



YEAR IN  
REVIEW  
2015/16

WELCOME



We are  
incredibly  
proud of  
what we have  
achieved...

# Welcome to our Year in Review 2015/16, for the Royal United Hospitals Bath NHS Foundation Trust



We take a look back at our achievements and challenges over the past financial year and share with you how we continue to enhance and develop the services we provide to our patients. We hope the following pages give you a flavour of the tireless commitment and dedication of our staff and volunteers, to deliver safe, high quality, cost effective, patient-centred care.

Patient safety remains the number one priority for us at the RUH and we have performed strongly across our quality priorities throughout the year. Although we have faced an increasing demand on our Emergency Services and some patients have waited longer than we would have wished to complete their time in our care, over 95% of patients attending A&E were assessed within eight minutes, and we remain one of the top performing Trusts in the region in ensuring a swift handover between Ambulance and A&E staff. We have also been recognised for our high standards of care and innovation in a wide range of areas; from national research projects undertaken by our clinicians to commendations for the standard of food we serve in our restaurants.

You can see some of the highlights from 2015/16 on pages 17-20, but a point of particular focus across the year has been the development of our new values; Everyone Matters, Working Together and Making a Difference. They were created using the feedback from almost 1000 hours of listening to staff, patients, carers and families about their experience of working and being cared for at the RUH.

We are incredibly proud of what we have achieved for our patients and the communities we serve. This is evidenced

by the overwhelmingly positive feedback we continue to receive from the patients we care for, and we hope that you enjoy reading some of their stories which we've included with kind permission here.

There is of course always more to do and the year has not been without its challenges. Like most other hospitals, we have experienced growing demand for services. We continue to review our internal processes, and work with our partners and other stakeholders to address these pressures.

The whole of the NHS is facing some fundamental challenges relating to health needs and preferences, changes in treatments, technology and care delivery, and a gap between the funding available and the costs of continuing to provide services in exactly the same way as we do today. The NHS of the future will be about providers working together to deliver the best quality experience and outcomes for patients in a sustainable way. You can read more about our partners and supporters on pages 14-15 and in Our Future section on page 23.

You can also read more about the year in the life of our Trust in the full Annual Report and Quality Accounts, which are available on our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)

**James Scott**, Chief Executive





We are  
dedicated to  
continuous  
quality  
improvement...

# All about our patients

## Improving Quality

Continuing to improve our services so that they are safe, effective, caring, well-led and responsive remains a priority for us and we are proud of the successes we have achieved over the year, which we share with you over the following pages.

Our staff are the foundation of all that we do and we encourage them to share their ideas, no matter how big or small, for how we can do things better, and we support individuals or teams to take improvements forward. The successes over the year are down to their passion for quality, to their commitment and willingness to take on new ideas and improve services to ensure our patients have an even better experience whilst in our care. In fact we also have a dedicated team of staff who work in our Quality Improvement Centre, who offer a wide range of skills including leadership, stakeholder and staff engagement, clinical and nursing, training, research, education, clinical audit, project management, data analytics and administrative support; they work with teams across the hospital to embed continuous quality improvement.

Of course many of the ideas for improvement also come from people like you. We engage regularly with our patients and their families and carers, with members of the public, as well as our staff to take forward specific projects to improve the quality of the care we provide.

We can see some of those improvements reflected in the work that has been done to achieve the four Trust priorities we identified in 2014/15.

## Combating sepsis

We focused on the early detection of sepsis, improving management of this life-threatening condition. By introducing

a ground-breaking education campaign we raised awareness of the signs and symptoms of sepsis to staff and the wider health community; leading to improvement in the screening for sepsis in all at risk patients on admission and targeting delivery of antibiotics in an hour for those with severe sepsis. The success of this scheme was recognised this year when the RUH was shortlisted as a finalist in the National Patient Safety Care Awards.

## Managing diabetes

We improved our care for patients with diabetes by identifying patients as close to admission as possible and ensuring they get the support required to manage their diabetes during their stay. A team of diabetes specialist nurses has supported staff across the hospital, taking their expertise directly to the patient, some of whom cannot be managed on a specialist diabetes ward. We also continue to provide education and training on all aspects of diabetes to GP practices in BaNES to enhance skills and confidence in diabetes management. This successful service is enabling us to create a joined up, local service that better supports the growing population living with this condition.

## Reducing acute kidney injury

We focused on reducing occurrence of acute kidney injury, or AKI for short. This is the rapid loss of kidney function and is common amongst hospital admissions. A specific campaign has raised awareness amongst staff to ensure AKI is picked up early so essential treatment can be provided in a timely way to prevent further decrease in kidney function. A training package to improve management of AKI is now embedded in our hospital's culture; it's shared with health staff at the beginning of their career as part of our induction programme for foundation doctors, and

## All about our patients continued...

is included in the training for maternity staff, and our programme for newly qualified nurses. Other work included the creation of a standard treatment plan for the management of AKI, and, if the presence of AKI is indicated in laboratory results, a new AKI e-alert system flags this rapidly to the clinician. We will continue to take steps to provide the optimum care of patients with acute kidney injury.

### Discharge priority

Our patients and carers, members and commissioners have all been involved in developing and improving the planning process for a safe, timely discharge, to improve the experience that patients have at the point that they leave hospital. An integrated discharge service (IDS) has been formed between the RUH and other health and care organisations to improve and coordinate the processes for patients with more complex needs. This new model is primarily focused on providing expertise and advice to our staff to ensure the safe and effective discharge of these patients.

The RUH is committed to maintaining high quality services for our patients and we recognise there is still more to do. We will continue to make further improvements in patient care, which include the particular areas of focus we describe above, as well as some new priorities which we have identified for 2016/17, and you can see a summary of these on page 23.

### Benefiting from research


Our commitment to continuous improvement in patient care is also mirrored in our research activity; we are one of the most research active district general hospitals in the country for our size, with over 300 studies in progress in a range of specialties and diseases. Last year we were delighted when our

Royal National Hospital for Rheumatic Diseases (RNHRD) teams were awarded just under £2 million to lead on research into improving the lives of those with the painful arthritic condition Psoriatic Arthritis.

We support the National Institute for Health Research 'OK to Ask' campaign which encourages patients to ask their doctors, nurses, and allied health professionals what research is going on that they may be suitable to volunteer for. Clinical trials can benefit patients by giving them access to cutting-edge treatments but also benefits the service by providing the all-important evidence base needed for using new treatments, drugs and methods. There is also national evidence to suggest that patients have better outcomes in the care of organisations that are research active, such as ours.

Some of our great research projects currently underway include trialling cutting-edge medical treatments for diseases such as cancer, diabetes, stroke and rheumatology. The stroke research team has just completed their contribution to a national study 'Insulin Resistance Intervention after Stroke', in which 23 of our patients participated. The research was important as it identified that insulin resistance affects the majority of non-diabetic patients who have a stroke. This finding suggests that strokes may be prevented using insulin resistance treatment which is a very positive outcome, and further research is being conducted.

We also conduct research in paediatrics, surgery, A&E and cardiology, in fact most departments are, or have been involved in research over the past few years.



“The high level of care offered to me is something the RUH should be very proud of ...”



In June 2015 we also held our first joint Health Research Showcase with The University of Bath. The showcase was an important opportunity to highlight the exciting and innovative research collaboratively undertaken between both organisations.

### Helping us to help you

We rely on your feedback to tell us what you think about our services and highlight areas where we can improve. We take patient views, both positive and negative, very seriously and there are a number of ways in which we record feedback to help us make changes.

We use the Friends and Family Test in all ward and outpatient areas including community locations. It asks patients how likely they would be to recommend treatment at the RUH to friends or family and invites comments. The data gathered is included in our regular reviews of wards and clinical areas, supporting ongoing improvements in clinical care. Instances where we made changes over the last year based on your feedback included offering meals to mums with babies on NICU following a concern raised that breast-feeding mums were missing meals, and updated food labels that include a nationally recognised gluten-free sign to help patients recognise menu choices that are gluten free.

We have also introduced a 'Patient and Carer Empowerment' programme, which aims to involve patients and carers in the design of new and existing services, to strengthen how we receive and use feedback, and to encourage and empower patients and carers to be actively involved in their care and treatment.

We recognise the importance of informing and empowering patients to be active in managing their health, and we have successfully developed a catheter passport that provides detailed

information, advice and support for patients and their carers who leave hospital with a catheter. As a part of the Patient and Carer Empowerment programme we will also be reviewing and improving information for our patients and carers, particularly those with sensory impairment or loss and people with learning disabilities.

Then there are the 'See it My Way' events we host for staff; they provide another excellent opportunity to learn from patient and carer experiences. A recent session focused on 'living with cancer' and staff from across the hospital listened to five people, all of whom have been affected by cancer and have received their treatment at the RUH. These events are always moving, meaningful and valuable. They are often a great way for us to hear honest feedback about where we do make a difference, and where we could make changes to further improve the hospital experience for our patients. Some 83% of staff attending said that what they heard will change the way they work in the future.

And we also want to talk about things which can be really difficult. Our 'Conversation project', which is being led by our palliative care team, is helping people talk about their wishes for end-of-life care. Talking about the impact of illness, discussing wishes and preferences for the future, and using information shared to inform treatment plans, can lead to a better experience for patients and their families. When it comes to end-of-life care, one conversation can make all the difference.

**Improving  
Quality  
2015/16**

## Improvement to patient care is part of our everyday work

**1**  
PRIORITY

### Early identification of sepsis

Increased awareness and improved management of sepsis symptoms

**700** staff  
trained in  
60 days

**62%** Improvement  
in appropriate  
patients receiving  
timely antibiotics

**2**  
PRIORITY

### Improving care for patients with diabetes

Established Acute Diabetes Service to support diabetic patients on admission

**85%** increase in number  
of patients  
accessing specialist  
diabetes care



Significant reductions:  
- hypoglycaemic rates  
- medication errors  
- length of stay

**3**  
PRIORITY

### Reducing acute kidney injury (AKI)

Increased awareness and improved management of AKI

**500<sup>+</sup>** staff  
trained in  
10 minute  
sessions

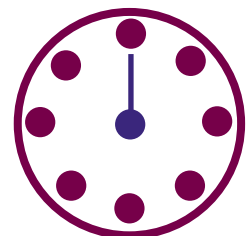
Training embedded  
in hospital culture as  
part of our induction  
of new clinical staff

**4**  
PRIORITY

### Improving the discharge process

Effective, timely discharge improves patient and  
staff experience

**12.5%** Increase in  
the number of  
discharges taking  
place before noon





## Brian's experience



Brian Burdsall was taken ill while visiting Bath – and saw first-hand our busy Emergency Department at full stretch

"I had a chest infection and fell ill at the hotel on our first evening in Bath. I was given an intravenous antibiotic in A&E and warned that, because the wards were full, it was unlikely that I would be moved out within four hours.

"What happened next was fascinating. I spent some time in the privileged position of being able to watch a very busy A&E department in full operation. It was enlightening because of the sheer quantity of patients appearing throughout the night; it was heartening because of the whole work ethic of everyone there.

"The next morning I was given the option of leaving, but the strong clinical advice was that I should spend another night in hospital on the drip. I was awoken the next morning - which was my birthday - by four nurses singing Happy Birthday and the rest of the ward joining in! Wonderful and very uplifting.

"Then the A&E doctor who'd persuaded me to stay an extra night turned up to discharge me. She had the pharmacy organised, my discharge papers all prepared and she even took out the cannula from my hand. She said: "I promised you I would get you out early on your birthday, if you agreed to stay a second night." What service!"

**Brian was treated at our Emergency Department and the Medical Assessment Unit.**

"I was woken by nurses singing Happy Birthday – wonderful!"

## OUR STAFF



We are committed to providing safe, high quality patient care

James Sezzil  
Proud of the RUH

# All about our staff

Over 5,000 staff work in our hospitals and in the community. They are our biggest asset and we are very proud of the care they provide for patients and they take great satisfaction in the work that they do. Together they strive to promote a culture of continuous quality improvement, and they innovate and adopt best practice in order to deliver the highest standard of care to our patients.

## Communicating and engaging

As an employer, our role is to create an environment in which staff can give their best and we know that a happy and engaged workforce is also crucial to high quality care for our patients.

All staff have an opportunity to make improvements and to further enhance staff experience and patient care. Almost 900 staff (and patients and carers) helped us to develop a set of values to set out a shared ambition for how each and every one of us will behave now and in the future. Our values – Everyone matters, Working together, Making a difference – were co-created using feedback from 1000 hours of listening to staff, patients and carers about their experience of working and being cared for at the RUH. We engaged with staff and patients at 'In your shoes' events and heard what makes a difference to them. Our values represent our aspiration for the type of hospitals we want to be. They set out what we expect of ourselves, and importantly, what our patients and anyone who comes into contact with the RUH can expect of us. We'll be ensuring that any staff we recruit in the future will also share our values. You can see the full detail of our values on our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)

Our Chief Executive also meets informally with staff over the year so that he can hear first-hand from them about what's working well, and what we could be

doing even better. We continue to seek feedback from staff in a variety of ways to ensure that they continue to feel involved and listened to, to further improve their experience of working at the RUH. We also encourage staff to give us their feedback right from the time they join the RUH; new staff attend a 'Fresh Eyes' session to talk to us about what matters to them and we make changes to our practice as a direct result of this feedback.

The Trust monitors staff engagement using key indicators from the annual NHS Staff Survey, and the Friends and Family Test for Staff results. We continue to see an improvement in the Trust's engagement score, in line with other Trusts across the country.

## Health and wellbeing

Maintaining health and wellbeing applies to our staff as much as it does to our patients, and our Health and Wellbeing Strategy is supporting staff to enable them to be at their best; energised, motivated and committed. Staff can join in with a number of healthy activities taking place throughout the year, they also have access to physiotherapy support, sports facilities and counselling services. There is a small gym and swimming pool on site which staff and their families can use for a small membership subscription. We also have an occupational health service and staff are also benefiting from the monthly

## All about our staff continued...

Schwartz Rounds, a mechanism for peer support for staff experiencing the stresses of day-to-day work in a care environment.

### Staff recognition

We recognise and celebrate staff contributions, personal achievements and innovations in health and patient care with special awards. In January 2016 we held our annual 'New Year Honours Awards' night to reward their dedication, innovation and hard work.

The awards included 'Team of the Year' which went to our Environment Porters for introducing new initiatives to standardise the safe handling of waste. Their excellent working practices have improved performance and safety in waste management across the hospital site.

The accolade of 'Most Innovative Team' went to the Maternity Team for the Prevention of Cerebral Palsy in Preterm babies project (PreCEPT). The team adopted the latest research into practice; research which shows that giving women at risk of a preterm birth a dose of magnesium sulphate when in labour can act as a neuro-protector for the baby's brain, helping to reduce mortality and cerebral palsy.

The 'Chief Executive's Customer Care Award' for the year went to Specialty Doctor Judy Towers and Interim Senior Sister Nancy Mitchell for their care of a patient in his final days; they were thanked by the family for their compassion and outstanding empathy at a very difficult time.

The award for 'Research and Development' went to the Pain Research Group based at the RNHRD site, and their partners from the University of the West of England, for their research into a prototype digital tool that patients can use to communicate alterations in their body perception to clinicians. This new tool contributes to innovative research and clinical care that puts the Trust at the forefront of pain management internationally.

A number of 'Personal Achievement Awards' were also given to individual staff for their outstanding achievements throughout the year, and a total of 39 'Loyalty Awards' for longstanding service were also presented.



## George's experience



George Odam has been a patient at the RNHRD since 1965 – and has seen major developments in treatment over the decades.

“In 1965 I was diagnosed at ‘The Min’ with ankylosing spondylitis and psoriatic arthritis. My treatment began with many aspirins a day, which I now shudder to think about. I was assigned hydrotherapy at the Treatment Centre in Hot Bath Street and then in the King’s Bath, where I was dunked in hot springs water and wrapped naked in hot and strange smelling canvas sheets to dry and relax.

“Later, experimental treatment required me to stay at ‘The Min’ for three weeks at a time, with daily sessions of exercises with a hydrotherapist in the spring water pool. At the beginning these were the only such courses in the world, and it was on the first that I became a member of the steering group set to found the National Ankylosing Spondylitis Society, which is now so highly successful and that started a worldwide movement.

“Over the last three decades the development of non-steroidal anti-inflammatory tablets has hugely advantaged patients like me and, together with exercises and education, my life expectancy and work-life balance have far exceeded anything I ever hoped for when I was first diagnosed.

“Without the inspired help of people like Dr Paul Bacon, Dr André Calin, Dr Neil McHugh and currently Dr Raj Sengupta, I would never have been able to work until I was seventy, and then continue in voluntary work in retirement.”

**George was treated by our expert team who provide specialist and general rheumatology services which include those for inflammatory joint diseases such as rheumatoid arthritis, ankylosing spondylitis and psoriatic arthritis.**

“My life expectancy and work-life balance have far exceeded anything I ever hoped for.”

# Our supporters and partners

## Wiltshire Health & Care

During the past year we have been working in partnership with Great Western Hospitals NHS Foundation Trust and Salisbury NHS Foundation Trust to successfully establish Wiltshire Health & Care – a partnership, working together with Wiltshire Council, which will be delivering improved community services in Wiltshire over the next five years. We will be continuing our focus on closer working relationships with providers across the whole of our catchment area in the year to come.

## Members

Our Foundation Trust members are doing a great job supporting the RUH and currently (as we go to print), our membership stands at 15,352.

We believe that the RUH belongs to our patients, the local community, and staff, and through the Council of Governors our members are given a voice that can have a direct influence in the development of our services. Our 'Caring for You' events are designed exclusively to give members a view of the hospital from a different perspective and keep them closely connected with our work.

Our Governor Constituency Meetings have also gone from strength to strength. These well attended events aim not only to inform attendees about Trust activities but also seek their views about what could be improved and what is going well.

You can find out what being a member means by calling 01225 821299 or emailing [RUHmembership@nhs.net](mailto:RUHmembership@nhs.net)

## The Hospital Friends

The Friends of the RUH and the RNHRD work hard both through their voluntary activities and to raise funds for many patient comforts and facilities, from

emergency toiletry packs that are distributed free of charge to patients on the ward on a weekly basis, to vital pieces of equipment used for rehabilitation after critical illness.

Some 350 volunteers work throughout our organisation. Every day, they support patients and staff on the wards, meet and greet patients and visitors to help them find their way around, maintain some of our gardens so that everyone can enjoy a beautiful outside space, and they serve us with a smile in the hospital shops.

Over the last year their donations have included £40,000 towards the hospital's Arts Programme, £15,000 to purchase new wheelchairs, £10,000 for new curtains in the Maternity ward, and £2,782 for hanging baskets in the hospital grounds. The Friends have also supported a major project, contributing £35,000, towards the provision of digital signage across the hospitals. These digital signs will offer a constant stream of specific and timely information for our patients and visitors and staff.

The Friends are a core part of the great team working at the RUH for the benefit of patients and their relatives.

## Bath Cancer Unit Support Group

The hospital is enormously grateful to the Bath Cancer Unit Support Group (BCUSG), for raising the £1.3m required to purchase a state-of-the-art scanner used for the detection and diagnosis of cancer. The RUH invested a further £1.4m for installation and we are the first hospital in the region to have such a purpose-built fixed scanner, and it means that patients needing such a scan will no longer have to travel to Cheltenham.



A PET-CT scanner works by combining two scanning techniques – Positron Emission Tomography and Computerised Tomography – to provide strikingly detailed and precise images of cancer cells in the body. It gives clinicians a much clearer picture of the spread of a cancer, how it is responding to treatment, and whether any cancerous cells remain following a course of treatment. The scanner became operational in June of 2016 and since then there has been around 250 patients who have been through the suite.

Our thanks go to all the people involved in fundraising for the scanner and all of the staff involved in designing and building such a wonderful facility.

### The Forever Friends

During the year The Forever Friends Appeal (FFA) has continued to raise funds towards the building of a new cancer centre; to date they have raised a fantastic £7.4m towards the £8.5m campaign target.

The FFA fund projects that make a real difference to the lives of thousands of patients cared for by the RUH each year, as well as the friends and family who visit them. Alongside raising funds for larger capital projects, our charity's supporters also help us to purchase additional equipment and invest in research and

innovation, as well as the smaller 'extras' which complement the existing high quality of care we provide.

During 2015/16 over £700,000 of donations have been used to purchase equipment for wards and departments, these include a £650,000 Computed Tomography Simulator (CT-Sim) for patients who require a CT for complex radiotherapy planning. A £30,000 grant to purchase two cooling caps which reduce hair loss when undergoing chemotherapy treatment, and £60,000 worth of equipment has been purchased for cardiology, theatres, Philip Yeoman ward and the Older Person's Unit.

The FFA team is grateful to every one of its loyal volunteers, fundraisers and helpers for their support and generous donations; patients, their families and friends, local businesses, community groups, charitable foundations and legacies all have had a role to play. They are all vitally important and have contributed to the success of the appeal.

### Collaborations

We are fortunate in being supported by the West of England Academic Health Science Network (AHSN) and other external organisations in our approach to improvement work and we undertake collaborative research projects with the University of Bath.

The RUH is also supporting the Government's Genomes Project to gain a better understanding of the genetic causes of cancer and rare diseases. This ground-breaking project is led locally by University Hospitals Bristol and includes the support of the Academic Health Science Network, three other NHS Trusts, three universities, six clinical commissioning groups, and Health Education South West.



## Esther's experience



Esther Simpson is a former cancer patient who was treated at the RUH after a PET-CT scan diagnosed the exact nature of her illness.

When TV celebrity Mary Berry officially opened the new PET-CT scanner suite at the RUH in June, she was enthralled by Esther Simpson's story of survival.

Esther is walking proof of a PET-CT scanner's life-saving potential. Eight years ago she found a lump in her neck and was diagnosed with cancer but, despite extensive tests including CT and MRI scans, the primary tumour could not be found.

"That terrified me. It was like living with a time-bomb inside my body and not knowing when it would go off. Then when I was told I would have a PET-CT scan it gave me so much hope.

"I was sent to a mobile PET-CT unit where the cancer was detected. Then I had six weeks of daily radiotherapy and weekly chemotherapy at the RUH and, in January 2009, was finally given the all-clear.

"The staff were wonderful, from the consultants to the radiographers, to the receptionists and dietitians and speech therapists. The whole team were fantastic."

Esther now works part-time as a volunteer for the Friends of the RUH, in the Oncology unit that saved her life.

"It helps me to feel I'm contributing and putting a little something back. I'm just lucky to be alive. I've seen my two little grandchildren born, which I would have missed. That's what the scanner's done for me.

"I was thrilled when the Bath Cancer Unit Support Group raised £1.3 million pounds to buy our very own PET-CT scanner for the RUH. Until now, patients had to travel to Cheltenham for the scan, a long journey when you are feeling very unwell. The BCUSG has done so much for our Oncology unit over the past 31 years - we are so lucky to have such wonderful support."

"When I was told I would have a PET-CT scan it gave me so much hope."

Esther was treated at our Ear, Nose and Throat department, which offers services for ENT disorders, and in Oncology, which specialises in cancer and haematology and provides clinics for radiotherapy and chemotherapy treatment.



# 12 months at the RUH



## April '15 Top Emergency Department

Our Emergency Department was the most highly recommended accident and emergency unit in England, with 98% patients who took part in a survey saying they would recommend it to friends and family. The high patient satisfaction rating coincided with one of the busiest periods the hospital had ever experienced.



## May '15 Award for IM&T Build

Our new Health Informatics and Medical Records building received a double win at the South West Built Environment Awards in the Innovation and Value categories. Applauded for its innovative and energy efficient design, and praised for its 'whole team approach to develop a building system fit for the 21st century'. It's another step towards transforming our site to make it fit for the future.



## June '15 Sharing innovation

More than 60 delegates from 26 NHS Trusts visited us to learn about ESAC (Emergency Surgical Ambulatory Clinic), an innovative and nationally pioneering service that offers patients with emergency clinical problems a one-stop package of care – taking them right through from an initial consultation, to diagnostics, and surgery all in one day.

# 12 months at the RUH continued...



## July '15 Leading £2 million research into Psoriatic Arthritis

The RNHRD was awarded just under £2 million to lead on research into improving the lives of those with the painful arthritic condition Psoriatic Arthritis (PsA). The RNHRD provides a specialist service for patients with PsA and is highly regarded nationally and internationally as a centre of excellence for the condition.



## August '15 Waterhouse ward

We transformed Waterhouse ward into a dementia friendly older patients unit; delivering a first-rate environment for the care of frail and vulnerable people. Creating a more homely and welcoming environment which puts patients and carers at ease, as part of our ongoing commitment to improving the quality of care for patients with dementia.



## September '15 Carer Hub opened

Our carer hub was the first dedicated in-hospital information service for carers in the South West. Many people fail to identify themselves as carers and are unaware of the help and support available to them. Staffed by a team of dedicated, trained volunteers, the Carer Hub provides signposting and support to the hundreds of carers who pass through our hospital each day.





### October '15 Elder Friendly Quality Mark

Combe ward was one of just 27 wards in the country to have been awarded the Elder Friendly Quality Mark in recognition of the quality of care its patients receive. The Elder Friendly Quality Mark, awarded by the Royal College of Psychiatrists, was established in order to drive improvements to the quality of essential care older people receive whilst in hospital.



### November '15 Nursing Times Awards

At the Nursing Times Awards we won the Patient Safety Improvement category for our work to reduce the incidence of avoidable pressure ulcers. Reducing incidence of pressure ulcers involved all staff groups; nurses, healthcare assistants, porters, medical equipment library staff, audit team, physios, occupational therapists and dietitians - a truly Trust-wide project which has further improved the care of our patients.



### December '15 Awarded Soil Association Catering Mark

We were awarded the Soil Association's prestigious 'Food for Life' Bronze Catering Mark for the food we serve to patients, staff and visitors in our hospital's restaurants. The Catering Mark provides an independent endorsement for organisations who demonstrate a continued commitment to serving food that is seasonal, sustainable, free range, local, traceable and healthy.

# 12 months at the RUH continued...



## January '16 Trust Values launch

Staff, patients and carers helped to develop our values; setting out a shared ambition for how each and every one of us will behave now and in the future. Our values – Everyone matters, Working together, Making a difference – were co-created using feedback from 1000 hours of listening to people's experience of working and being cared for across our services.



## February '16 We have the technology

A major project to install a wired and wireless network is nearing completion. The new network will ensure our IT systems run faster and we will also have a new wireless network across the site, which will help support future IT improvements as we work towards transforming the delivery of health care through how we collect and manage information.



## March '16 LUPUS UK Centre of Excellence

The charity and patient group LUPUS UK named the RNHRD as a LUPUS UK Centre of Excellence in recognition of our multi-disciplinary approach to diagnosis, treatment and management of Lupus; a potentially life-threatening illness of the immune system. The RNHRD is one of only five centres in the UK to achieve this accolade.



## The Blunden family experience



Owen Blunden was delivered early at 33 weeks and six days and needed neonatal intensive care - anxious days for parents Carl and Rebecca but a story with a happy ending.

"In 2015 we lived in Reading and lost twins to neonatal death. So we were nervous about the care we'd receive at a new hospital in a new area during our next pregnancy. Thankfully I can't be complimentary enough.

"Everybody we came into contact with at the RUH during our pregnancy was absolutely amazing and gave us the highest level of care we could have hoped for.

"The fantastic care in the delivery suite continued on the night of the birth when Rebecca went into premature labour and had an emergency c-section within two hours of arrival.

"It continued when we moved up to Mary ward. The NICU staff were beyond brilliant in the support and care of my son, my wife and myself in what was one of the most testing times in our lives. Every

moment Owen spent in NICU we felt he was in the safest of hands.

"I believe the staff of NICU do more than just a job, more than just look after babies - I believe they make people's dreams come true! This is certainly what they did for us by sending us home as a family."


**Owen spent 12 days in NICU, which provides care for premature and sick newborn babies. Rebecca was cared for by midwifery staff in Mary ward, part of the Princess Anne maternity wing.**

"NICU staff make people's dreams come true!"

OUR FUTURE

# Our Future





Our vision is to lead the way in patient care, with a reputation that's built on excellence – in safety and quality of care, in ground-breaking research and services, in the way we develop our people, in our strong relationships with our partners, and in every patient experience.

We have some new, and some continuing priorities for 2016/17:


- We are moving into the second year of our priority to reduce the occurrence of Acute Kidney Injury. Having raised awareness of AKI within the Trust and with our healthcare partners across BaNES, we recognise there is still more work to do so this remains a priority for 2016/17.
- To improve the outcomes for stroke patients. A stroke is a serious, life threatening medical condition that occurs when the blood supply to part of the brain is cut off. Strokes are a medical emergency and urgent treatment is essential because the sooner a person receives treatment for a stroke, the less damage is likely to occur. We aim to build on work previously undertaken to improve every step of the patient's journey, from admission to discharge.
- Having made progress on improving the discharge planning process for patients at the point that they leave hospital, we wish to continue to expand on this work for 2016/17. We aim to increase staff training, improve the timeliness of medications, continue to work with our health and social care partners across our area, and focus on planning for end of life.
- To improve our communication with patients and carers attending our Outpatient departments. Approximately 360,000 patients attend outpatient appointments every year and we know from patient feedback that there are

improvements we can make in the way that we communicate with patients. We aim to review and change systems and processes.

We will continue to build on our reputation in the treatment of rheumatic diseases, chronic pain and fatigue, following our two hospitals, the RUH and the RNHRD, coming together. The Paediatric Chronic Fatigue Syndrome/ Myalgic Encephalomyelitis service, which provides assessment and treatment for children disabled by fatigue, has already moved from the Mineral Water Hospital to a dedicated children's unit at the RUH site. This is part of a careful and phased approach to relocating RNHRD services from the Mineral Hospital site to the RUH or appropriate community based settings. Work to physically integrate the remaining services; rheumatology and therapies (including diagnostic services), fatigue management and pain continue.

We also have a unique opportunity to think and plan creatively and to build new, state-of-the-art flexible facilities to ensure we are Fit for the Future, and in which staff can provide the highest quality care for our patients. We have shared our plans with many of you to hear what you think about them and your feedback is helping us to shape the future of the RUH. We're building a new pharmacy including five new aseptic suites, and our pharmacy team is looking forward to moving into their new home before the end of the year. The first phase of our new 300-space car park will open in September, increasing car parking provision at the hospital.





We are entering an exciting period of change with Wiltshire Health & Care (our partnership to deliver Adult Community Services in Wiltshire). In its first year the team will be focusing on a number of areas including an increase in health promotion, education and self-management, the levels of care that can be offered outside of hospital, and the supporting therapy and rehabilitation available at home or in the community for patients after suffering a stroke.

The NHS as a whole is looking to the future and seeing what needs to be done to improve the health and wellbeing of local people, and improve the quality of local health and care services. We need to look beyond our individual organisations to help solve the challenges of the whole system, and we will work together with other organisations to deliver health and care services built around the needs of local citizens. Our wider public, patients and staff will be getting involved to help us to shape the new Sustainability and Transformation Plan (STP).

STP is the long-term plan that brings together 18 health and social care organisations across our primary footprint of BaNES, Swindon and Wiltshire to see how we can do things differently to meet the future challenges facing the NHS. Our services will also contribute to the delivery of STPs for Somerset and also

Bristol, North Somerset and South Gloucestershire. We need to change how we do things – introduce more preventative care and find new and different ways of working. We are breaking down barriers so we can plan and take decisions together across the local health care community - which makes sense, after all our patients expect a joined up service, whether they are seeing a GP, visiting A&E, staying in hospital or receiving care in the community.

Our achievements and ambitions will not be possible without the continued hard work and dedication of our staff, or without the continued commitment and support from our wider public.

We know that the future will not be without its challenges but we will be meeting it head on and hope that you will be with us every step of the way.

Further information about working in partnership and our future priorities can be found in the Accountability section of the Annual Report, where you can also find a detailed overview of our performance over the year. The Annual Report can be accessed via our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)

## Phil's experience



Fitness trainer Phil Walker is back on track after a stroke – and advocating outdoor exercise as a big help in his long-term recovery.

“I was admitted to the RUH back in 2010 with an acute brain haemorrhage and subsequent stroke. I have since recovered extremely well and continued my rehabilitation, and am now promoting outdoor fitness and the benefits it has on both mental and physical recovery.

“From the outset, the care I received from staff at the RUH has been nothing short of amazing. I was looked after and supported so well by everyone I came across, from the initial stage of being admitted to A&E right through to my rehabilitation and recovery at home. Dr Louise Shaw, my consultant was very understanding and patient as I tried desperately to get back on my feet.

“When I was released from hospital and still finding my feet after being paralysed, I felt trapped in a world of depression, negativity and anger. Despite medication to

improve my mental wellbeing, I found the most effective treatment was simply being active outdoors. I set about putting together my own rehabilitation programme.

“My focus switched from being in the gym to being outside, in the garden, in the local fields, on country lanes, in woodland, on dirt tracks, using walls, benches, rocks and trees as the foundations of my programme.

“That was how the first wildfit trail was launched in Trowbridge Park, Wiltshire. I co-designed it with my employer Matthew Johns, of Johns Associates and the best thing about it is it's open and free for public use, includes a 1km trail to run or walk and exercise zones that target different aspects of fitness.

“I just want to let people know there is life after stroke or any illness and that they should never give up on recovery. I'm six years post-stroke now and still seeing progress.”

Phil was treated at the Acute Stroke Unite at the RUH, where quick and specialised treatment has been shown to give patients a better chance of survival and recovery, and at Chippenham Community Hospital.

“There is life after a stroke – never give up on recovery”

# Financial Summary

April 2015 and March 2016

The hospital has had a demanding year, facing the same financial challenges as the local health economy and the wider NHS. The year-end financial position delivered a £0.4m deficit, which was £0.5m better than planned. To reach this position in a year of growing emergency pressures, which impacted on the delivery of planned care and necessitated the use of agency staffing, was largely due to the £12.3m efficiency programme, achieved without compromising the quality of clinical care our patients receive.



## How we spend our money

- **£180m on pay;** our staff are our single biggest item of expenditure, representing 62% total operating expenses
- **£40.2m on medicines;** representing 14% of total operating expenses
- **£31.1m on clinical supplies;** representing 11% of total operating expenses.

## £19.7m Capital expenditure

- £3.9m RUH estate including a major upgrade of Waterhouse ward
- £5.6m Information management & technology
- £3.8m Medical equipment
- £6.3m Redevelopment schemes including the new pharmacy building.

### In 2016/17 we plan to invest a further £26.0m

Main schemes include:

- PET-CT scanner
- continued development of electronic patient record
- finalise Pharmacy building
- theatre and ward upgrades
- new car park
- radiology equipment



## Geoffrey's experience



Keen sailor Geoffrey White is back on the water, thanks to treatment for psoriatic arthritis at the RNHRD.

"A few years ago I woke up to find that the fingers on my left hand had swelled up and resembled Cumberland sausages.

"My GP diagnosed psoriatic arthritis and referred me to 'The Min'. I also seemed to have no strength at all and couldn't even pull the cord to raise a window blind. If I couldn't hoist that, how on earth could I hoist a sail?

"I underwent physiotherapy which included sessions in the swimming pool. My strength gradually returned, my fingers went back to normal and, yes, I could hoist sails again!

"Over the next few months I tried various anti-inflammatory tablets. Because I also have lichen planus which, like arthritis, is an auto-immune condition, I have switched to methotrexate as that is effective for both. I don't really suffer with arthritis and, in the event of a flare-up, a steroid injection sorts it out.

"Without exception the staff are first class – the receptionists are welcoming, the nurses caring and the doctors take the trouble to explain everything clearly and give every patient as much time as they need to reach a more than satisfactory conclusion."

**Geoffrey was treated by our expert team who provide specialist and general rheumatology services which include those for inflammatory joint diseases such as rheumatoid arthritis, ankylosing spondylitis and psoriatic arthritis.**

"Without exception the staff are first class"

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