

Winter 2014/15

THN

Torbay Hospital news

Exciting new future

FOR INTEGRATED CARE *See page 3*



INSIDE:

THIS IS CRITICAL

The League of Friends launch 'This is Critical' appeal to raise £1.6m to equip the new Critical Care Unit (CCU)
See page 6

FIRST FOR AUDIOLOGY



Torbay Hospital is first in the South West to receive the internationally recognised UKAS accreditation
See page 4

MEET OUR NEW CEO

New Chief Executive Officer, Mairead McAlinden, joins us in April 2015 as we prepare to merge with the local community trust
See pages 2 & 3



CHAIRMAN'S MESSAGE



I write this on the last day of my first calendar year with our Trust; an eventful time with lots of challenges, our share of difficulties, and a really exciting future.

As with virtually every other NHS Trust in the country, we are feeling the pinch financially and having to make hard decisions as a result. The heartening news is that the Trust Board fully recognises the

scale of the challenge and is working hard to rise to this challenge.

Additionally, some of our operational performance is fraught as a result of increasing demand. In A&E, for example, I have been hugely impressed by the manner in which the whole hospital and community health professionals quickly got behind our Emergency Department over the summer. This joined up working ensured that, within just a few weeks, improvements were made to help reduce waiting times for patients seeking emergency treatment. Of course the exceptional demand continued to give us problems over the Christmas period, but as a result of the remarkable hard work back in the summer and the increased collaborative work with our partners, we were much better placed to respond.

If things go as we hope, in 2015 we will merge with Torbay and Southern Devon Health and Care NHS Trust to form an integrated care organisation (ICO) and deliver more integrated care to our local population. The logic of what we are doing here is compelling, and the goal is really worth aiming at. Plans are maturing into action; please see page 3 for an update. We have also just recruited Mairead McAlinden as our new Chief Executive – a lady with a truly exceptional reputation, and bags of hard won experience in delivering integrated health and social care.

As I have been preparing for ICO, spending time with staff in both Trusts, I am struck by just how much integration is already part of what we do. As the new boy, I can say this without any one-sided perspective: we have a remarkable, joined up team. I genuinely feel thoroughly privileged to be with you, and look forward to progressing integration even further in 2015.

Sir Richard Ibbotson Chairman



MAIREAD MCALINDEN WILL BE JOINING TORBAY HOSPITAL AS CHIEF EXECUTIVE OFFICER IN APRIL 2015. SHE WILL LEAD THE TRUST THROUGH ITS MERGER WITH TORBAY AND SOUTHERN DEVON HEALTH AND CARE NHS TRUST TO FORM A MUCH LARGER TRUST THAT WILL PROVIDE ACUTE AND COMMUNITY HEALTHCARE AS WELL AS ADULT SOCIAL CARE FOR THE LOCAL AREA.

Staff and board members from both Trusts were heavily involved in the recruitment of the new Chief Executive and were inspired by Mairead's vision and leadership style; commenting in particular on her passion for working with staff to do the right thing for patients, how she clearly leads by example and understands the scale of the challenge that lies ahead.

MORE NEW FACES ON THE TRUST BOARD



JOINING MAIREAD IN DEVELOPING THE INTEGRATED CARE ORGANISATION ARE NEWLY APPOINTED CHIEF OPERATING OFFICER **LIZ DAVENPORT**, AND INTERIM DIRECTOR OF HUMAN RESOURCES **MARTIN RINGROSE**.

MAIREAD TO LEAD PLANS FOR NEW INTEGRATED CARE ORGANISATION

My focus will be to build on the excellent work and world class innovation I have already seen in the leadership of the Trust and in the front line staff.

Mairead, who will be relocating to Devon from Northern Ireland, has worked in a range of health and social care posts since 1992, the last five spent leading an integrated health and social care Trust in Northern Ireland, with an income of £550million and 13,000 staff serving a population of around 400,000. The Southern Health and Social Care Trust is recognised in Northern Ireland, and beyond, as high performing, innovative and with excellent safety and quality results.

Commenting on her appointment, Mairead said: *"I am delighted and honoured to be taking up the post as your new Chief Executive, and am truly inspired by Torbay and South Devon's vision to become an exemplar for the integration of health and social care services. My focus will be to build on the excellent work and world class innovation I have already seen in the leadership of the Trust and in the front line staff I have met."*

"In the short time I was here for my visit and then my interview, I was overwhelmed by the warmth of the welcome I received from members of the Trust Board, staff, governors, and our local partners in health and social care. I saw clear evidence of the culture of caring and the deep sense of responsibility to local people who need our services and I look forward to working alongside you to continue the journey of improvement for the population of Torbay and South Devon."

"I always say that if something is not good enough for me or my family, it's not good enough for anyone, and I sense that's how it is here too. It's a challenging time for the NHS in England, but I know that we can meet the challenges, because we are building on an excellent foundation. As we work together to develop the integrated care organisation, our two Trusts have plenty of experience to bring in showing what excellent services can look like in future."

Liz Davenport

The role of the Chief Operating Officer is to provide effective management of the Trust on a day to day basis, ensuring the provision of effective, safe and high quality care, which meets the needs of patients and which can be provided within the resources available.

Liz had been carrying out the role on an interim basis since September 2014 and was appointed to the substantive post in January 2015. She came to the Trust with a wealth of experience, having worked at Devon Partnership Trust since 2001, including four years as a Locality Director, five years as Director of Workforce and Organisational Development, and has been Director of Operations for the mental health and learning disability trust for the past four years. Alongside this role, Liz was also Deputy Chief Executive since April 2013 and was acting Chief Executive for a time until a substantive appointment was made.

Martin Ringrose

Martin was appointed Interim Director of Human Resources (HR) in January 2015, a joint position covering both trusts. One of his key responsibilities will be guiding staff through the creation of the Integrated Care Organisation.

Martin has a long history in the NHS and started as a trainee in London in 1980. In 1989 he became the Deputy HR Director of South Devon Healthcare Trust and in late 1992 was appointed to his first Director of HR role, in the West Midlands. Since that time he has worked as a HR Director in a variety of Trusts in the West Midlands, East Midlands and Devon.

In 2005 Martin became the HR Director of Torbay Care Trust and his role at that stage was to bring together the workforces from both healthcare and social services. He became the HR Director of the local mental health trust, Devon Partnership Trust in 2010.

PROGRESS UPDATE ON OUR INTEGRATION PLANS

You may have read in the spring 2014 issue of Torbay Hospital News about our pioneering JoinedUp programme and our intention to form an Integrated Care Organisation (ICO) in the spring of 2015, removing the organisational boundaries which can so often hinder patients receiving the health and care they need.

Both Trusts have been undergoing a lengthy and rigorous process with the NHS regulators; Monitor and the Trust Development Authority, who must assess whether our plans for providing health and care as one, merged organisation are robust and secure. We are now about to enter the final stage of this assessment, and will know the outcome later in the spring.

The JoinedUp programme is not dependent upon this process, so you can be assured that all health and care partners will continue to collaborate where they can to create the best possible service for patients.

Look out in the next issue of Torbay Hospital News for more news about the ICO and how we want to engage the patient voice in our plans.



8299

FIRST FOR AUDIOLOGY

The Audiology Department at Torbay Hospital was recently declared the first service in the South West to receive the internationally recognised UKAS (United Kingdom Accreditation Service) accreditation.

The accreditation gives patients assurance that the service they receive is compliant with the latest international standards of practice. It covers a wide range of competencies, including excellent safety practices, patient experience, and efficient use of facilities and resources.

This is a real achievement for both the Audiology Department and South Devon and is a testament to the team's dedication and hard work to strive towards providing a first class service to all its users.

Although the main base is at Torbay Hospital, the service is available for both adults and children at a number of community hospitals and clinics throughout the South Devon area.

The department, which consists of 18 highly qualified audiologists, a hearing therapist and two senior assistant audiologists, offers a completely free service and gives impartial, knowledgeable advice tailored to your own specific hearing requirements.

If you are a new audiology patient then you need a GP referral. However if you are an existing hearing aid user, you can contact the department direct on 01803 656325.



Competition winner, Jessica Marr, raises the winning flag with the help of Chairman, Sir Richard Ibbotson

FLYING THE FLAG FOR THE SHORT STAY PAEDIATRIC UNIT

Patients of Louisa Cary children's ward were challenged to design a flag to celebrate the launch of Torbay Hospital's new short stay paediatric assessment unit (SSPAU) which was opened on Monday 3 November 2014 by Chairman of the Trust, Sir Richard Ibbotson.

The winning flag, designed by 16 year old Jessica Marr 'We rise by lifting others' is currently flying from the flagpole within the Rose Memory Garden at Level 5, just outside the new unit.

Having an SSPAU at Torbay means that children who are being referred to the hospital by their GP will no longer have to go to the Emergency Department (ED) first; they will instead go straight to the child-friendly environment of this dedicated unit. The unit is staffed with a Consultant Paediatrician and Senior Paediatric Nurse from 9am to 9pm Monday to Friday.

Pictured on the day of the launch, surrounded by some of the Paediatric team and senior hospital staff, is Codie, one of the patients treated on the unit during the trial period. Codie and her mother, Lisa, are loyal supporters of the hospital, and Lisa told her story through the eyes of a patient and their family to Torbay Hospital's Board last year, which greatly helped with the planning of the unit.



FRIENDS & FAMILY TEST FOR STAFF



How was work today?



All staff now have the opportunity to feedback on this organisation via the Staff Friends and Family Test.

MANY PEOPLE WILL HAVE HEARD ABOUT THE FRIENDS & FAMILY TEST WHICH THE NHS INTRODUCED NATIONALLY IN 2013. THE TEST ASKS PATIENTS WHETHER THEY WOULD RECOMMEND SPECIFIC NHS HOSPITALS, WARDS AND DEPARTMENTS TO THEIR FRIENDS AND FAMILY IF THEY NEEDED SIMILAR CARE OR TREATMENT.

From 1 April 2014 an extension of this test was introduced, this time asking staff how likely they are to recommend the organisation they work for to friends and family, both if they needed care or treatment and also as a place to work.

Staff answer using a six-point response scale ranging from 'extremely likely' to 'extremely unlikely' and are also provided with a free-text follow-up question to allow more detailed feedback should they wish.

The results for each organisation are reported and published at a national and local level. Locally, the results will be used to celebrate successes and to identify areas for improvement.

The results so far for Torbay Hospital are extremely positive.

We will continue to review the comments gathered from staff to identify themes and develop action plans.

HSJ TOP 100

In September 2014 Torbay Hospital was listed in the Health Service Journal's annual celebration of the top 100 places to work in the health service.

There has always seemed to be a real family feel with the staff at Torbay Hospital

Staff comment

| | Quarter 1 (Apr-Jun 14) | National Average | Peninsula Ranking | Quarter 2 (Jul-Sept 14) | National Average | Peninsula Ranking |
|---------------------------|---------------------------|---------------------|-------------------------------------|----------------------------|---------------------|-------------------------------------|
| Recommend work | 76% | 62% | 2nd best of 9 trusts | 75% | 61% | 3rd best of 9 trusts |
| Not recommend work | 8% | 19% | | 10% | 19% | |
| Recommend care | 89% | 76% | 2nd best of 9 trusts | 87% | 77% | 3rd best of 9 trusts |
| Not recommend care | 4% | 8% | | 4% | 8% | |

LOCAL SUCCESS AT NATIONAL WOW! AWARDS

THE WOW! AWARDS are the UK's only national award scheme recognising excellent customer service based on patient, customer or colleague nominations across private and public organisations. The initiative was adopted by both South Devon Healthcare NHS Foundation Trust (SDHFT) and Torbay and Southern Devon Health and Care NHS Trust (TSDHCT) in September 2013 so that staff who have 'gone the extra mile' could be recognised.

The 2014 national WOW awards gala ceremony took place in London in November and the Trusts were shortlisted in four out of 14 categories; Best Newcomer (joint), Best NHS Trust (SDHFT), Leadership award (Maria Stone – joint), and Supporting the Front Line award (David Hickman TSDHCT).

Huge congratulations go to Clinical Patient Safety Officer, David Hickman (pictured centre), who was declared the overall winner in his category.





THIS IS CRITICAL

It's full steam ahead for the Hospital's new Critical Care Unit (CCU) and you may have already seen some work that started in February to clear space for the building works. The unit will be on level 5 above the level 4 main entrance, which is also being redeveloped.

The full business case for the project will go to the Trust Board for approval in March. When the main entrance on Level 4 closes at the end of March, visitors will be redirected, and bus services re-routed, to the outpatients' entrance on level 2. More details will be shared with the public nearer the time.

Work will then commence on the new CCU at the end of April 2015 and is expected to be completed in early 2016.

THIS IS CRITICAL! CCU APPEAL

Meanwhile, the hospital's fantastic League of Friends launched their "This is Critical" appeal just before Christmas to help equip the new CCU with state-of-the-art equipment in the sum of £1.6m, one of their greatest challenges yet.

A fundraising thermometer is on display at the Lowes Bridge entrance to the Hospital, and at the League office at Outpatients on level 2, so the public can keep track of the £1.6m goal.

Many new fundraising events are planned over the coming months to help raise this enormous sum, including :

10 March Ten Pin Bowling, Torwood Street

24 April St George's Day Ball, Grand Hotel, Torquay

14 June Garden Party, The Palace, Torquay

Please contact the League of Friends for more details – 01803 654520 or visit www.thlof.co.uk.



Carer, Geraldine Johns, with husband Peter and daughter Kirsty pictured with the Carer's Card at one of Torbay Hospital's car parks

FREE CAR PARKING FOR CARERS AT TORBAY HOSPITAL

If you are registered as a carer and have a Torbay or Devon Carers Card, then parking is free at Torbay Hospital when you accompany or visit the patient you care for. Just put your Carers Card on the dashboard. To find out more, contact Signposts on 01803 666620 (Torbay) or Devon Carers on (0303 3000 434).

FURTHER SUPPORT FOR CARERS

Are you a friend or relative of someone attending Torbay Hospital?

Do you support, or plan to support, someone at home because of illness, frailty, disability, sensory, substance misuse or mental health issue? Will you do so without receiving pay (other than benefits)? Then the chances are that you are considered to be their carer. It doesn't matter what age you are, or whether they are your parent, child, or neighbour - you are still a carer.

If you think you are a carer, please let a member of staff know, and also check that your contact details are up-to-date on the hospital records by speaking to the ward clerk or outpatient clerk. If the patient agrees, you may also have copies of the patient's hospital appointments, letters or care plan summaries (CPS).

Carers are the experts

At Torbay Hospital, we understand the importance of carers – they often know the patient best, and know their likes and dislikes. We feel that carers should be involved as much, or as little, as they want to support the patient while they are at hospital (as long as the patient agrees), and that their insight and opinions should be treated with respect.

Supporting an in-patient

If you wish to be involved in the care or support of an in-patient, just speak to the Ward Sister or their deputy, to say what you would like to do, and when, so that they can agree the detail and make a note of it in the patient's records.

Carers Support & Information

Torbay - Signposts on 01803 666620

Devon - Devon Carers on (0303 3000 434)



MEMBERSHIP news



I have been privileged to work alongside some inspirational colleagues, medical and lay, paid and unpaid.

Spotlight on...

GOVERNOR **BARRIE BEHENNA**

Barrie Behenna was elected as a Governor of the Trust in 2007, as a representative of the Teignbridge constituency, and will have completed eight years' service when he stands down at the end of February 2015.

During that time, he served as the first Lead Governor, chaired the first meetings of the Mutual Development Group, and was appointed by the previous chairman to chair the Quality and Compliance Committee (which he will continue to do until he retires from the Council of Governors).

Barrie writes: *"My interest in and enthusiasm for the NHS led me to stand for election in 2007, but it goes back much further. I was initially appointed as what is now called a Non-Executive Director of Torbay Hospital in 1981, and served continuously until 1992, eventually as Vice-Chairman. In 1992 I moved across to the newly-formed South and West Devon Health Authority (again as Vice-Chairman). Throughout both appointments, and indeed in the current one, I have been privileged to work alongside some inspirational colleagues, medical and lay, paid and unpaid. I have observed at first hand, and supported where I could, the continued delivery of high quality patient care. I also served for six years as South West Regional Chairman of the Multi-Centre Medical Research Ethics Committee."*

KEY FIGURES APRIL-DECEMBER 2014

NEW OUTPATIENTS SEEN **95,955**

FOLLOW UP OUTPATIENTS SEEN **223,471**

ELECTIVE DAY CASE PATIENTS TREATED **24,004**

ELECTIVE INPATIENTS TREATED **3,732**

OPERATIONS POSTPONED BY HOSPITAL ON DAY OF ADMISSION **305**

EMERGENCY ADMISSIONS **26,256**

A+E ATTENDANCES **60,179**

A+E - PATIENTS IN A+E LESS THAN 4 HOURS **52,734**

AMBULANCE HAND OVERS TO A+E **21,954**

UPDATE FROM CATHY FRENCH, LEAD GOVERNOR



I would like to take this opportunity to thank the governors who are retiring in March for their help and support during their time in office. They will be truly missed but we do hope that they will continue to take an interest in the Foundation Trust.

On the staff side, Rachael Glasson and Jon Goldman have been an inspiration to me personally, attending as many meetings as possible, despite their demanding full time roles. They have given elected governors a helpful insight into the day to day running of the hospital. We wish them well and look forward to working with the two new staff governors who will be replacing them.

There are no changes taking place in the South Hams constituency. However Will Baker and Stephen Acres are retiring as elected Torbay governors and I would like to say many thanks to them both for their input. In addition, after eight years in office, Barrie Behenna is retiring as a Teignbridge representative (see opposite article). During his time at the Trust, he has undertaken many roles, and his knowledge of the Trust and of the importance of governance issues has made him a great role model.

The issue of caring for people with Dementia has moved forward in a positive way, mainly thanks to Will Baker's hard work and commitment. Several governors have visited local "memory cafes" and have been encouraged by the excellent work they saw. We are pleased to learn that the Trust Board has received a talk on the "Purple Angel" project and has learnt of the challenges Dementia poses to us all.

The issue of caring for people with Dementia has moved forward in a positive way...

As well as some of the governors changing, you will have read on page 3 about the newly appointed members of the Trust Board. The Council of Governors very much looks forward to working with all three in continuing the governors' role of holding the Board, collectively and individually, to account by keeping well informed on all issues that impact on patient care and by meeting with partners in the community.

Cathy French Lead Governor
(Cathy can be contacted via the Foundation Trust Office, see page 8 for details)

DATES FOR YOUR DIARY

Council of Governors Public Meetings

3.00pm to 5.00pm - Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital

22 April 2015

22 July 2015

9 December 2015

Annual Members Meeting (AMM)

25 September 2015 - 1pm to 3pm showcase event in Horizon Centre, Torbay Hospital

3pm to 4.30pm AMM in TREC Lecture Theatre, Torbay Hospital

Board of Directors Public Meetings

Unless stated all meetings 1.30pm to 3.30pm - Anna Dart Lecture Theatre, Horizon Centre, Torbay Hospital

4 March 2015

1 April 2015

6 May 2015

1 July 2015

5 August 2015 (Board Room, Torbay Hospital)

2 September 2015

7 October 2015

4 November 2015

2 December 2015

*Please inform the Foundation Trust Office if you intend to be present at any of the above meetings. **There is no need to send apologies.***

RESEARCH SAVES LIVES

INTERNATIONAL CLINICAL TRIALS DAY

Wednesday 20 May 2015, 2pm to 4pm in the Horizon Centre, Torbay Hospital

Tel: 01803 656635 or email cherylweekes@nhs.net to register your interest in attending

Join us for afternoon tea and find out more about Clinical Research; why it is important, who can take part and how.

Contacting us

Foundation Trust Office, Torbay Hospital

Torquay, TQ2 7AA

Phone: 01803 655705

Fax: 01803 616334

E-mail: foundationtrust.sdht@nhs.net

Our website is at: www.sdht.nhs.uk

 www.facebook.com/southdevonhealthcare

 [@TorbayHospital](https://twitter.com/TorbayHospital)



MEMBERSHIP SURVEYS

The Trust and governors would like to say a big thank you to all public members who were able to complete the survey that accompanied our annual review last year and went to households across our three constituency areas; Teignbridge, Torbay and the South Hams. The closing date for completed surveys was 30 November 2014 and we have had just over 3,000 returned to us which is a response rate of around 26 per cent. At the time of writing this article the analysis of the surveys is being undertaken, with public governors due to feedback their findings from their respective constituencies to the Board of Directors in March. Feedback from the surveys help the Trust with their plans for the forthcoming year and beyond. A further update will be provided in the next newsletter. Thank you again to everyone who responded, it is very much appreciated.

BECOMING A MEMBER OF THE TRUST/LEAGUE OF FRIENDS?

IF YOU ARE A MEMBER OF THE LEAGUE BUT NOT A MEMBER OF THE TRUST, OR VICE-VERSA, PLEASE CONSIDER JOINING THE OTHER.

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, please ring **01803 655705** to register (or visit www.sdht.nhs.uk). This is also the number to call to request a nomination form if you are interested in standing as a governor on the Council of Governors or if you wish to communicate with your elected representative.

To become a member of, or volunteer for, the League of Friends please join via: www.thlof.co.uk or pop into the outpatients department at Torbay Hospital on Level 2 and speak to one of the League's volunteers. Alternatively, please ring **01803 654520**.

APPRENTICESHIP EVENT 2015

TORBAY HOSPITAL IS HOSTING AN EVENT AT THE HORIZON CENTRE FROM 10AM TO 5PM ON 12 MARCH FOCUSING ON APPRENTICESHIPS, TRAINEESHIPS AND WORK EXPERIENCE WITHIN THE NHS.

If you are interested in work experience placements, traineeships and apprenticeships, come along with your CV and talk to our key speakers.

For more information or to book your place, contact Scott Roberts on **01803 656605** or email scott.roberts@nhs.net.

