessions. We are most grateful to our board for arranging this and for the other training we are still receiving. It will ensure we can make an informed decision when we are asked to formally support the formation of the ICO later this year. I shall step down as lead governor at the end of April after four years in the role, though I shall remain as a governor for another two. It has been a real privilege to lead the Council of Governors. Governors give their time and considerable expertise freely to assist in the governance of our trust and always seem willing to volunteer to do more. My thanks to them all for their support and for all their hard work.

**Anne Harvey**

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

## Dates for your diary

### Medicine for Members

**Tuesday 24 June 2014** - TREC Lecture Theatre, next to the Horizon Centre, Torbay Hospital - 5.30pm to 7.00pm

### Council of Governors Public Meetings

**23 July 2014** - 3pm to 5pm, Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital.

### Annual Members Meeting (AMM)

**26th September 2014** - Anna Dart Lecture Theatre – 1.00pm to 3.00pm showcase event, 3.00pm to 4.30pm AMM

### Board of Directors Public Meeting

1.30pm to 3pm, Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital.

**2 July 2014**

**6 August 2014**

**3 September 2014**

*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.*

## Medicine for Members

**Why not come along** to find out what the trust is doing to help care for the elderly. Dr Chris Uridge, Consultant Physician and Lead Clinician in care of the elderly will be giving a free talk at 5.30pm on Tuesday 24 June 2014 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.*

## Your local NHS needs you more than ever

There is a simple way to influence NHS services in Torbay and Southern Devon – *become a member of your local foundation trust.*

South Devon Healthcare NHS Foundation Trust members are involved in Torbay Hospital business and from spring 2015, they will also be looking at community health services, including 11 community hospitals, and adult social care in Torbay.

Many of you are already members but we always need more. Members must be over 16 and living in Torbay, the South Hams or Teignbridge. Some parts of West Devon also qualify. Please ask a friend or neighbour to join today.

You do not need any medical or NHS knowledge and you will not be asked for any money or to commit any time.

To find out more about becoming a member please go to [www.sdhct.nhs.uk/aboutus/foundationtrust/foundationtrustmembership/](http://www.sdhct.nhs.uk/aboutus/foundationtrust/foundationtrustmembership/) or call the Foundation Trust Office on 01803 655705.

### Contacting us

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Fax: 01803 616334

E-mail: [foundationtrust.sdhct@nhs.net](mailto:foundationtrust.sdhct@nhs.net)  
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 24 June 2014.**

I live in: (please tick as appropriate)

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

Freepost address:

**Foundation Trust Office,  
Freepost RTGS-CXYH-LZLG, Torquay, TQ2 7AA**

Name:

Address:

Postcode:

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