

insight

ISSUE 3 AUTUMN 2009

Mission of mercy

**Safe and
secure 24/7**

**One of the best
survival rates**

United in Excellence

Jamie's
ITALIAN

Jamie's Italian, Bath
10 Milsom Place
Bath BA1 1BZ

Tel: 01225 51 00 51

Fax: 01225 51 00 52

www.jamiesitalian.com

Opening times:

Monday – Saturday, 12 noon – 11pm and
Sunday, 12 noon – 10.30pm

No bookings necessary!

We want you to visit us when it suits you and as our menu is designed around fresh, quality dishes that are quickly produced, we've decided to keep things simple. Rather than taking bookings, we suggest that you just come along and we'll find you a table as soon as we possibly can.

If we're completely full when you arrive, we'll look after you until a table becomes free.

Need to get to the RUH?
Live in West Wiltshire?

CONNECT
Wiltshire



Book Connect2 for work, appointments or visiting

To book call **08456 525255** option **2**

For information **01380 860100**

To contact us from the hospital dial **1444** from any hospital extension.



Connect2 RUH – a door-to-door service



Wiltshire Council
Where everybody matters

Advertising space now available!

Want to advertise your services to hospital staff? Then you've come to the right place! Advertising space is now available in our hospital magazine.

For a very competitive rate, you can reach a diverse audience, both inside and outside of the RUH. 'insight' is produced once a quarter, with a print run of 3,000.

Requests for advertisements will be accepted on a first come, first served basis - so book your space now for the next edition.

For further information, please contact
Communications Officer Anita Houlding on 01225 825799
or email communication@ruh.nhs.uk

**Buy a
'Baby'
Brick**

For just £10 you can buy a 'Baby' Brick and help build a new sustainable Neonatal Intensive Care Unit for sick and premature babies at the RUH.

01225 825691

www.foreverfriendsappeal.co.uk



Help save a baby's life today!

Registered Charity Number 1058323

Welcome

We hope you enjoy this next edition of insight, do continue to give us your feedback.

In the forthcoming winter edition, there will be more information on our progress towards becoming a new NHS Foundation Trust. In the meantime do keep an eye on the weekly newsletter 'intheweek', the intranet and noticeboards, as well as the updates from our chief executive at the open staff meetings.

We'll be able to tell you more about what a Foundation Trust is, our responsibilities, what difference Foundation Trust status makes to our hospital and where we are in the application process as well as information about public consultation and on how to become a member of a Foundation Trust.

Anita Houlding

Communications Officer / Editor

Editorial dates 2009/10

You can send your articles for Insight via email to Anita or communication@ruh.nhs.uk or you can send a paper copy via the internal mail.

Deadline for copy

Week ending 25 September
Week ending 18 December

Publication date

Week commencing 2 November
Week commencing 1 February

Contributors



Adam Jones

Security & Car Parking Manager

Safety and security is paramount



Helen Robinson-Gordon

Head of Communications & External Relations

A race against time



Kim Gupta

Consultant Anaesthetist & Clinical Lead for ITU

Best survival rates in the UK

inside this issue

insafehands

Executive patient safety visits	4
Teamwork to control infection	5
Safeguarding adults	5
Safe and secure	6
Yours sincerely	7

inperson

On the button.....	8
Team of month	8
Nabarro medal.....	9
In memory of Janet.....	10
Just a minute	9, 10, 13
A family affair	11
Retiring together.....	11
Cardiac centre	12
Learning stars	13
Mission of mercy.....	14

inview

Improving our hospital	16
Protecting our environment	17

intheknow

ITU one of the best in the UK.....	18
Above and beyond.....	18
Tales of honey and maggots.....	19
How to write objectives	20
NHS Constitution	21

inaddition

Staff 'Feel Good' day	22
Forever Friends.....	23
Art.....	24
Blooming marvellous.....	26
Keep on running.....	26
Patient safety certificate progress	27
Choir sings farewell	27

inyourowntime

Take a break	28
--------------------	----

Executive **patient safety** visits

Patient safety continues to be our number one priority - to enable the trust to achieve this, the team are focusing on the Patient Safety First Campaign leadership intervention, which includes the executive patient safety visits.



*Director of Nursing
Francesca Thompson
listens to a patient*

Each of the executive team has responsibility for visiting specific areas to increase awareness of patient safety at board and ward level. They are there to support and empower staff to discuss safety issues openly, identify solutions and to minimise risk. The execs are helping to promote a safety culture within the hospital, identifying areas of good practice as well as areas where improvements can be made. They'll be improving communication and building strong relationships between themselves and front line staff.

Assistant Director of Nursing Jo Miller says: "28 visits have been made so far and some areas are about to be visited for a second time. I accompany the execs on each of these visits which

take place every two months. We plan them at a time mutually convenient to everyone. To ensure that night staff are also included and involved, I accompanied Francesca Thompson, Director of Nursing, on a night visit.

"It's an informal way for leaders to talk to frontline staff about patient safety. We encourage between three and five staff to be at these meetings so that we get a broad view and we want a range of staff to get involved, not just senior sisters. I take minutes so that we've a record of actions that may need to be taken, or that have

been completed. Judging from the comments I've received - such as 'It was useful to discuss patient safety in an open manner and not feel vulnerable', 'Often talking about patient safety issues can be seen as failing the patient, this concept of raising concerns could, in reality, prevent incidents occurring' - staff are finding these visits extremely useful.

"The executives also find it valuable. The visits give them a more informed understanding of what is happening with regards to patient safety at ward level."

" It's an informal way for leaders to talk to frontline staff about patient safety "

Teamwork to control infection

Yvonne Pritchard is Senior Infection Control Nurse. With her wealth of knowledge and experience in infection control, ably supported by her team of infection control nurses, Yvonne is looking to not only achieve, but exceed this year's challenging national targets that are set by the Department of Health, to reduce healthcare associated infections.

Yvonne says: "Last year, we performed really well and we met the standards



set by the DoH. This year I want things to step up a gear! Ideally we'll not only meet targets, we'll exceed

them. To make this happen will require everyone's involvement; staff, patients and public.

"My team of five infection control nurses will continue to provide staff with the information and tools they need to improve infection control practices on the wards, and throughout the hospital.

"We are supported in our work by around 100 link practitioners. These staff are responsible for leading on infection prevention and control in their clinical areas. They engage with staff to develop local improvement plans through education and audit of standards. They are key members of staff who are able to challenge practices and support staff to make changes that will reduce the risk of harm to patients.

"The public can play an important part in helping us - simply by staying away from the hospital if they have a cold, or chest infection, or if they've had diarrhoea and vomiting, or been in contact with someone who has. This will help to reduce the risk of the spread of infection. Something as fundamental as washing of hands using soap and water, or if in clinical areas, using hand gel, really does help.

"We'll also continue to work closely with colleagues in Primary Care Trusts to ensure we are all working together to reduce healthcare associated infections."

Yvonne has been Senior Infection Control Nurse since April of this year. This follows a 12-month period of secondment to the infection control team from her role as Matron.

Safeguarding adults

'There can be no secrets and no hiding place when it comes to exposing the abuse of vulnerable adults'. This is a statement taken from a national Government policy called *No Secrets: Guidance on developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse*. The policy gives a high priority to taking immediate action to ensure that vulnerable adults, who are at risk of abuse, receive protection and support.

Director of Nursing Francesca Thompson says: "All persons have the right to live their lives free from violence and abuse. Abuse can take many forms such as financial, emotional, physical, sexual and neglect.

"Local authorities and other relevant agencies working with vulnerable adults living within a local authority boundary, must work together to protect them from abuse. The RUH is already working to this agenda and Sue Leathers, Neil Boyland, Kate Purser, Kate Peacock and myself -

the RUH Safeguarding Adults Group - are taking the lead on this for the hospital.

"The team has just produced an annual report 2008/09 (approved by Trust Board in June) which demonstrates that the trust has made extremely good inroads on making vulnerable patients safer through strong partnership and team working.

"We hope that you find the Identification and Protection of Vulnerable Adults Policy, flowchart and referral forms easy to use and would be delighted to hear from you if you feel that we can improve upon any of our processes.

"The team meet on a regular basis and are keen to achieve an increased level of staff awareness and training in this important aspect of patient care."

The Identification and Protection of Vulnerable Adults Policy is available on the intranet, under policies - search the alphabetical index under V.

Safe and secure



Staff will be comforted to know that their safety and security at work is of paramount importance to the hospital. That's the ethos which is being enthusiastically practised by two, fairly new, members of staff who lead the hospital's security team.

Adam Jones is Security and Car Parking Manager who joined the trust in February and Sean Kedzia is Security and Car Parking Operations Manager who joined the trust in April. Adam and Sean have extensive experience of working in a security based environment, both having worked for many years in the Prison Service as a Senior Manager and Operational Manager. Adam also has a military background.

Nine male and one female security staff, and two car parking attendants make up the rest of the team, who protect both staff and the hospital environment.

Adam, whose thoughts are echoed by Sean, says: "We're very happy to be here. It's great that the RUH is investing in professionals. We want hospital staff to know that they can approach us for advice at any time - the security team are on call 24/7 to assist them."

The security team have a wide remit, working to policy and guidance set down by the NHS Counter Fraud and Security Management Services. They'll be protecting us against theft, anti-social behaviour, violence and vandalism. Adam is very clear that we need to exclude people who abuse NHS staff. "We have zero tolerance of violence at the RUH. Our staff have the right to be safe at work. If we need

to pursue anti-social behaviour orders and injunctions through the courts to protect our staff - we will do it."

Adam is also in the process of developing a 'lone worker' policy: "I'm about to initiate a risk assessment to assess areas of concern, which may result in specific staff being given a special personal security alarm, which has an inbuilt GPS system and panic button."

They are also responsible for managing the car parking on site - which isn't an enviable task. An audit is currently being undertaken to review the criteria for allocating parking at the hospital, which will be in line with national policy. Shift staff will be glad to know that the opening of a 'late shift' parking area is imminent. Approximately 50 spaces will be set aside in a fenced off area, with barrier access. This car parking area won't be accessible until around mid-day each day.

Sean says: "Car parking issues are a problem for most hospitals and is clearly an emotive subject, but we want

people to have a balanced view. We shouldn't take our parking facility for granted and people need to appreciate that the trust has to work within national NHS policy on parking (yes - there is one!) which advocates that parking has to be 'fair for all - not free for all'. We also have to adhere to local government's Green Travel Plans. So there are many things to be taken into consideration. We'll always be seeking amicable resolutions - we want people to be happy - but those resolutions will have to be within the rules.

"It's a good opportunity to remind staff to always park courteously, whether on or off site. If anyone does identify inconsiderate parking, or tailgating, we want to know about it."

The nature of the work of the security team will be profiled right from the time of induction of new staff - so that there won't be any doubt that the security team absolutely has the best interest of staff at heart.



Sean Kedzia (left) and Kevin keeping an eye on things

Yours sincerely

The trust frequently receives letters in praise of the care our staff give to patients. Some also appear in the local press. Here are extracts from a few.

Mr H Russell from Frome wrote "One hears so much criticism of the NHS and the RUH that I must express my thanks for the treatment I received on two recent occasions. The professional and personal care I was given was excellent and I would be grateful if you could express my thanks to all doctors and nurses involved in my care and treatment. Even the food was good and well presented."

Ms J Best from Chippenham wrote "I am writing to say what a wonderful team of doctors and nurses you have and to say a huge thank you to those who treated my mother. In the Emergency department she was swiftly diagnosed and the doctor took time to explain the implications to us. On Robin Smith ward staff took very great care of my mum. We stayed by her bedside for a week and we witnessed the wonderful dedication of **all** the staff - from auxiliary and staff nurses, Dr Barnaby and Dr Edward Jefferies. As well as caring for mum, they took time to make sure that we were comfortable and well informed. Sadly mum passed away but without the dedication of your wonderful 'front line' staff, she would not have had the care that she received and for that we are truly grateful. It is true what they say "doctors and nurses are born, they are not made" - you are all truly unique people, *thank you*."

Mr R Wallis from Bath wrote "I had reason to visit x-ray and I am writing to tell you of the excellent service I received. From the moment of entering, I was greeted in a friendly, efficient manner and similarly for the actual x-ray itself. Everything was handled in a manner with which I think anyone would be pleased - and proud of the service provided. Well done everyone."

Ms J Cushing from Malmesbury wrote "I am writing to tell you of the wonderful treatment I received at your hospital. Because of negative media reporting of the NHS, I had a 'terror' of having to go into hospital. I came to the RUH scared and in acute pain. In the Emergency department the kindness and speed I was seen by doctors was exceptionally good. On to MAU and the cleanliness, care, empathy, friendliness astounded me. Was this the NHS I keep reading about? This was the opposite of everything I'd been told. In Victoria ward everyone was kind, caring, patient and professional. The hand washing and floors and cleaning sparkled - very impressive. I am now telling everyone - don't be afraid to go to Bath. What a great hospital you have and wonderful staff."

Mrs Dagger from Melksham wrote "I must sing the praises of the RUH, in particular gynaecological, surgical and oncology units, Mr Nick Johnson, Dr Ed Gilby and their teams and the brilliant nursing staff of Charlotte ward. In two years I have had two life-threatening major operations, thanks to advancement of medical science and the skill and dedication of these teams, I am still able to continue my life. Words cannot express enough my grateful thanks."

Mr G Brace from Saltford wrote "From the time I arrived in the Emergency department, the care and treatment I received was just superb and I would like to thank everyone involved for their courtesy, understanding and compassion."

On the **button!**

Adam Button, who happily shares a surname with his hero, Formula 1 Championship leader Jenson Button (from nearby Frome), is over the moon with a very special gift - a Brawn GP team cap personally signed by Jenson himself.

Despite spending over six months in the intensive care unit at the RUH, 18 year old Adam from Wiltshire - who suffers from a neuro muscular disorder - has followed Jenson Button's progress every step of the way. He tries not to miss a minute of the racing on TV and drives all the racing circuits on his play station.

Junior Sister Hilary Wheeler, one of the staff involved in Adam's care says: "Adam is such a delight and he absolutely loves Formula 1. I had the idea of contacting the Brawn GP Team to see if we could get Adam something signed by Jenson and they really came up trumps. Now he'll probably be wearing his personally signed team cap to bed!"



Adam came into the ITU back in September 2008 with a chest infection and he has had to spend a long time on a respirator. His treatment also involved spending time at a specialist unit in St Thomas' in London.

Mum Trish and Dad Eddy are full of praise for the staff who care for Adam: "The ITU team has become like part of the family, we're all on first name terms and they can't do enough for

us. They go above and beyond the call of duty and we think they're brilliant. Junior Sister Rose Corbett even travelled to London to visit Adam at Christmas when he was in St Thomas'.

"Now they've arranged this special treat for Adam, and he is thrilled with his cap. We are very grateful to the staff for arranging it and to the Brawn Team GP for their generosity."

April Team of the Month - Trauma Nurse Specialists

The achievements of the Trauma Nurse Specialists have been substantial. They include streamlining the patient pathway for trauma patients, in particular those with a fractured hip; supporting better discharge planning, helping reduce the average length of stay for trauma patients and working with other Trusts to deliver a one-stop-service for dexa scanning for osteoporosis. Congratulations on these considerable achievements.



Just a minute...



.... with Neil Boyland, Matron for Critical Care and Chronic Pain Service

Q What led you to become a matron?

A I felt that I was able to make a difference for patients and nurses in my clinical areas.

Q What's the first thing you do when you get into the hospital in the morning?

A I check what sort of a night the nursing staff have had on the Critical Care Unit and find out if there are any issues I need to be aware of.

Q What book are you reading right now?

I've finished *The Boy in the Striped Pyjamas* and now reading a book called *Seance*.

Q What's your dream holiday destination?

A Anywhere as long as I am by the coast or by water.

Q Name one thing you couldn't do without in your job?

A Coffee, I drink a lot during the day to keep me going.

Q If you could change one thing about working at the RUH, what would it be?

A To be up-to-date with recruitment and not have a vacancy factor at all.



Q What makes you laugh?

A Currently I find Gavin and Stacey on TV very funny.

Q What do you do for fun?

A Swimming, body surfing and cooking and going to the coast whenever I can.

Nabarro medal for Trevor

Trevor Clarke, who recently retired from the hospital's housekeeping team, has been awarded the Nabarro Medal by the British Diabetic Association. The medal is awarded to people who have lived with diabetes for more than 50 years.

Trevor was diagnosed with Type 1 diabetes at the age of 16 and he says his longevity with the disease is down to the love and support from his wife - they've been married for 45 years. Many staff will remember Trevor who worked for 18 years on Forrester Brown and the Children's ward and ten years on day surgery.

The medal is named after Alan Nabarro, who was given six months to live in 1922 when he was diagnosed with diabetes at the age of seven. However thanks to the discovery of insulin that year, he lived for another 55 years. He served the British Diabetic Association, the forerunner of Diabetes UK, for more than 30 years.



In memory of Janet

A special quiet room dedicated to the memory of Janet Crane - a former member of staff at the RUH - has been set up to provide a private space for cancer patients and their carers to use.

The Bath Cancer Unit Support Group (BCUSG) - who provided the funding for 'Janet's room' - has dedicated this facility to her memory, Janet died in November 2009. Janet was secretary to the BCUSG and worked at the RUH for over 40 years as a Superintendant Radiographer.

Sarah Hudson, Cancer Services Manager at the hospital, says: "Janet's room is available to breast, gynaecological and urological cancer patients. It's a place where they can spend some time away from the clinical environment to sit and talk to the cancer nurse specialists about their



The Mayor of Bath, Cllr. Tim Ball with Janet's husband Jim and Sister Irene Buckley at the formal opening

diagnosis, treatment and results after surgery, or they may choose to use it as a breathing space."

John Carter, Chair of the BCUSG says: "Janet worked closely with us to help fundraise for the very first radiotherapy treatment machine at the RUH.

Without her help and the commitment of the cancer unit support group, this quiet room probably wouldn't exist. We wanted to do something to remember her by and we think 'Janet's room' is a fitting tribute."

Just a minute...



.... with Julie Stone, Matron in Orthopaedics

Julie is responsible for clinical leadership, improvement, development and management of the orthopaedic services

Q What led you to work in Orthopaedics?

A Orthopaedic training could be started at age 17 and I was desperate to leave home!

Q What's the first thing you do when you get into the hospital in the morning?

A Tell Sister Pearce a funny story about the day before.

Q What book are you reading right now?

A The Island by Victoria Hislop.

Q What's your dream holiday destination?

A Studland Bay in Dorset - no question.

Q Name one thing you couldn't do without in your job?

A My fantastic team of staff.

Q What makes you laugh?

A Everything.



Q If you could change one thing about working at the RUH, what would it be?

A To have a staff only restaurant.

Q What do you do for fun?

A Drink champagne!

A family affair



“Since my mum and dad had worked here, I always felt it was inevitable I would come to work here too - it feels like a real family affair.”

That’s the view Colin McMahon - who is an Assistant Electrician - has of working at the RUH. Colin has worked here for 26 years. Both his mum and dad worked here when they were

alive - his mum was an auxiliary sister and dad worked in Stores - and Colin’s wife Sandra also works here as a domestic on evening shift.

Colin says: “There are quite a few ‘families’ who work here, there’s a lot of loyalty to the RUH.”

Colin joined as a domestic and then worked as a porter in Physiotherapy before becoming an assistant electrician

working in the maintenance team: “I’m involved in PAT safety testing of all types of electrical equipment used in the hospital, from kettles in kitchens to the medical equipment used to care for patients on wards. We also test the fire alarm system and repair electrical breakdowns.

“I really enjoy working in the Estates team, we’re a close unit and we have a lot of laughs. One of my colleagues Larry Moores is amazing, he has so much knowledge and has been very helpful to me over the years.”

You may well see Colin around - he’s not hard to spot - as his daughter has been practising her hairdressing skills on him - he’s the one with the blond spiky quiff. “I’ve had a lot of stick about it - as I knew I would - but it’s a good advert for my daughter’s salon. No doubt there’ll be more ribbing when they see me in the hospital magazine.”

Retiring together...

Pat and Carl Andrews have both recently retired from the RUH. Pat was a staff nurse on the day surgery unit and Carl worked here as the gas porter.

Pat had a varied career in the health service before joining the RUH in 1988. Following almost ten years on the eye unit, where she introduced the first nurse led pre-assessment clinics and the start of day case for cataract surgery, Pat then worked as Staff Nurse on the day surgery unit for ten years: “I’ve loved working in day surgery - they’re a very close knit team. My job has been

very rewarding but I’m ready for a change, though I’ll still be doing some bank work.”

Day Surgery Unit Manager Jayne Croucher says: “Pat is an outstanding nurse who cares passionately about patient care. She’ll be greatly missed by us all.”

Carl had worked at the RUH as the gas porter for almost eight years. Previously he studied law and was a junior school teacher before taking early retirement. Carl says: “It was important for me to maintain contact with people, which is why I came back to the workplace.



I’ve particularly enjoyed using my teaching skills on the mandatory course on medical gases. Now I’ve retired I’ll have more time to play my violin and viola.”

We wish Pat and Carl a very happy retirement.

Cardiac centre missing an 'inspirational leader'

Sister Claire Monahan retired in June this year and Cardiac Centre staff say she has been an inspiration.

Junior Charge Nurse Steve Baldeo speaks on behalf of all the staff on the cardiac unit when he says: "Claire had become an iconic figure within the department. She has been an exemplary leader to the entire team and never failed to provide inspiration to her nursing staff. Claire has managed changes within the department astoundingly well; this was driven by the leading role she played within the Clinical Governance team. It was obvious to her nursing staff that she took pride in providing care to her patients of the highest standard. This was equally demonstrated in the special interest she gave to all

her staff members in facilitating their professional development."

Steve adds: "Claire will be greatly missed for her sense of humour, warm smile and outstanding management qualities. We think she is the most organised person in the world, a joy to work with and a true blessing to the nursing profession."

We all join the Cardiac Centre nursing team in wishing Claire Monahan a wonderful retirement.



" Claire will be greatly missed for her sense of humour, warm smile and outstanding management qualities "

Team of the Month for May - Anticoagulation Team

This winning team has established a new clinic for patients who are on the anticoagulant drug Warfarin. Clinic arrangements are very flexible to make the service as convenient as possible for patients. A new service dedicated to Julian House residents, whose lifestyles are unpredictable, is also being provided, giving easy access to regular monitoring. The Anticoagulation team has improved patient safety by using the INR computer system to communicate a patient's history should they be admitted to hospital. Patients have been very positive about the service and the efficiency and friendliness of the team. **Congratulations.**





Celebrating achievements of learning stars

Staff were recently invited to nominate colleagues (using gold stars) for achievements made through learning, education and development.

Around 150 gold stars were displayed during a special Learning at Work Day event, at which Bath Rugby team members Danny Grewcock and

Brad Davis made guest appearances. The gold stars were entered into a draw and many won fabulous prizes donated by local businesses.

'Gold star' staff nurse Trudie Young initially worked as a hospital domestic and has since trained to become a staff nurse and obtained a degree. Trudie says: "The support I've had at the RUH

- from the first day as a student right up to today - has been excellent. I still receive the help and encouragement that I need."

If you want to read more about Trudie's learning experience, check out the intranet newsboard or call Tracey Elvins on ext. 1772 for a printed version.

Just a minute...



.... with **Kate Horn**, Consultant in GU Medicine

Q What led you to become a GU consultant

A Serendipity!

Q What's the first thing you do when you get into the hospital in the morning?

Change into greens.

Q What book are you reading right now?

A I've just finished *The Book Thief* and I've started reading *The Shack*.

Q Name one thing you couldn't do without in your job?

The rest of the team.

Q What's your dream holiday destination?

A Canadian Rockies - winter to ski, summer just glorious.

Q If you could change one thing about working at the RUH, what would it be?

A The location! Closer to shops and public transport links would be far better for our patients (and staff might like it too!)

Q What makes you laugh?

A My children!



Q What do you do for fun?

A Socialise with friends and family. Also riding my folding bike to work when I can, it's a way of keeping fit which can be squeezed into my working day.

Mission of mercy

On Saturday 20 June, in a hospice in Wroclaw, Poland, a 34 year old mother lost her fight against cervical cancer. Why was her death of consequence to me? Because in the last few days of her life, our paths crossed in such a way that it renewed my faith in human kindness and compassion.

A week before Teresa Wasik's death, I had been asked if I knew of any way we could repatriate her to Wroclaw (pron: Vrot-slafv) as it was her wish to be reunited with her young son and family for whatever time she had left. There was no hospital funding available and Teresa didn't have insurance or savings of her own. But could we get her back when time and finances were against us?

We are all asked to do difficult things in our jobs, but of one thing I was sure; I would want to move mountains to be with my children if I knew I had little time left. I would need to say my goodbyes, hug them for one last time and I felt that Teresa deserved that chance as well.

Commercial airlines were unwilling to fly Teresa as she needed medical care and would possibly need to be on a stretcher. She was getting weaker as each day passed and although RAF Lyneham was very helpful, ultimately it was not going to be possible within the time we had. We received a similar response from jet leasing companies - we knew we had to look in another direction.



Over the weekend, we persuaded BBC Radio Bristol to help. On Monday's Breakfast Show they interviewed Dr Ed Gilby, one of our consultant oncologists who was treating Teresa. Teresa agreed to the publicity and the media interest went into overdrive from the UK and Poland. Teresa was still strong enough to be interviewed and although it tired her, she appreciated the fact that so many people were trying to help her.

We were hoping the coverage would achieve the almost impossible – that Teresa could be flown home by an

organisation that would put an aircraft and medics at our disposal without charge... a big ask, given that the cost would be around £13,000! But if we all wanted Teresa to share her last days with her son, wouldn't other people want that too? The response was incredible; we received masses of pledges for funds to pay for Teresa's trip home. We were quite simply overwhelmed.

Then the very call we needed - Wings Aeromedical from Bristol offered to provide the flight and medics for



“ In the last few days of her life, our paths crossed in such a way that it renewed my faith in human kindness and compassion ”

just the cost of the fuel. Dorset and Somerset Air Ambulance offered to fly her from the hospital to Filton Airfield in Bristol, free of charge. Suddenly the chance of getting Teresa home, and soon, seemed very real. Contacts within the local Polish community managed to persuade the Wroclaw hospital to accommodate her without charge even though she did not have health insurance.

We thought we were set... but then everything was suddenly in the balance. Teresa was struggling to come to terms with the situation and like anyone faced with such bleak news, desperate to believe that more could be done to prolong her life. But every hour that

passed further jeopardised her chance of making the flight home.

The doctors and nursing staff on William Budd ward had to contend with a language barrier and had the painful task of trying to make Teresa comprehend, at some level, she was terminally ill. Few of us can only imagine how difficult that must have been. Somehow they achieved a breakthrough and finally on the Thursday morning, less than a week after the appeal began, everything was in place and more than £8,000 had been pledged.

Followed by the TV cameras, Teresa was wheeled to the helipad and transferred to the helicopter, but events

were clearly taking their toll. Against a leaden sky the helicopter finally took off. There was a sense of relief but also of the inevitable sadness to come.

Late that afternoon, we were told she had arrived safely in Wroclaw. Teresa spent the too few remaining hours of her life with her son and parents. Without the generosity of so many people and organisations and the support of the Polish community, that would not have been possible.

Thank you.

Helen Robinson-Gordon, Head of Communications & External Relations.



Improving our hospital

Improving comfort and privacy for patients

As part of our commitment to improving patient experience - and in particular improving privacy, dignity and respect for patients - a significant investment programme is now underway within the hospital.

Work to upgrade and refurbish toilets and washrooms on six wards - Pierce, Philip Yeoman, Forrester Brown, Waterhouse, Parry and Haygarth - began in May and behind the disruption, the benefits are already clear to see.

Junior Sister Jo Flint looks after patients recovering from vascular surgery. She says: "We often need to help patients with washing and the facilities could be cramped, but now we'll have four larger washrooms which will make things so much easier. The new facilities will help us enormously in our work to rehabilitate patients after surgery, prior to returning home."



What other improvements are being made at the RUH?

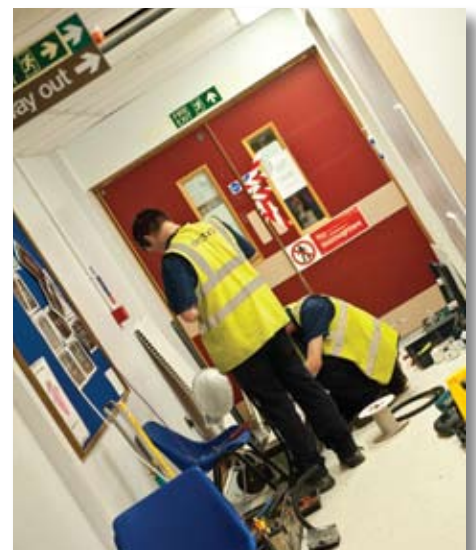
Robots to provide safe and efficient drugs dispensing

Two robots are being installed within the pharmacy department to provide automated drug dispensing systems. Patient and prescription details will be fed into the robotic 'storage' systems, which will then automatically, safely and efficiently dispense the required medicines and drug label. The new system will be up and running in early August. Thanks to all ward staff who have had to alter their practices to fit in with the new changes.

able to treat more patients. Since the purpose built, nurse-led day surgery opened, waiting times have significantly reduced whilst patients have received a really high standard of care.

Further improvements to cardiac day case surgery

The addition of a procedure room to the cardiac day case surgery (opened earlier this year) will mean staff will be



" It's a difficult road to travel but once we get there, the benefit to patients and staff will be phenomenal "

Senior Sister Irene Richards

Protecting our environment

Huge changes are being made to the way we manage waste at the RUH.

The trust now uses a new waste compactor to compact waste emptied from custom built wheelie bins. Four or five of these bins can be picked up at once by a new electric truck. A new cardboard baling machine is also in operation.

Environment Manager Luke Champion says: "The new system will reduce our carbon emissions, significantly reduce waste management costs and will help raise awareness of the importance of recycling. We'll be able to sell the cardboard bales to generate revenue for the hospital.

"It's a great move forward and wouldn't have been possible without the hard work and determination of the environment porters - they contributed to the design process of the new waste management system - their ideas and suggestions have been invaluable in getting all this off the ground."



Back: Joe Esposito & Julian Stanley.
Front: Clive Young, Paul McCusker, Andy Gay, Shaun Boswell, Luke Champion, Dave Bodman & Tony Scovell.

New isolation rooms and chemotherapy suite for William Budd

Work is underway to build a new chemotherapy suite that will provide treatment for up to 16 patients (six more than currently) at any one time. Five new isolation rooms with ensuite facilities will replace the current isolation rooms, greatly benefiting the treatment of immuno-compromised patients.

Final designs for new NICU are complete

Designs are complete as we wait for planning permission to rebuild our newborn intensive care unit.

Victoria ward gets an upgrade

Victoria annex (below) has recently undergone a facelift which will greatly help improve infection control.



New pre-operative assessment suite

A newly expanded and refurbished Pre-op assessment suite is open for business. All pre-op assessments that took place previously in orthopaedics, central pre-op (Widcombe ward) and day surgery have been absorbed into this new facility.



ITU one of the best in the UK

Our Intensive Care unit has some of the best survival rates in the UK. Latest findings from the Intensive Care National Audit & Research Centre (ICNARC) show that seriously ill patients being treated in the Intensive Care Unit (ITU) at the RUH are more likely to survive, than patients treated in most other similar units in the UK.



The most recent report from ICNARC puts our ITU in the top ten for the 183 participating intensive care units in the country, and third place when compared with the 35 similar intensive care units.

Dr Kim Gupta, Consultant Anaesthetist and Clinical Lead for the Intensive Care Unit says: "I am delighted that, once again, our unit's survival and cost figures are amongst the very best in the

country. Caring for the sickest patients in the hospital places great demands on all who work on intensive care and these results reflect the hard work and dedication shown by every member of the intensive care team."

The recent report from ICNARC covers the period 1 April to 30 June 2008. It shows that the RUH has a standardised mortality ratio of 0.7, where 1.0 is the ratio for expected deaths.

Findings from another national independent organisation, the Critical Care National Cost Block Program, also shows that the RUH ITU is one of the more cost efficient units in the country. Despite the very high quality of treatment received by patients, the cost per intensive care bed at the RUH is below the average for other units.

Above and beyond – nominate a customer service star

Do you know someone who goes above and beyond the call of duty to help their colleagues, our patients or visitors? Was it a single act of unprecedented kindness or good service or do they often go out of their way to help?

They could be eligible for one of the Trust's new awards - the Customer Service Award, which are being presented in partnership with the hotel chain, the von Essen group. Each month members of the staff recognition committee will assess nominations and based on a given criteria, select a winner. The Committee is looking for someone who has evidence of their efforts being appreciated e.g. letter of compliment/thanks; can show how they went above and beyond the call of duty in either a sustained way or in a single act and either in adversity or under pressure; and that the impact of that behaviour can be shown. Nomination forms are now being circulated to all departments within the hospital along with guidelines to assist completion.

By the time you are reading this, the first four staff will have received their awards. They are; Dr Terry Farrant* Consultant Physician, Senior Infection Control Nurse Yvonne Pritchard, Christine Wrintmore from Retinal Screening and Cleaning Supervisor Carole Perkins.

Each of the winners plus a guest will be treated to lunch, afternoon tea or a spa treatment at one of the local hotels owned by the von Essen group, courtesy of the group.

* Dr Farrant was awarded a sum of money which he generously donated back to his department.



Tales of honey and maggots

Nurses are using natural healing products such as honey and maggot larvae to clean wounds and help in the fight against MRSA.

When skin becomes damaged the remaining wound takes time to heal. Whilst many heal naturally in time, choosing the right dressing for each wound can make all the difference to ensure patients have the best chance of healing as quickly, and as pain free, as possible.

Medical grade Manuka honey, harvested from the native New Zealand Manuka plant, has antibacterial properties not found in other honeys and is now being used in a range of wound dressings at the RUH.

Kate Purser, Tissue Viability Nurse Specialist says: "Honey has been used in healing for centuries but now new products on the market have overcome the problems associated with using conventional honey and bring the use of honey into a modern healthcare setting. As well as having effective antibacterial properties, honey has an osmotic action meaning its high sugar content actively draws fluid from the wound helping the body to dissolve and remove dead tissue. It also reduces wound odour and maintains a moist wound healing environment."

Mrs Dorothy Yeo from Bath, has been receiving treatment for an ulcer for the last three years and recently began using honey dressings. She says: "I felt I wasn't getting anywhere, and the pain made it hard to sleep. After trying the



Staff Nurse Becky shows patient Jack the sterile maggots.

honey dressings I'm optimistic about the future. I'm able to sleep without sleeping tablets and for the first time new skin is forming over my ulcer. I'm very, very pleased, these dressings just seem to work for me and I'd recommend the treatment to anyone."

From bees to the sterilised larvae of the common green bottle fly, the use of maggot therapy in wound healing

can help in the ongoing fight against MRSA and other healthcare associated infections.

Kate says: "Sterile maggots applied to a wound as part of a dressing, are capable of killing bacteria in their gut, including MRSA; in addition, their saliva contains enzymes that enable them to remove dead or unhealthy tissue and promote healing in a wound."

" As well as having effective antibacterial properties, honey has an osmotic action meaning its high sugar content actively draws fluid from the wound "

How to write objectives that work!

Useful information is available on writing objectives to support staff when reviewing their personal development and setting work objectives as part of the Performance Review process. These objectives also enable managers to evaluate staff performance and help in discussions around career development.

Appraisal Project Manager Melanie Ball says: "Objectives exist so that staff will know what they need to achieve in their role, be clear of their direction and know that where they are heading fits in with the objectives of the hospital as a whole. Objectives also highlight the value and contribution each of you makes."

Success can be measured using SMART work objectives, which focus on outcomes rather than activities.



What are smart objectives?

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely

Specific - does the objective describe what I really want to achieve?

- Is it clear and well defined
- Is it clear to anyone that has a basic knowledge of the work area
- Does it detail the desired outcome.

Measurable - What is the measurable outcome?

- Know if the objective is obtainable and how far away completion is

- How will you know if you have been successful
- Write objectives using action verbs as they are easier to measure, e.g. to write, to present, to improve, to solve.

Achievable - how long will this take and is it achievable?

- Agree with all parties what the objectives should be to ensure clarity
- Are resources, knowledge and time available
- Is the right support in place.

Relevant - will the objective result in a relevant improvement?

- Does the objective link to those of your team
- Does the objective support the overall objectives of the trust

- Is the objective 'stretching' enough to ensure performance improvement.

Time framed - what is the date for completing this objective?

- Is there enough time to achieve the objective
- How often will it be reviewed
- Beware of too much time, which can affect or dilute performance.

Badly written and unclear objectives may mean that you never achieve what you need to, or end up working against each other. They can cause disagreements over whether objectives have been achieved.

That's why we have systems for planning and performance management. It's like setting a compass in the right direction.

Set it correctly and you'll journey safely. But fail to set it and who knows where you'll end up.

“ Badly written and unclear objectives may mean that you never achieve what you need to ”

The NHS Constitution: **the NHS belongs to us all**

The NHS Constitution was published in January 2009 and brings together, in one place, what staff, patients and public can expect from the NHS.

It explains that by working together we can make the very best of finite resources to improve our health and wellbeing, to keep mentally and physically well, to get better when we are ill, and when we cannot recover to stay as well as we can to the end of our lives. The constitution reaffirms that everyone has a role to play in the success of the NHS.

As well as capturing the purpose, principles and values of the NHS, the Constitution brings together a number of rights, pledges and responsibilities for staff and patients alike. For staff

the Constitution means an NHS-wide commitment to equipping you with the tools, training and support you need to deliver high quality care. The Constitution includes a section on staff rights and NHS pledges to you, as well as your responsibilities as a member of staff in the NHS.

Subject to Parliamentary approval, all NHS bodies, and private and third-sector providers supplying NHS services will be required by law to take account of the Constitution in their decisions and actions.

The ambition is that the Constitution will form the basis of a new relationship between staff and patients – a relationship based on partnership, respect and shared commitment where everyone knows what they can expect



from the NHS and what is expected from them.

For more information on the NHS Constitution and how it affects you, visit [NHS Choices on www.nhs.uk](http://www.nhs.uk) and scroll to the bottom of the screen. The NHS Constitution is listed there.

New Health Secretary sets out vision for a people centred NHS

A new era in the NHS that builds on targets achieved and prioritises quality of care was set out by new Health Secretary Andy Burnham at the annual NHS Confederation Conference recently.

Mr Burnham pledged a 'deep clean' of superfluous national targets in favour of clearer, simpler standards. Improving the quality of health services - with a greater focus on preventing illness and disease - will lead to both a better patient experience and greater efficiency, helping the NHS meet the financial challenges ahead.

Introducing a new minimum standard for the NHS to eliminate all preventable MRSA infections, Mr Burnham said: "The NHS has made huge progress. But I want it to go from good to world-class, moving away from numbers and towards what matters most - the patient's experience.

"On MRSA, infections have been reduced by 65% since 2003. I have asked the National Quality board to help develop a new minimum standard that will ensure all hospitals drive down MRSA bloodstream infections to the

levels currently being achieved by the best performers - making the NHS even safer for staff and patients. I want this to be fairer - taking into account local differences - based on clear evidence and developed together with NHS staff and stakeholders.

"Reducing infections makes sense not just for patients, but for NHS finances too. Cutting cases of MRSA and C. difficile not only saves many lives, it also saved the NHS at least £75 million last year."

Staff **Feel Good** day

Judging by the feedback we received from our staff, the first ever 'Feel Good' day in June was a great success.



On the day, with the open air pool basking in glorious sunshine, staff from all areas of the hospital took the opportunity to find out what services were available - both at the RUH and locally - to help and support their mental and physical well-being.

As well as enjoying the complementary therapies and fun activities which took place around the pool, staff were able to find out more about the health benefits of joining the Oasis fitness centre or the Royal Crescent Hotel Spa. Three members of staff also won the chance to have their hair and make-up revamped by professional stylists with the audience voting for the best by the loudest applause.



Advisors were on hand to provide more information about Cyclescheme - helping us to get to work using a more sustainable method of transport. Professional chefs also demonstrated the preparation and cooking of some tasty, healthy recipes.

Urology senior secretary Janice Book said: "I had a wonderful time. There was a fantastic atmosphere and lots of interesting and worthwhile things to see and experience."

We extend grateful thanks to all of those who generously gave their time and expertise to make this summer event informative and fun for everyone. We hope to offer something similar next year. If staff have any ideas for a contributor to a Feel Good day, please contact the communications team via communication@ruh.nhs.uk

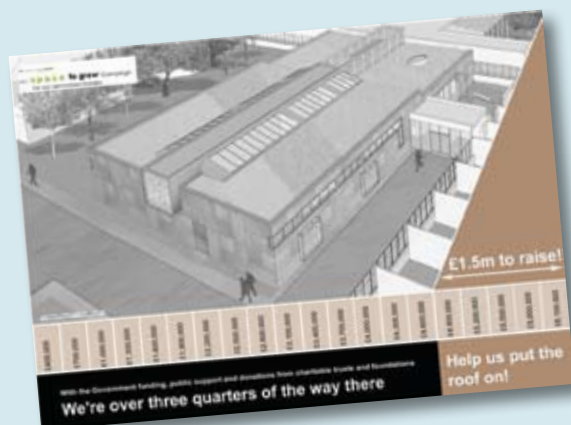


Photo: Our three 'make-over' winners Anne Stott, Wendy Blackman and Maria Ringham with professional stylist Phil Thompson and make-up artist Rebecca Sacco.

Forever Friends latest

NICU 'Space to Grow' campaign in final phase

There have been some exciting developments with the campaign. The RUH has committed to increase its funding for the new NICU to £3million, recognising the substantial benefits that this project will bring for babies, their families and for the staff providing this specialist care. This means that the project will be funded through a partnership of NHS funds and charitable fundraising. The



Appeal's fundraising challenge is now to raise the final £1.5million (25%) of the project cost.

There are lots of fantastic ways you can get involved and help make this unique building a reality. **Contact the Appeal office on 01225 825825 to find out more.**



Ted's Big Day Out! Friday 16 October

The Appeal's annual fundraising day - Ted's Big Day Out! - sponsored by Rotork, is celebrating its 10th anniversary this year. We want your help to make it bigger and better. Pay a £1 and take your teddy out for the day.

This year we will be celebrating in the traditional 10th Anniversary colours, silver and blue. There are lots of fantastic fundraising ideas and all the tools you need on our website.

Visit www.tedsbigdayout.co.uk for inspiration.



Mamma Mia goes Al Fresco - Saturday 26 September

Lansdown cricket club will play host to an outdoor screening of hit musical Mamma Mia - the story of a bride-to-be trying to find her real father, told using hit songs by ABBA. Gates open at 6.30pm - film starts at 7.30pm.

Entry is free although collection buckets will be in use! It's a great way to spend an evening.



NICU 'Baby' Brick badges and collection boxes now available

'Baby' Brick collection boxes are now available to order - perfect for collecting loose change. Take it to work or even put it on the bar in your local pub. Every £10 collected will purchase one 'Baby' Brick - you'll get a certificate of giving and permanent acknowledgement within the new NICU unit. Also, 'Baby' Brick pin badges are now available costing only £1.50 each. **Boxes and badges are available from the Appeal office.**

All about Art

Lizzie - who is an A-level student at Bruton School for Girls - has been gaining some work experience, assisting the hospital's Arts Programme Manager Hetty Dupays. Here Lizzie shares her thoughts on the latest art that is available for everyone to enjoy at the hospital.

Celebrating hands

I attended a recent workshop - run by artist Edwina Bridgeman - where nursing staff came up with creative ways of illustrating the importance of cleanliness, and reinforced the message 'the future is in your hands'. This workshop formed part of the ongoing NHS Safer Hands Campaign and followed on from a recent session with poet Rose Flint, who created four touching poems using descriptions and contributions from staff.

A poem called 'Gel' (see opposite) was chosen as the focus of the workshop and nurses imaginatively decorated foam hand-shapes using buttons, beads, wool and sequins. The event was a great success - often the room was silent with concentration. Staff said they thoroughly enjoyed it, that it was a fun way to convey the value of hands and their skills. This celebration of hands will soon be on display in the hospital.



Gel poem

If it was rose, geranium and vanilla,
or just a puff of glittery fairy dust.

If it was anti-ageing, something gorgeous and creamy,
massaged in by someone else.

If it was sandalwood, spicy and exotic,
lime and coconut from a tropical isle.

If it was a magic glow box that you could dip your hands in
and see them shine ultra-squeaky clean.

If it was a lean, mean, bacteria reducing water machine,
hydrating, plumping out the wrinkles every time.

Or a sort of Dyson dryer, one dip in, you'd be sorted
and silky smooth to the touch.

Or if it was moisturising, soothing,
warming on winter mornings, cooling summer heat.

We would use these cleansing gels in just the same way
that we do everyday, in every corridor and unit.

Not as a barrier, but as an offering,
of our own care and diligence and healing power.

New Royal Photographic Society (RPS) Members Exhibition

This exciting exhibition shows a range of photographs, from enthralling landscapes and animals to stimulating abstract images. Altogether, they make a beautiful and interesting collection, brightening up the walls of the hospital.

Art is a very important factor in the hospital environment, providing some escapism from the day-to-day routine for patients, visitors and staff. These thought provoking and beautiful images create a break away from the hectic hospital corridors and bring beauty to the confinement of the building.

If you don't get to see the exhibition, you can view the images on the RPS website at www.rps.org



Photos, (above from left): *The Footbridge* by Ivy Goatcher. *Lindsay Duncan* by Michael Birt. *Leaping White Tiger, Singapore Zoo* by Rob Duncalf



Photos, (above from left): *Dawn tide* by Anne Mahany. *The Pier* by Toby Smith.

Autumn Exhibition

Paintings in Hospitals (PiH) is an organisation that rents works of art to hospitals and other healthcare services. A recent touring exhibition from PiH will be at the RUH for one year and will form part of the autumn exhibition in the central ground floor corridors.



Nine screen prints by **Wilhelmina Barnes-Graham** are on loan from the Barnes-Graham Foundation. Wilhelmina lived and worked in St. Ives until her death in 2004 and was one of Britain's

most renowned abstract artists. Her images are random and uncomplicated, the simplicity of these stunning screen prints could be seen as childlike but it is this minimalism that gives the paintings energy and draws one in.

Other artists in the autumn exhibition include: David Hampton, Philip Ledbury, Peter Wells and

Charlotte Humpston. Also sculptor Ben Dearnley will show a selection of his bronze and marble sculptures of Olympic and Paralympic athletes from his series, 'Avenue of Champions'.

David Hampton's paintings are mainly bright and bold. 'Fort de San Tiago' is one to look out for, it's a peaceful image which creates a sense of tranquillity and calmness, which can be hard to find in such a busy environment.

Peter Wells also uses bright, vivid colours. Living six months in India each year, his paintings portray snapshots of Indian culture and religion. When introducing Wells' collection Charlie Higson says: "Just like India itself, there is a feeling of organised chaos, of a deep and mysterious structure behind it all that somehow holds it all together." This quote reminded me of hospitals in general; the busy commotion in a hospital is controlled and thought through."

A private view will be held on Friday 4 September at 6.30pm. If you would like an invitation to this event please contact the arts programme manager hetty.dupays@ruh.nhs.uk or call 01225 824987.

Keep on running... then hobble, hobble, hobble!

Consultant audiologist Andrew Reid raised a fantastic £2,620 for Sound Seekers - The Commonwealth Society for the Deaf - by running the London Marathon, despite some health issues of his own. Andy had experienced some unusual cardiac symptoms but was well cared for at the RUH. He was advised to get more exercise and started training, eventually completing his first Bath Half Marathon.

Andy says: "Sound Seekers contacted me to ask if I would be interested in doing the London Marathon to raise

funds for their charity. It was an honour to help them and, after getting medical clearance, I accepted."

Sounds Seekers work to improve the lives of deaf and hearing-impaired children in the poorest countries of the world. They provide audiology equipment; hearing aid and training so local health workers can diagnose and treat hearing loss. They also provide support for schools for deaf children and work to improve people's understanding of the needs of deaf people.

Andy says: "A big thank you to all who donated to this very deserving charity."



Blooming Marvellous at the RUH

The floral displays at the front entrance to the RUH are beautiful enough to rival any of the competitors in the Bath in Bloom competition this year.

Hanging baskets bursting with summer blooms are on display for staff, patients and visitors to enjoy, thanks to BANES Parks and Green Spaces department and the Hospital Friends.

Richard Ford the Friends Vice Chairman says: "Staff asked if we could help to brighten up the front entrance of the hospital and we were only too delighted to make a donation towards the costs of the hanging baskets. The vibrant splash of colour from the flowers is welcoming and attractive.

"The facilities department at the hospital arranged for the attractive hanging basket supports to be repainted and moved to a new, more central location. BANES Parks and Green Spaces department generously supplied the flowers and kindly agreed to care for them during the growing season."

Howard Jones, Director of Estates & Facilities says: "This project is just one of many funded by the Hospital Friends to



benefit patients, visitors and staff. They provide equipment and improved amenities for patients as well as assisting in improving the hospital's environment. We are exceedingly grateful to them for all their support."

For more information on the work of the Friends of the RUH visit www.friendsoftheruh.org.uk

Patient Safety First – Certificate of Progress

Chief Executive James Scott has been presented with a Certificate of Progress from the Patient Safety First campaign for the excellent work the RUH has done in terms of improving patient safety across the Trust.

The Certificate of Progress, which will be on display in the Atrium, means that the RUH has successfully demonstrated progress against the core commitments made when we signed up to Patient Safety First. This shows we are amongst a group of Trusts who are leading the way in the campaign.

With initiatives such as Executive Patient Safety Visits, Safety Briefings at Handover and the Detection of the Deteriorating Patient, we are driving forward the eight work streams that will really help improve care for patients.

The Patient Safety First campaign will be celebrating our success by publishing the names of the leading Trusts on their website www.patientsafetyfirst.nhs.uk

For more information on Patient Safety First, contact Jo Miller, Assistant Director of Nursing.



Choir sings **farewell to Jeremy**

Jeremy Martin, Head of Performance and Contracts, has conducted the RUH Choir for the last time. We wish him well as he joins Yeovil Hospitals NHS Foundation Trust.

The choir were sad to see Jeremy go, he has been a guiding force, shaping a group of enthusiastic amateurs into a unified group of stronger, more polished singers who enjoy performing together.

There are around 40 core choir members who give up an hour of their time each week to rehearse in readiness for all sorts of events. Past performances



include the sell-out 'Sing for Life' festival at St Luke's Church and various fundraising events in support of the NICU 'Space to grow' campaign.

The choir will continue into the future under the direction of new conductor Jo Sercombe and we look forward to many more performances.

Take a break

Win a fabulous meal for two (to the value of £50) at Jamie Oliver's restaurant - Jamie's Italian, 10 Milsom Place, Bath.

All you have to do is complete all three puzzles correctly and return this page to the Communications office by the 25 September.



Where am I?

This town sits in the shadow of hills known as the 'backbone of England', once famous for manufacturing the best type of a particular cloth in the world.

Past US President Jimmy Carter had an item of clothing made here but if the Luddites had had their way in the early 19th century that may not have been possible. Their attempts to halt the advancing mechanisation in the production of this cloth were bloody but ultimately unsuccessful.

A more successful development came in 1849 with the opening of what was then the longest railway tunnel in the world, at 3 miles 176 yards long. Also in the mid 19th century, the fore-runner of the Post Office Savings Bank started in the town's Mechanics Institution and was called the Penny Savings Bank.

The town has also been the home of many famous people including Prime Minister Harold Wilson, runner Derek Ibbotson – the first man to run a four minute mile - and actor Patrick Stewart. The Sex Pistols played their final UK concert in this town as a benefit for the families of striking fire fighters.

Brain Teaser

	-		x		35
-		x		+	
	x		x		56
-		+		-	
	/		x		8
2		17		9	

Try to fill in the missing numbers.

- Use the numbers 1 through to 9 to complete the equations. Each number is only used once.
- Each row is a math equation. Work from left to right.
- Each column is a math equation. Work from top to bottom.

Spot the shot

See if you can spot the photo that this picture is taken from in this issue.

To enter, just tell us which page it's on.



Where am I?

Name: _____

Department: _____

Contact No. _____

Congratulations

Congratulations to last edition's winner, Clinical Technologist Paul Adams from MEMS. His correct entry won him a Twilight package at Bath's premier Thermae Spa.