



# Year in Review

2018/19

# WELCOME



We're immensely proud of our Project SEARCH students, helping them to progress into full-time employment.

# Welcome to our Year in Review 2018/19 for the Royal United Hospitals Bath NHS Foundation Trust

I hope you'll find this look back over the past financial year both interesting and informative and that it leaves you with a clear idea of the direction that the RUH is travelling in. We couldn't have achieved as much as we did in 2018/19 without the commitment of our outstanding staff, and for that they have my sincere thanks.



It's been an incredibly exciting year, not least in terms of the launch of a major organisational development initiative: Improving Together – our long-term approach to achieving our vision of providing the highest quality of care. Improving Together empowers all members of staff to play their part in working towards shared goals that will continually improve the RUH for our patients, colleagues and our community. You can read more on page 5 and pages 23 & 24.

The immense team effort of every single person at the RUH was recognised twelve months ago when the Care Quality Commission upgraded our overall rating from 'Requires Improvement' to 'Good.' We were all delighted with this

result and that the CQC recognised the hard work and dedication it took to drive the improvements forward since our last report in 2016.

Our superb new RNHRD and Brownsword Therapies Centre was built and completed in 2018/19 and, in September, we will welcome our colleagues who will be relocating from the Mineral Water Hospital to join us at Combe Park. Thank you to our Forever Friends Charity for its tireless fundraising on behalf of the RUH and to Andrew Brownsword for his generous contribution. This move has been four years in the making and I know that our patients will benefit from receiving their treatment in these facilities, which are purpose-designed for high quality modern healthcare, as much as our staff will enjoy working there.

Finally, it was also the end of an era as our Chairman Brian Stables celebrated the last of nine very dedicated years of service to the RUH, for which we have been incredibly grateful. In April the baton was passed as we welcomed our new Chair, Alison Ryan, to the Trust. Alison brings with her three decades of experience in the NHS, most recently as non-Executive

Director at the University Hospital Bristol NHS Foundation Trust. With her strong focus on quality and outcomes of care and commitment to listening to patients, families, staff and communities, Alison is the perfect fit for the RUH.

My thanks again to our dedicated staff, to our patients for providing their feedback so we can keep improving our services and to our partners in the South West for their support and collaboration.

***We welcome your views on all aspects of our work – so please contact our Membership Office by emailing [ruhmembership@nhs.net](mailto:ruhmembership@nhs.net) or by calling 01225 821262.***

***For a comprehensive overview of the Trust's work and performance for the year 2017/18 our Annual Report and Quality Accounts are available to view on our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)***

**James Scott, Chief Executive**



Improving Together will help us deliver our vision to provide the highest quality of care.

# Improving Together begins

In 2018/19 we introduced Improving Together – a new, long-term approach to improvement like nothing we've ever done before at the RUH. It will see every single member of staff empowered to become problem solvers, continually improving the RUH for our patients, our colleagues, and our community. Improving Together is about everyone working together on a few shared goals – no matter what job role or band, everyone has a part to play.

Improving Together will help us deliver our vision to provide the highest quality of care. Everything we do aims continually to improve the RUH for our colleagues, patients and the community.

Our vision has five strategic goals:

- To give the highest quality of care to patients, families and carers, to listen and respond to individual needs.
- To be an outstanding workplace where staff can flourish.
- To put patient safety and service improvement at the heart of all we do.
- To work in partnership with patients and health care services across our community.
- To be sustainable and fit for the future.

Improving Together is about harnessing everyone's skills and everyone's passion for top quality patient care. As of September 2019, since we began the Improving Together journey last summer, 16 of our frontline teams have benefitted from, or are part way through, an intensive course of five modules of training and coaching. It will take us time to

roll that training out to the entire organisation of more than 5,000 colleagues. In fact, with 83 teams going through this training it will take a number of years. We've come a long way in a short space of time moving towards our vision – To provide the highest quality of care; delivered by an outstanding team who all live by our values

You can read more about our progress on page 23 and 24.

## Transforming Patient Safety and Experience

Each year we identify four Quality Priorities that aim to make an even more significant difference to our patients. For each priority we identify specific indicators to show what we aim to achieve and how progress will be measured. Here we explain our performance against the four Quality priorities of 2018/19 and their benefits to our patients.

### Priority 1: Transitional Care – keeping mothers and babies together

We're proud to report that we achieved this objective, because we know how important it is to give babies the very best start in life.

Ideally, every newborn baby should be with their mother. Both have both a psychological and

# Improving Together begins (continued)

physiological need to be together at birth and in the hours and days that immediately follow.

To achieve our priority we introduced a system where staff meet daily to assess and review individual cases, with a neonatal nurse allocated 24 hours a day. Babies are also reviewed on admission to decide the most appropriate place for their care, with the emphasis being on always trying to keep mother and baby together.

## Priority 2: Reduce the waiting time for diagnostic tests

This priority looked at patients who are waiting for invasive heart tests, such as coronary angiograms and tests to examine the digestive tract, such as gastric endoscopies.

In response, we have improved our system of prioritising and moving patients awaiting cardiac procedures to their specialty ward as early as possible. An aim to transfer all patients waiting for an inpatient angiogram to the Cardiac ward within 48 hours is ongoing.

Referrals for endoscopies have improved since being transferred to the Trust's Millennium electronic computer system. A Gastroenterologist consultant is now available daily to see patients across a range of wards, and we achieved our aim of patients outside the specialist gastroenterology ward all receiving their endoscopy within 24 hours.

## Priority 3: Ensuring our patients with a fractured neck

## of femur go to theatre within 36 hours of admission

We know that patients who receive surgery within 36 hours are more likely to have improved outcomes post operatively.

We successfully reviewed and redesigned our systems to reduce hip fracture delays, and improved expertise in diagnosis through new techniques of more accurate X-rays of affected limbs.

We've scheduled hip fracture surgery for the mornings, therefore increasing the number of operations undertaken each day. As a result the percentage of patients going to theatre for surgery within the 36-hour target has increased significantly.

This all came from completing three of our six ambitions for the priority and leaving room for still further improvements ahead.

## Priority 4: We will listen to patients and carers and use their feedback to improve services

We achieved substantial progress with our priority to actively collect, use and share patient and carer experience feedback to improve services, quality of care and patient, family and carer experience.

Our successes included making our Patient and Carer Experience questionnaires available on the RUH website, enabling feedback to be collected and recorded electronically. The Patient Experience team also supported 79 projects across 55 departments

and wards to collect and analyse feedback.

Some service improvements that followed patient and carer experience feedback included

### • Neonatal Intensive Care Unit

Overnight beds are now provided for parents to stay beside their baby when our NICU dedicated parent accommodation is full. Training has also been implemented for all staff on how to support mums to breastfeed their babies.

### • Patient shadowing on Gastroenterology

Improvements resulted in written patient information being provided prior to procedure and an upgrade of the patient waiting environment.

You can read more about our priorities for improvement 2018/19 in the Quality Accounts section of our Annual Report 2018/19 on our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)

## Patient Flow

We spent months of careful planning and training ahead of the launch of our Patient Flow electronic capacity demand system. This allows us easy access to real time information so we see at a glance what is happening across the Trust.

Patient Flow makes it easier to have staff, patients and equipment in the right place at the right time and will significantly cut down on the amount of time spent ringing wards or chasing information.

It shows real-time bed activity in the entire hospital, from admission through to discharge, showing what beds are available and which will become free. It identifies the cleaning status of a bed and incorporates booking porters, special cleans and equipment. It also identifies a patient's needs, for example if they require monitoring or are at high risk of falls.

### Research

As a Trust we have a strong track record of participating in national and worldwide research, helping to make vital contributions to public health and medical progress.

Director of Research and Innovation Tim Craft said: "Research is good for patients, who benefit from being treated in research active hospitals and may have access to new drugs or treatments that might not otherwise be available to them. It's good for the Trust. It helps to attract and retain high calibre staff, enhances the Trust's reputation, and is an important source of income. It also helps to inform how we develop the hospital for the future."

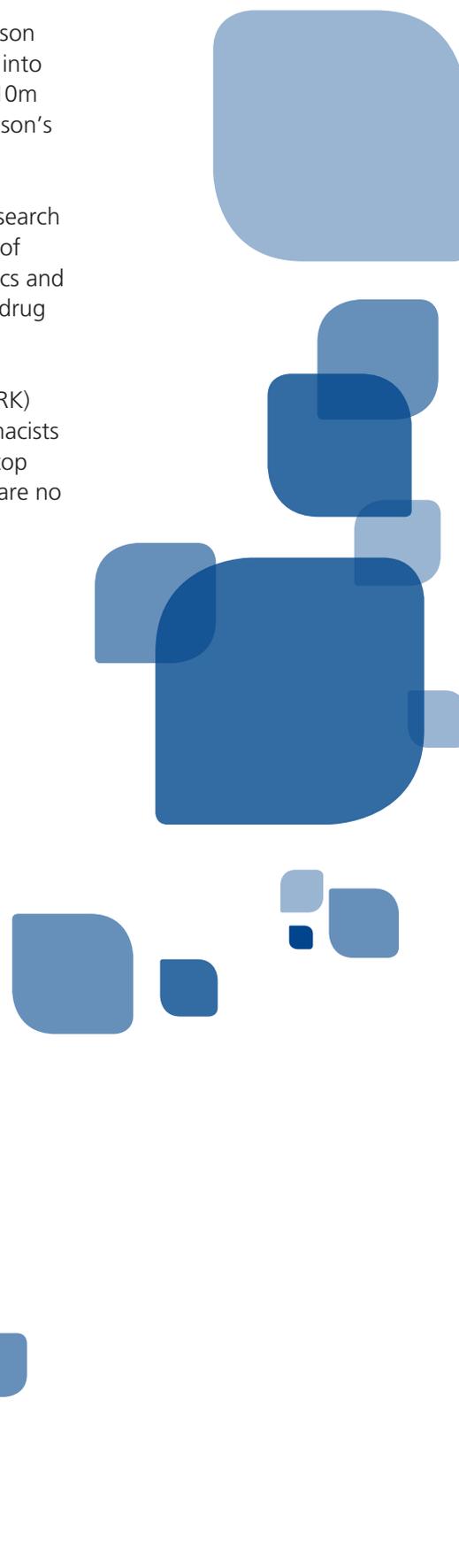
Research projects in 2018/19 included the Trust being the first site in the UK and Europe to recruit a patient to a worldwide study testing a new combination of drugs to treat breast cancer.

Dr John Pauling, a consultant rheumatologist at the Royal National Hospital for Rheumatic Diseases, is among an international team awarded a \$1.2 million grant to research Raynaud's phenomenon – a common circulation disorder that leads to discolouration, pain, numbness and impaired function of the fingers.

Geriatrician Dr Emily Henderson is heading a £2.1m UK trial into Parkinson's disease, and a €10m international trial into Parkinson's disease patient care.

We also joined a national research programme to look at ways of reducing the use of antibiotics and the growing threat of multi-drug resistant superbugs.

The Antibiotic Review Kit (ARK) helps doctors, nurses, pharmacists and patients in hospital to stop using antibiotics when they are no longer needed.



# Supporting patients with dementia

**Up to a third of all patients in hospital may have dementia or delirium, experiencing impaired memory, language, perception, judgment or reasoning. Patients may lose emotional and behavioural control, develop personality changes and have reduced problem solving abilities.**

Here at the RUH we are developing a whole hospital approach to addressing the emotional and practical needs of patients with dementia. One example of this comes from our library team, who developed a way for patients with dementia to listen to audiobooks, plays and TV and radio shows during their stay at the RUH.

This helps keep patients stimulated and engaged, while helping to relieve some of the boredom or anxiety of being in hospital.

Jason Ovens, Head of Library and Knowledge Services, said: "We are the first hospital in the country to introduce audiobooks for patients with dementia and it's proved so popular we've had calls from other hospitals up and down the country asking for more information.

We are the first hospital in the country to introduce audiobooks for patients with dementia.

"It's all about improving the patient experience – we've been told that patients with dementia are much more rested and less agitated because they have something to listen to. The feedback from both staff and patients has been very positive."

Once a member of staff tells us they have a patient who would benefit from an audiobook, our library staff (pictured) get to work downloading the content for them.

The patient or family member can suggest topics that are of interest and we do our best to find a close match.

The library has access to hundreds of audiobooks, along with audio of old TV and radio shows, such as *Only Fools and Horses*, *The Goon Show* and *Desert Island Discs*.

The shows are then loaded onto an easy to use audio player which is given to the patient, along with a pair of headphones so as not to disturb other patients.

The audio player, known as a Simple Music Player, was created by Designability, an independent charity based at the RUH which designs products for people with disabilities.



Hazel Boyd, User Interface Engineer at Designability, said: "The Simple Music Player was developed for and with people with dementia, to be easily used by people who cannot remember how to work other music players. It is also easy to use if you have reduced dexterity or vision, enabling a wide range of people to access music independently.

"We are delighted that access to audio content has been increased even further by this excellent audiobooks initiative by the RUH library."

The project has also proved a success with people who have had a stroke and have difficulty holding a book, the visually impaired, patients admitted to hospital suddenly and who haven't had time to pack any personal belongings, and also for patients who are having trouble sleeping.

# End of life care

**Here at the RUH we consider caring for people nearing the end of life to be one of the most important things we must do, not only in hospital but also in our communities. The Conversation Project at the RUH supports our staff to have sensitive and compassionate conversations with patients and their families. These happen in our hospital every day and can make a real difference to how patients are supported in the days, weeks and months ahead.**

The conversations support patients to consider what is important to them, including their end of life care.

Helen Meehan (pictured above), RUH Lead Nurse Palliative and End of Life Care and Project Lead said: "The conversations support patients to consider what is important to them and what wishes they might have for future care, including their end of life care. We know that if we have these conversations earlier and support patients and their families with thinking about planning ahead, they are more likely to receive the appropriate support when it is needed."

This approach has been praised by the Royal College of Physicians (RCP) in their report Talking about

Dying. The RCP say it is vital that medical staff have the knowledge and skills to undertake sensitive conversations when patients are ready and the RUH is highlighted as one of four English hospitals leading the way in supporting end of life care and talking honestly and openly about death

Another initiative provided at the RUH to support those nearing the end of life is our Compassionate Companion scheme, in partnership with Dorothy House Hospice Care and funded by The Forever Friends Appeal. It provides specially-trained volunteers who can offer support, compassionate respite and companionship to patients and families.

We also provide information booklets for patients to complete with their wishes, and 'priorities of care' butterfly symbol magnets displayed on ward boards and side



rooms to identify patients receiving compassionate care. Practical items are also available with comfort boxes containing tissues, wash bags and flasks for families members wishing to stay on a ward overnight, and butterfly bags to carry personal belongings.

Our Chaplaincy team can also help to arrange a marriage at short notice under special licence for a patient nearing the end of life. The RUH palliative care team has created special wedding boxes that contain bunting, fairy lights, keepsake gifts, flowers, bubbles, a wedding card and a gift bag, which the wards can request to support the marriage of a couple when time is so precious. The Trust has been privileged to support many such marriages, which can bring great joy and comfort to those involved.





“Our staff are our biggest asset and continue to do us proud.”

# All about our staff

Our staff spend their time looking after others, whether frontline or working behind the scenes to make it possible for the RUH to care for more than 600,000 patients each year. Our people are our biggest asset, so it's really important that we support staff to take care of themselves, both on the inside and the outside in body and mind.

## Health and Wellbeing

Our Health and Wellbeing Festival in September was a great opportunity to be reminded of or experience the many activities and facilities available at the RUH to support staff – from swimming, exercise classes and staff physiotherapy sessions through to hearing and perhaps joining our very own choir, or receiving a visit from our popular Pets as Therapy team of friendly dogs. The week was also about education, including information about pelvic health and simple exercises that could be integrated into everyday life, and a popular talk on the importance of sleep was followed by a busy Q&A session.

We ran another successful flu campaign, with more than 70% of frontline staff choosing to be vaccinated and protect themselves and their patients.

With the Trust becoming smokefree in January, we made sure there was plenty of support in place for staff to abstain from smoking while they are on site. This includes support to quit and to manage cravings.

Our long-running and well-regarded Schwartz rounds covered a wide range of topics across the year, such as 'Adapting to Change' and 'How far can we stretch'. These monthly meetings offer staff from all backgrounds and roles the chance

to come together and talk about the emotional and social aspects of caring for patients. Our Employee Assistance Programme continued to support staff mental health and wellbeing, with counsellors offering a free and confidential service in a relaxed and friendly environment.

## Supporting our nursing workforce

In 2018 we held our first Nursing and Midwifery Conference. Mandy Hickson, a former female RAF pilot, set the tone with an uplifting speech about perseverance, team working and achievements in adversity. She relayed tales of her own experiences as she strove to achieve her dream and become one of only a very few female fighter pilots.

The conference was an inspiring mix of patient stories, presentations and workshops including the importance of research in the profession and information about the 100,000 Genomes project. The final presentation was given by Professor Candy McCabe, who works clinically at the RNHRD and is the Florence Nightingale Foundation Chair in Clinical Nursing Practice at UWE. She reminded us all how complex our roles are and just how extraordinary nurses and midwives are as healthcare professionals.

We continue to hold regular nursing open days and an annual Spring Apprenticeship Conference

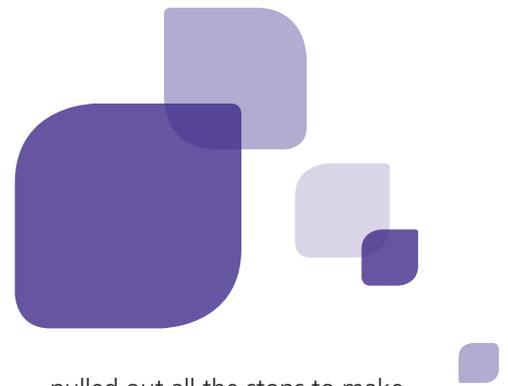
to encourage young people to consider a career in the NHS.

Our Widening Participation (WP) team continued to coordinate RUH careers ambassadors to attend schools and colleges careers events across the local area. Ambassadors attended 27 events including careers fairs, presentations, mock interviews and hands-on activities, to promote NHS and RUH careers.

The Trust welcomed 165 work experience students in a wide variety of departments, shadowing our nurses, doctors, therapists and non-clinical staff. Students rated the Trust on average 9 out of 10 for their enjoyment of the work experience.

A new careers engagement pathway was piloted and, as a result, twice-yearly RUH evening careers fairs are now a firm part of our annual calendar. In March, nearly 100 young people from 28 different local schools and colleges had the chance to visit 28 different RUH career stands, have a go at a wide variety of hands-on activities and learn more about working life at the RUH. Our Healthcare Science teams also successfully piloted some workshops and visits for local school students to showcase Healthcare Science career pathways.

As most people are aware, there is currently a UK-wide shortage



## All about our staff (continued)

of nursing staff. To help to tackle this challenge the Trust is working closely with Yeovil District Hospital to recruit international nurses from the Philippines, and a number of colleagues have already received a warm welcome at the Trust. The Trust has a long history of benefitting from international recruitment over the years, including the Philippines and more recently European countries. Many of these nurses are still working in the RUH and have created new lives for themselves and their families in and around Bath. Some of these nurses have also gone on to develop their careers and secure senior positions.

As well as recruitment we continue to focus on retaining our experienced nursing workforce. This ranges from ensuring all colleagues are matched with the right job for them in the first place, to supporting our older colleagues in continuing to work at the RUH for as long as they want to.

### Staff awards and honours

Our staff continue to do us proud, but we only have room here to give you a taste of the many nominations and awards that teams and individuals have gathered.

We celebrated the part staff played in the nationwide 100,000 Genomes Project, which reached its ambitious target of sequencing, or mapping the genetic makeup of 100,000 NHS Patients.

Our anti-coagulation team won a national award for their work with cancer patients at risk of life threatening blood clots.

Clinical Engineer Nana Odom, (pictured on page 10) was awarded a 12 month NHS Fellowship for female healthcare scientists.

Three pioneering projects were finalists in the national Health Service Journal (HSJ) Awards, which celebrate excellence and innovation throughout the health service. The Trust was recognised for:

- Introducing screening tools to identify patients at risk of sepsis and acute kidney injury (AKI).
- Establishing a national quality improvement training programme for staff at the RUH to bring about effective improvements in patient care.

The Trust scooped the HSJ Widening Participation Award for being a national leader in Project SEARCH, a programme that helps students with learning disabilities to gain work experience and find jobs.

We celebrate successes big and small every day at the RUH, and our staff recognition programme receives many nominations each month. Our Patient Catering Team won our Team of the Year award, in recognition of the work done to ensure patients receive fresh, healthy, seasonable and sustainable meals. Our Respiratory ward, with colleagues from Palliative Care, Catering, Art at the Heart and Chaplaincy were awarded a special Chief Executive highly commended award after they went above and beyond to support two patients nearing end of life to marry their partners in one afternoon. They

pulled out all the stops to make the wedding special, including decorating the rooms, providing a cake and small buffet for the newly-weds and their guests, sourcing wedding flowers from a local florist and providing live music.

### Hearing from staff

Every year, the NHS Staff Survey gives our staff the chance to have their say on what it's like to work at the RUH. It's a rich source of information to highlight what we are doing well, and what we can improve. For example, in 2017 some staff said they had experienced discrimination at work during the previous 12 months. As a result, in 2018 the Trust launched a brand new post of Equality and Diversity Officer to promote our diversity and inclusion agenda. This has included the launch of dedicated staff networks, including a BAME (black, Asian and minority ethnic) network and LGBT+ network.

Over 2000 staff completed the 2018 survey, with the Trust scoring above average as a recommended place to work and a place where staff can do their job to a standard they are personally pleased with. The NHS staff survey is just one of the ways we gather feedback from our staff, and their views help shape the future of our organisation.

# It's never too late

**From ward clerk to midwife – Fiona Norman's remarkable story is one of dogged determination and refusal to be deterred by setbacks and rejection. Fiona always dared to dream of becoming a midwife –and now she's made it and become a highly valued member of our team.**

Fiona's journey started back in the 1990s when she began her training at the Glasgow Royal Infirmary. However, she realised she wasn't ready at the time for this line of work and left after six months. But the dream never died.

After marrying in 1999 and settling down to raise a family, Fiona tried various careers including working with offenders in prison and in the community.

She said: "The idea to become a midwife started to become a fixation and I applied to the University of the West of England (UWE) in 2012 – but the uni said no!

Fiona needed evidence of study and work experience in a health care setting, so she became a ward clerk on the delivery suite at the RUH. Next she enrolled at her local college on an access to higher education course. The game was on...

She said: "I managed to juggle family, college and work with the amazing support of my husband and family. I loved working on the



delivery suite and soon shared that I wanted to become a midwife. The staff were so supportive and encouraging. I applied again to UWE and this time got an interview – but again a no!"

Disappointed, but even more determined, Fiona cast her net wider to other universities in 2014. She was finally accepted onto a midwifery course at the University

of West London (UWL) in 2015.

She said: "I had many hurdles to overcome to get on the course and then some more challenges while studying. Being the oldest on the course, and older than many of the tutors and my mentors, was an internal struggle. I was initially embarrassed and wanted to hide my age, but eventually I felt proud of my achievement at my age, which helped me to accept where I was and to celebrate.

"The continual rejection was disappointing, but I was so driven that I could not give up, and here I am today – living the dream.

"It's had its ups and downs, as all things, but when I consider my achievements I can truly tell others that if you want something badly enough, you can do it!"

"I was so driven that I could not give up, and here I am today – living the dream."

# Our charities 2018/19

We can't say thank you enough to the in-house charities that support the Trust. They provide extra services, activities and comforts not covered by standard NHS budgets, raising significant funds and supporting major projects. Below are just some of the highlights of our main charities for the year 2018/19.



## The Forever Friends Appeal

The Forever Friends Appeal is the fundraising charity for the RUH, raising millions of pounds for new facilities, buildings, equipment and projects at the RUH. As the charity headed towards 2019, its 20th anniversary year, the fundraising team celebrated the £23m raised in that time, and launched four new special appeals.

They are for The Oral and Maxillofacial Surgery and Orthodontics department (OMFS), Critical Care Unit, Breast Unit and the Friendly Faces project for patients living with dementia.

The Appeal exceeded its original fundraising target for the brand new OMFS department, which opened in April. The Appeal has since been fundraising to refurbish the Critical Care Unit, and has seen fantastic support for the redevelopment and expansion of the Breast Unit Special Appeal. The fundraising for the Friendly Faces

Project is also close to achieving the target for its initial pilot.

Ongoing major campaigns include completing fundraising for the £2m towards the new RNHRD and Brownsword Therapies Centre. The RUH Cancer Care Campaign also continues as we move closer to realising the dream of the new Dyson Cancer Centre, preparing the ground in 2019/20.

Other successes include over £100,000 raised from the annual Walk of Life and £25,000 donated from RUH Will Month.

## Friends of the RUH and RNHRD

Our tireless team of volunteers provide amenities and comforts for patients which could not otherwise be provided by the NHS. They actively fundraise for items such as dementia boxes, which have puzzles, games and other activities to support patients with this condition. You'll also see our



Friends across the hospital in a variety of invaluable support roles including providing directions and assistance when you arrive at the RUH, manning the busy coffee shop and hospital shop or visiting the wards with the popular 'trolley volley' run which gives patients the chance to buy snacks, magazine or other comforts.

The Friends gardening team (pictured below) work all year round to make sure the grounds and gardens are always a picture.

## Art at the Heart of the RUH

Our award-winning Art at the Heart (AATH) charity supports the Trust with art and design programmes and exhibitions that stimulate healing and well-being and create an uplifting environment for patients, visitors and staff.

AATH provides the RUH with Bath's largest and most accessible gallery space, open 24 hours a day, 7 days a week. It offers patient-led art workshops run by our Artist in Residence on the Children's and Older Patient Wards. It delivers a professional live public music programme, and a music service run by our Musician in Residence, and runs creative reminiscence workshops based on the Older Patient Wards.

The focus of 2018/19 for AATH has been planning and executing artwork for the new RNHRD and



Brownsword Therapies Centre, and project managing the conservation and restoration of a number of 18th century art treasures at the Min prior to their move to the new Centre.

### Bath Hospital Radio

Bath Hospital Radio is our own radio station, broadcasting 24 hours a day online to patients, staff and visitors at the RUH.

2019 is a big year – the station celebrating its 55th birthday. It's been providing a free and invaluable service since 1964, helping to improve life for people in hospital and to aid with their recovery.

Congratulations and thank you to all our charity organisers, volunteers and donors for your continued generosity.



## Marlene's experience

**Another of our projects to make the RUH fit for the future was started and completed in 2018/19 – moving our specialist Oral and Maxillofacial Surgery and Orthodontic Department to a new purpose-build home in the RUH.**

The new facility provides a 'Centre for Excellence' for conditions of the head and neck, including cancer and facial injuries, oral surgery and orthodontics.

But just what makes our specialist unit so special? Patient Marlene Gallop (pictured) is currently undergoing treatment there and says the compassion from staff has helped her through some difficult times. Marlene said: "I have been a patient at the RUH for more than 20 years, after I had a benign facial tumour removed by specialist surgeons there.

"This new department looks wonderful and modern with all the latest technology and will surely benefit the staff and therefore the patients.

"The staff are wonderful – they have become part of my "family" and I am so truly grateful for all I am in contact with at the RUH. My Macmillan nurses, dietitian, and, more recently, my "We hear you" counsellor who runs sessions close to the department.

"After my initial diagnosis and surgery all those years ago I was given a course of radiotherapy to prevent any recurrence in



that area. Radiotherapy can be an exhausting and stressful treatment to receive, which often involves wearing a large plastic mould to keep you still, which felt claustrophobic.

"Some years later, when I visited my local dentist to have a tooth extracted, I found myself being referred to the Maxillofacial Surgery and Orthodontic Department at the RUH for a second time. During my appointment at the hospital I mentioned that I was suffering from a sore inside my mouth and a biopsy was taken.

"It was confirmed that this was cancerous, so I then had a number of consultations, surgeries and treatments at the RUH and the Bristol Royal Infirmary (BRI).

"I've always preferred coming to the RUH for treatment, despite excellent care at the Bristol Royal Infirmary. I was so relieved when I found out that I could receive my radiotherapy course at the RUH. I know and enjoy the company of the staff, and it's a comfort to know that I'm supported by staff I can trust. I continue with my ongoing follow-up and am so very grateful to all who work in the department."

# Membership and governance

Our elected Council of Governors can look back on a busy and successful 2018/19, helping to support the Trust and to shape the development of services we provide for our local communities.

We're very pleased that our membership, including staff, stands at 17,708.

In July 2018, our Council of Governors Nominations and Remuneration Committee met to discuss the recruitment process to appoint a new Chair to replace Brian Stables, when his term of office was due to end on 31 March 2019. The Committee undertook a recruitment and selection process and interviews took place in December 2018. The Council of Governors held an extraordinary meeting on 17 January 2019 and we were delighted to ratify the appointment of the new Chair, Alison Ryan (pictured), who began her appointment on 1 April 2019.

Alison has 30 years strategic and executive experience in the health and social care sector. She was most recently a Non-Executive Director at the University Hospital Bristol NHS Foundation Trust, chairing its Quality and Outcomes Committee between 2014-17, during which the Trust moved from 'Requires Improvement' to 'Outstanding' after inspection by the CQC.

Previously she held Non-Executive Director positions on the boards of the Somerset Partnership NHS Mental Health Trust, and at NHS Southwest and NHS South of England Strategic Health Authorities.

## Caring for You

The Membership Team works hard each year to produce an interesting programme of Caring for You events that give members behind the scenes access and unique insight into the work of the hospital and its associated charities.

In 2018/19, the team hosted events in areas as diverse as 21st Century Lifestyle, All about Skin and Cancer and Survivorship. This year, the programme has already looked at the Value of Therapies and the tremendous work our Research and Development teams are doing across the hospital. Feedback on the events has been extremely positive.

## Engaging with our members

Constituency meetings run throughout the year, and in 2018/19 nine meetings were held across the region. The meetings provide an important platform for members to engage with the hospital via their appointed Governors. Local Governors are on hand at the meetings to listen to member's views, and to provide updates about the Trust's activities, often accompanied by a Director or Senior Manager. The meetings include presentations from hospital staff on a range of issues and areas of the Trust's work.



***A full and updated calendar of Caring for You events and constituency meetings can be found on the Membership page of the RUH website: [www.ruh.nhs.uk/membership](http://www.ruh.nhs.uk/membership)***

***To find out more about becoming a member of our Trust, please email: [ruhmembership@nhs.net](mailto:ruhmembership@nhs.net) or call 01225 821262***

**Alison Ryan, Membership Chair**

# 12 MONTHS AT THE RUH

APRIL '18



## Spiritual Care Centre dedication

People of all faiths and none gathered at the RUH for the dedication of our new Spiritual Care Centre. The ceremony was conducted by The Rt Rev Ruth Worsley, Bishop of Taunton, who said: "Thank you to all for planning, designing, financing and staffing this very special place of sanctuary for patients, their families and staff."

MAY '18



## Parkinson's disease UK trial

Geriatrician Dr Emily Henderson will head a UK-wide trial into Parkinson's disease, led by the Trust and the University of Bristol, thanks to a £2.1 million grant from the National Institute for Health Research (NIHR). Dr Henderson is also conducting a €10 million international trial into Parkinson's disease patient care.

JUNE '18



## Home First – one year on

We celebrated the successful Home First service, which in its first year helped more than 2,000 patients return home sooner with the right support in place. Home First brings together experts from health, social and voluntary sectors and three Clinical Commissioning Groups.

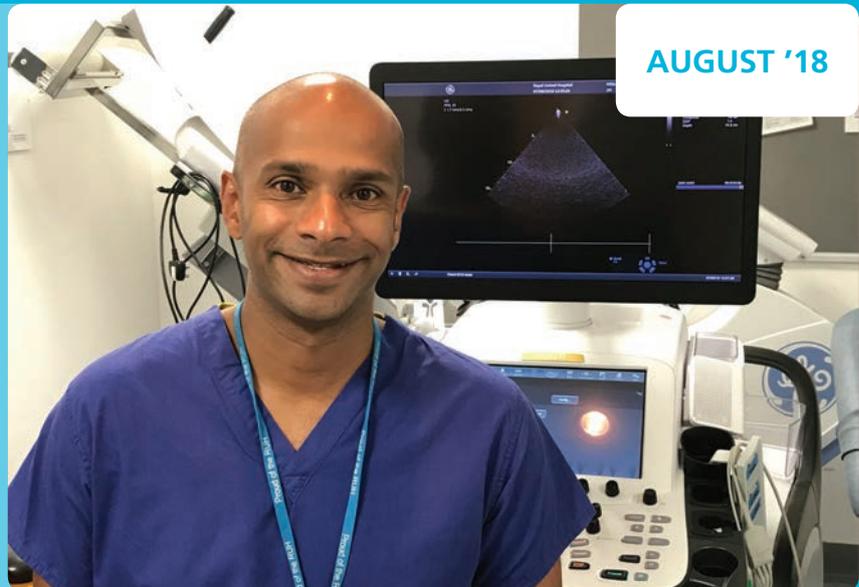
## Herschel Building opens

Our new pathology laboratory and mortuary was officially named – in honour of the great 18th century scientist, astronomer and musician William Herschel, who lived in Bath. The £12 million department was opened by Professor Francis Ring, a former Director at the RNHRD, who has since sadly passed away.



## Heart screening

Consultant cardiologist Dan Augustine was one of the authors of two new, updated national guidelines for identifying potentially fatal heart conditions, including among young athletes. Dr Augustine led the second publication which looks at pulmonary hypertension and how better to identify the probability of patients having dangerously high pressure in their lung arteries.



## New CQC rating

The Trust was rated 'good' by the Care Quality Commission in its latest inspection of services. Among the findings, Maternity services were rated as 'outstanding' and the Trust remains 'outstanding' for being caring. Critical care services, medical care and children and young people's services were all rated as good.



OCTOBER '18



**Video technology**

We introduced video technology that makes intubation – the process of keeping a patient’s airway open to allow them to breathe during an operation – much safer. Video laryngoscopes – a metal tool with an integral camera – helps an anaesthetist place a breathing tube into a patient’s trachea to allow oxygen and other gases to pass into and out of the lungs.

NOVEMBER '18



**Project SEARCH wins**

Congratulations to Project SEARCH, the partnership that helps students with learning disabilities to find jobs, that was named a winner in the Health Service Journal (HSJ) national awards. Teacher Tony Kelly said: “It’s fantastic to be recognised by our health service peers for all the hard work we do and the positive impact Project SEARCH has on young people with learning disabilities.”

DECEMBER '18



**Genomes project**

We celebrated our part in the nationwide 100,000 Genomes Project, which reached its ambitious target of sequencing, or mapping, the genetic makeup of 100,000 NHS patients. The project’s goal is to improve diagnosis and treatment of patients with rare inherited diseases and cancer, and to make the UK a world leader in genomic medicine within five years.

### Our smokefree resolution

We went smokefree from 1st January, meaning that visitors, patients and staff are requested not to smoke on Trust sites. Vaping is allowed, outdoors only. Medical Director Dr Bernie Marden said: "Clean air is better for everyone – we're clear that as a health organisation it's the right thing for us to do. We're proud to be smokefree."

From **January 1st 2019** we'll be a smokefree site and this smoking shelter will be removed.

JANUARY '18

For support quitting or managing cravings, talk to Occupational Health.



### Recipe for success

The catering team behind patient meals was honoured for its dedication to putting fresh, healthy and locally-sourced produce on the menu. The team was named the Trust's Team of the Year at the annual New Year's Honours Awards ceremony.

FEBRUARY '18



### Lifesaving award

Vicki Mockridge, an Advanced Clinical Practitioner working in the Emergency Department, put her emergency lifesaving skills into practice when she witnessed a serious road traffic accident. She was honoured with two awards from the Royal Humane Society for helping an injured motorcyclist. She said: "I'm just glad that I happened to be on the spot when the collision happened."

MARCH '18



# Amy's sepsis story



**20-year-old Amy Bulbeck (pictured) is full of praise for paramedics and staff at the Royal United Hospital – and is now using her experience of sepsis to make others aware of the life-threatening condition.**

Sepsis is a rare but serious complication of an infection which, without quick treatment, can lead to multiple organ failure and death.

Amy, from Westbury in Wiltshire, spent six days in hospital after suddenly becoming seriously ill.

She posted her experiences on Facebook and asked other people to share her story.

She said: "It was within minutes that symptoms began occurring. I was being sick, aching, shivering and a rash had appeared all over my thighs. I climbed into bed and just couldn't control the pain.

"Sunday morning came and all that was in my head was "this is the worst I've ever felt, I feel like I'm dying." Mum was straight back on the phone to 111 and after a few questions they sent an ambulance. Ten minutes later the ambulance arrived.

"Upon arrival to the A&E I was put in for numerous tests as it was hard to diagnose.

"I was admitted to the Charlotte Ward that evening. The staff were absolute angels.

"I was scared as I've never been to hospital, however I was brave. I remained in hospital for six days

where I had test upon test to find out what was wrong with me. Still to this day we are not sure on the cause.

"It is fair to say that I am one very lucky lady considering the statistics and the fact I was battling severe sepsis, which is even more down the line than sepsis, as my kidneys nearly failed.

"I hope this post helps raise awareness about Sepsis and if you feel unwell, take no chances, get to your GP and be SAFE. Your health is worth it. Even if this only helps one person it'll be worth it."

"It was within minutes that symptoms began occurring. I was being sick, aching, shivering and a rash had appeared all over my thighs."

## Sepsis signs:

- Slurred speech or confusion
- Extreme shivering or muscle pain
- Passing no urine (in a day)
- Severe breathlessness
- It feels like you're going to die
- Skin mottled or discoloured



Our new RNHRD and Therapies Centre will provide the most up to date facilities

# Our future

The year 2018/19 has been one of the busiest and most important that many of us can remember at the Trust, with increased demands on our services and staff and ambitious plans and developments coming to fruition. One thing's for certain – we're not standing still, and 2019/20 promises to be just as fulfilling and challenging.

## Improving Together

As well as maintaining our core focus on patient safety and improvement of patient outcomes, we will continue to build on the progress we've made on our ambitious vision, Improving Together. This is a long term commitment and we are excited about building on the many successes of the first year as more and more of our teams receive their full training in what we now call the "Bath Improvement System".

As of September 2019, 16 of our frontline teams have benefitted from, or are part way through, an intensive course of five modules of training and coaching, plus a number of senior managers and the Executive team have been coached in leadership behaviours and learnt how to support the RUH's improvement journey. This will continue throughout the next financial year and beyond.

Improving Together is an ambitious approach like nothing we have ever committed to before. The next steps of the journey are to embed deep understanding of our goals and the drivers of success across all teams in the Trust, and then to live the vision every day. Our True North delivery will be supported by a well-integrated combination of:

- day by day continuous improvement developed at

the front line together with patients/visitors based around what we call an improvement huddle board,

- focused annual targets including a few carefully selected "breakthrough objectives" and quality priorities,
- step change improvement projects and a handful of critical strategic initiatives which include our estates and digital strategies.

## Priorities for 2019/20

Our quality priorities for 2019/20 focus on improving pathways of care, ensuring we are continuously listening and learning and making improvements as a result of our patient feedback. They are:

- Continuity of Carer
- Development of Frailty Assessment Unit
- Improving Patient and Carer Experience
- Improvement in early recognition of deteriorating patients

Our **Continuity of Carer** plan will personalise services for pregnant women, ensuring that care is centred around mother and baby. It's important because each pregnancy and family is different. Child birth experiences can shape

whole lives so building trust with your care team and reducing the need for handovers of care is vital.

## Development of the Frailty Assessment Unit

will improve services for frail elderly people, building on our previous work of introducing Frailty assessment in the Emergency Department and a Frailty Flying Squad. We will aim to provide a consistent Frailty Flying Service from 8am-8pm, measuring the fitness and frailty of more patients and admitting all frail patients directly to our Assessment and Comprehensive Evaluation Older Person's Unit, ACE OPU.

## Improving Patient and Carer Experience

– feedback from patients and families sometimes tells us we don't consistently appear to listen and act upon their comments. We know that the answers to better patient experience and all round quality of care very often lie within the feedback we receive and those who provide this feedback, This year will focus on improving how we listen, how we share and how we act upon learning.

**Improvement in early recognition of deteriorating patients** means we will continue to improve processes to identify both Sepsis and Acute Kidney Injury (AKI) as early as possible. To support that we will be implementing electronic

## Our future (continued)

recording of vital signs, such as heart rate and blood pressure. This will enable automatic prompts for deterioration in a patient's condition, facilitating more reliable identification of unwell patients and automatic screening for Sepsis where indicated.

You can read more details of our priorities and ambitions for 2019/20 in the Quality Accounts section of our Annual Report 2018/19 on our website [www.ruh.nhs.uk](http://www.ruh.nhs.uk)

### Fit for the future

We are now in the final phases of implementation of our existing Estates and Facilities strategy, a phased programme of development that has focused on improving the environment for patient care and services, particularly across the North part of our site, and reducing backlog maintenance. Planning the different stages of work, phasing demolitions and re-provision whilst ensuring continuity of services, has been a very complex jigsaw to undertake.

The new RNHRD and Brownsword Therapies Centre will be fully opened and staffed by the end of the year, a superb modern building providing the most up to date facilities combined with art, design and heritage to optimise patient experience.

With services like therapies moving to the new Centre, we will then be able to clear the vacated sites and complete the final planning stages in order to commence, at long last, development of the largest and

final piece of the puzzle, the Dyson Cancer Centre. We'll be finalising designs, making ready the build site and seeking planning permissions before the end of the year.

Our five-year programme of ward improvements and maintenance will also continue. Supported now by our new Decant ward, we will be able to sustain a rolling programme of essential works across our site. Our Surgical Admissions Unit was first into the Decant Ward in early summer 2019.

The new ward is built to a very high standard and offers all the facilities found in a modern hospital ward. Patients, their families and carers can be reassured that they will receive the same dedicated care and treatment, provided by the same teams, in the new ward.

### Technology

This year we approved our Digital Strategy that sets out how we will become a digital-first organisation over the next three years. We are now well on our journey towards this aim.

We'll be building on the provision of free wifi for patients, and enabling people to choose to have their letters from the Trust emailed to them.

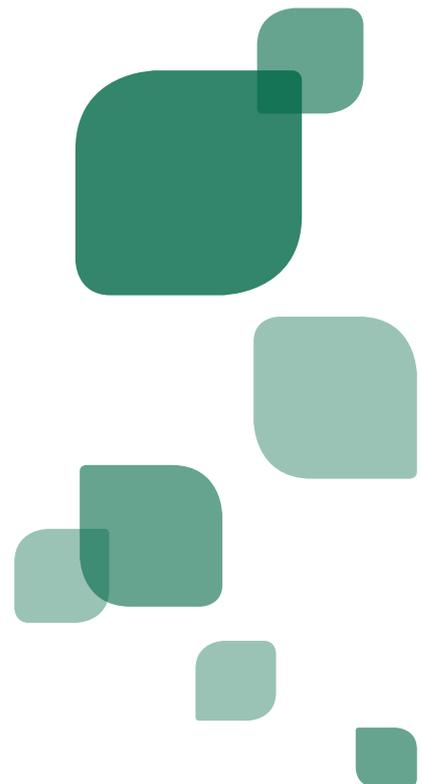
Within the Trust we've just introduced Patient Flow, a system that enables clinical teams to manage the flow of patients around the hospital much more efficiently and effectively. Patient Flow makes it easier to have staff,

patients and equipment in the right place at the right time.

By November 2019 we'll have completed another step by digitising nursing observation tasks such as Sepsis alerts, moving from the current paper-based system to electronic recording directly into the patient record. Benefits include clinicians being alerted earlier, aiding decision-making and response times.

We'll also be improving our telephone system and opening up alternative ways patients can get in touch with us.

So, this is a genuinely exciting time to be part of the digital agenda with huge opportunities to improve the quality and experience of care for our patients.



# Financial summary 2018/19

The hospital experienced another challenging year, reflective of the ongoing pressures faced by the wider NHS. However, the Trust was successful in delivering its planned financial control total of £1.8m.

This was achieved, in large part, due to the delivery of an efficiency programme totalling £13.9m. The savings were the result of cost and quality improvement programmes designed to maximise efficiencies within the Trust whilst maintaining high quality patient care. Based on its performance, the Trust met the financial standards set by NHS Improvement and was awarded an additional £14.9m of Provider Sustainability Funding.

## How we spent our money

- £212m on pay, representing 66% of operating expenses
- £108m on non-pay, representing 34% of operating expenses
- £5.0m Medical Equipment and the related enabling works
- £2.5m Information management and technology, mainly related to Electronic Patient record System (EPR)
- £7.8m RUH estate upgrades
- £18.2m RUH redevelopment programme, mainly related to the RNHRD and Therapies build

## In 2019/20 we plan to invest a further £28.7m. Main schemes include:

- Finalisation of building the RNHRD & Therapies Centre
- Bath Centre for Pain Services and Patient accommodation
- Oral Surgery and Orthodontics refurbishment
- Opening of a Decant ward to enable Ward upgrade programme
- Relocation of Research & Development

To obtain a full version of the Trust's annual accounts please visit the RUH website: [www.ruh.nhs.uk](http://www.ruh.nhs.uk)



# Stopping smoking

**We became a smokefree site from 1 January 2019, meaning no smoking on all Trust grounds – although vaping is allowed in outdoor areas only.**

Going smokefree applies to staff as well as patients and visitors. For Avril Landells (pictured), one of our staff nurses on the Surgical Admissions Unit (SAU), a spell as an inpatient herself helped her onto the journey of becoming a non-smoker, with all the benefits of better health. This is her story, and how she hopes to help patients and others quit too.

“I was approached by a Healthy Choices Advisor when I was an inpatient. They were very friendly and didn’t patronise me in any way. Often people feel that such advisors seem to nag, but this wasn’t the case at all. I was asked about how much I smoked and how I felt about giving up – I didn’t feel forced at all.

“I was already thinking about quitting and just needed that extra push, which the advisor’s visit gave me. As a nurse I know the implications and impact that smoking has on your health. I’ve cared first-hand for patients who’ve received devastating news, having smoked tobacco, and left devastated family members behind, all due to something that we can change ourselves.

“I decided against nicotine replacement therapy as I needed something to keep my hands busy at certain times, so I used a vape



– and soon I was feeling ready to stop the habit altogether. I found vaping was a good alternative and a useful stepping stone to quitting.

“As a nurse I feel we have to give more advice to our patients – such as that when giving up you might feel worse before you feel better. Having been through it myself I feel able to share my personal journey with them to help.

“Giving up smoking is hard but I soon began to really feel the health benefits, like running up and down stairs without being out of breath, and not having cravings is amazing – it’s empowering and a great feeling. Not being owned by my addiction lets me focus on other things.

“Other benefits I like to mention to patients is how much money I save,

between £30-£40 a week, and not smoking has made my skin look much better!

“I think that vaping needs to be talked about more as an option, especially for someone like me who wasn’t quite ready to break the smoking habit. Vaping is allowed outdoors at the RUH, and being able to vape can give you five valuable minutes away from the ward on particularly busy, stressful and emotional days.

“Every smoker is different and I believe we have to look at every patient as an individual and understand that what might work for one smoker might not for others. We should tailor our advice to every individual person and patient, and do what we can to help them quit. It was hard – but I managed it!”

# Parent pagers



**Anxious parents waiting while their child has surgery at the RUH are now being given pagers to alert them when all is well.**

What began as a trial in the Recovery Unit has proved so successful that it's now being extended to other areas across the hospital.

Instead of being contacted by their mobile phone, parents are now given a pager which beeps to let them know when their child is waking up.

Kerry and Neil Sidwick were given a parent pager when their son Charlie (pictured) had an operation to have four teeth removed. Kelly said: "The pager gave us reassurance that we would not miss Charlie waking up. It meant we could pop and get a coffee without risking not being there for him."

Consultant anaesthetist Fiona Kelly, who helped set up the initiative, said: "Mobile phones aren't always reliable – some parents have their

phone turned off or turned down, and some might not have a mobile. We've shown that a personal pager is a much more reliable way of contacting them when they're needed.

"A pager gives parents or carers a sense of reassurance and lets them have a break, for example to leave the ward and go to the hospital café, while their child is having their operation. Parents often do not eat and drink on the morning of surgery while their child is nil by mouth, and this can make a difficult day for them even harder. The pagers also guarantee that parents can be easily called when they're needed, meaning they can be quickly reunited with their child in recovery. This gives the parents a greater sense of control.

"The feedback has been really positive, with parents saying how big a benefit the pagers are, improving their child's experience and making it much less stressful for them."

Some 3000 children from two months to 18 years old are anaesthetised each year at the RUH. A 2017 survey showed that, before the pager system was introduced, it took an average of 23 minutes for a parent to rejoin their child in the Recovery Unit, and 70% of children waited for more than 15 minutes. Using the pagers has cut that time to an average 2.8 minutes, with no child waiting more than 11 minutes.

The pagers were funded by the Friends of the RUH charity and the Trust's Innovation Panel, where staff pitch for funding for ideas that improve patient care and experience and efficiency.

The pager programme is supported by the Trust's Patient Experience Team. Lead Sharon Manhi said: "As a Trust, we are committed to ensuring that we use the experience of our patients, families and staff to improve the care that we provide. Introducing these pagers is a brilliant example of a simple idea that we can demonstrate has real benefits to all concerned."

## There was a great response on Facebook:

- f Lauren Taylor:** They are amazing, we were given one when my 18 month old had to have surgery, it reduced my anxiety immensely by me not pacing up and down the corridor!
- f Tracy Curtis:** They work brilliantly. Had one recently when my son was being operated on. Fab idea
- f Vicky Preddy:** These were great. We had one when our little girl had a small op last year, soon enough it had gone off and I was back with her in recovery.
- f Laura Larcombe:** It reduced the stress and anxiety of waiting around wondering, and when it went off I was reunited with my daughter before she's really come round from her anaesthetic. Amazing!

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