



YEAR IN
REVIEW
2017/18

WELCOME

Childrens Ward

Baby U

School

Our vision is to provide the highest quality of care, delivered by an outstanding team who all live by our values.

Welcome to our Year in Review 2017/18 for the Royal United Hospitals Bath NHS Foundation Trust.



I hope you'll find this magazine an informative and interesting look at some of our services over the past financial year. Inside you can see how our major construction projects are progressing, and read about how our amazing staff and volunteers continue to deliver safe, high quality care and the best possible experience for our patients.

Safety is at the heart of everything we do and we set priorities to further improve the outcomes that our patients expect when cared for by us (see pages 5 and 6). We're proud of the progress we've made against our 2017/18 priorities and we're now busy delivering against our new goals for 2018/19 (see page 23).

Once again, it has been a busy and eventful twelve months. From the start of 2018 we began celebrating the 70th birthday of the NHS (see pages 26 & 27). We're looking forwards too, with a Fit for the Future programme that's transforming our Combe Park site.

We went through the biggest information technology transformation the Trust has seen (see page 23 or 24). We introduced what we call our 'Big 3' to our electronic health record system, including new processes for prescribing medicines, ordering radiology and pathology tests and a new system for our Emergency Department which allows better integration with other systems across the Trust. I believe the longer benefits will be huge to us and to our patients.

Our staff have done us proud as usual, with numerous nominations for national health service awards and other honours. They include our Frailty Flying Squad, which supports frail elderly people to remain at home rather than being admitted to hospital, and our Eye Unit in recognition of its exceptionally good practice in caring for people with macular conditions. Many congratulations go to Sue Brown, a former specialist Nurse Consultant for our Rheumatology Service, who was awarded an MBE in the Queen's Birthday Honours List.

Please see page 11 for more details of our staff successes.

Our staff are our greatest asset and will play a vital part in delivering our strategic plan. We've engaged with them and our stakeholders and set our direction and priorities for the next three years. We have a shared vision 'To provide the highest quality of care; delivered by an outstanding team who all live by our values' and we'll continue to work in partnership on the next steps (see page 24).

As you can see, there's been much to celebrate and there'll be more in the future. It's not all been plain sailing though as, like all NHS Trusts, we faced another difficult winter, with bad weather and high demand on our A&E services meaning that people had to spend longer in our Emergency Department than we would have wanted. But thanks to the hard work of our staff we continued to perform highly on quality aspects of our A&E services, remaining one of the top performing Trusts in the region in ensuring a swift handover between ambulance and A&E staff, meaning ambulance crews are freed up quickly to respond to 999 calls. Many thanks too for a huge staff and community effort during the snow that ensured we maintained a safe and professional service for our patients

We welcome your views on all aspects of our work – so please contact our Membership Office by emailing 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

OUR PATIENTS



"We were overwhelmed by the number of people from around the world who knitted us baby bobble hats. The response was incredible."

Rachel Coleman, centre,
Practice Development Sister

All about our patients

Improving Safety & Patient Experience

Each year we identify four Quality Priorities aimed at improving patient outcomes and experience at the Trust. For each priority, specific indicators show what the Trust aims to achieve and how progress will be measured. Here we give an overview of our performance against the four priorities for 2017/18 and how the work has been helping to improve outcomes for patients.

Priority 1: To further improve the identification and management of patients with frailty

People living with frailty are at a much greater risk of falling, confusion, disability, admission to hospital and needing long-term care. This is why it is vitally important that frailty is identified and assessed whenever an older person comes into contact with a health professional.

It helps us to plan the patient's immediate and ongoing care needs holistically, and to promote the patient's independence wherever possible. There is also a need to treat frailty as a long-term condition in its own right and ensure we take a more comprehensive approach when assessing older people.

In 2017/18 we revised our systems to include a frailty score and a Comprehensive Geriatric Assessment (CGA) for each patient, helping doctors and therapists to produce a holistic plan of care that can be tailor-made to individual requirements. It helps promote the patient's independence in hospital, reduces the time the patient stays in hospital,

and can support the patient to be discharged to their own home.

Priority 2: Management of jaundice in babies

Jaundice is one of the most common conditions that can affect newborn babies. Early recognition of neonatal jaundice is vital, so that treatment can start immediately.

Before April 2017 the only way to diagnose jaundice in the newborn was for the baby to attend hospital where serum bilirubin levels were tested from a blood sample taken from the newborn's heel. A family would then spend up to 4-6 hours on the postnatal ward awaiting the result, either to be sent home with a feeding plan, or to be admitted for jaundice treatment.

We have changed to using a bilirubinometer – a handheld, portable and rechargeable jaundice meter – that is held against the forehead or sternum of the infant. It allows a quick, non-invasive estimate of jaundice levels.

The introduction of bilirubinometers has:

- Reduced the number of babies required to be seen on Mary ward by a midwife or junior neonatal doctor.
- Released midwives, doctors and nurses to deliver care.
- Reduced costs in laboratory testing.
- Reduced the stress, anxiety and costs associated with testing in hospital.
- Reduced unnecessary hospital readmissions.

All about our patients continued...

Priority 3: To continue to improve the experience of patients and carers at discharge

Significant improvements continued to be made in 2017/18 in our discharge processes, helping to prevent delays in discharging patients from hospital.

We've reduced the time that patients have to wait in hospital after simple day case surgery. We launched the Home First discharge pathway, and supported the rapid discharge home of patients nearing the end of their life with the Enhanced Discharge Service. We continued to work on innovative ideas to enable patients to leave hospital when they are ready. These include initiatives like End Pyjama PJ Paralysis, the Home Hub discharge lounge, the Chair port area for day surgery, and ambulatory care.

For patients it's meant:

- Most patients leave hospital within 90 minutes after simple day surgery procedures.
- Patients who are medically fit to go home, but need some extra help there, have been supported to leave hospital and have their therapy assessments under their own roof.
- Patients approaching the end of their life have been supported to have a more timely discharge to their preferred place of care, with a package of support provided by Dorothy House Hospice.

Priority 4: To continue to improve sepsis management

Sepsis is a serious and common condition. Nationally it affects more

than 260,000 people a year resulting in around 44,000 deaths.

We've made significant improvements over the past three years in identification and management of patients with sepsis. We aim to become even better.

We've trained more than 2,000 clinical staff about the new NICE guidelines, using methods including routine face-to-face training on core skills, simulation training, and taking the training to staff on the wards using a real and equipped tea trolley. This 'Bath Tea Trolley' idea has been acknowledged nationally and shortlisted in the Patient Safety Care Awards and HSJ Awards as well as the BMJ Awards in 2018.

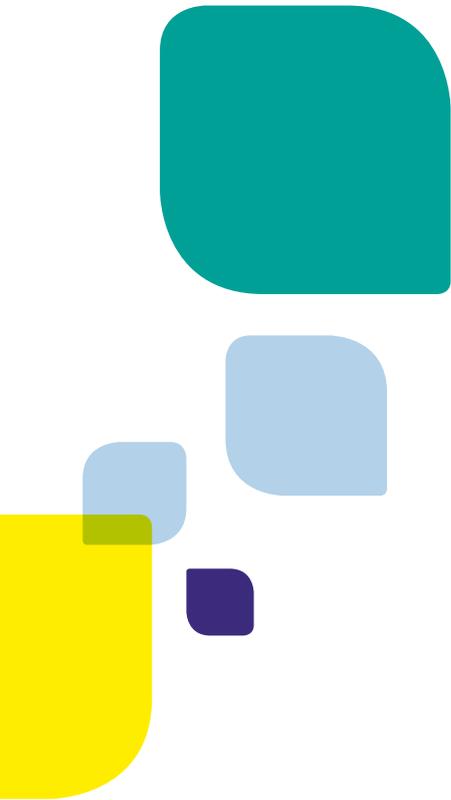
By March 2018 85 per cent of adults and 80 per cent of children at risk of sepsis were screened in the Emergency Department, and we've also increased screening for inpatients and maternity patients.

Earlier diagnosis and prompt management of sepsis will also have resulted in a significant decrease in serious side effects from sepsis.

Patient and Carer Experience Strategy

Patients are at the heart of all we do, and we aspire to be listening and compassionate at all times. We place great importance on gathering feedback from patients and carers, and involving them in decisions and developments.

The Trust's Patient and Carer Experience Strategy 2017-20 was



launched in May 2017. It was developed to support staff to seek and act on patient and carer feedback, and ensure that patients, families and their carers using our services have the best possible experience.

The strategy is centred around three key ambitions, to: Listen to patients and carers about their experiences and to make improvements, where necessary, as a result of their feedback; Communicate clearly and effectively to meet the emotional needs of patients/carers and provide information; Involve patients and carers not just in their own care but in the design of new services and improvements to existing services.

During this year over 32,000 patients and their carers and families have shared their experiences of the services we provide.

Entering a new digital age

Technology will transform the way that care is delivered in the future. In 2017/18, we introduced several new elements to our electronic patient administration system, including new processes for prescribing medicines, ordering radiology and pathology tests and a new system for our Emergency Department which allows better integration with other systems across the Trust.

These upgrades will allow our staff to work in a more seamless manner, and improve the quality of care experienced by our patients. The benefits will be huge, both to us as an organisation and to our patients.

Research

The RUH has a well-established and strong research portfolio and performs well when compared to Trusts of similar size.

The wide range of research undertaken involves a number of collaborations with other NHS centres, universities and charities. All research activity is funded externally through research grants, National Institute for Health Research (NIHR) funding and income generated by working with the life sciences industry.

Recent years have seen RUH researchers achieve success in leading and developing clinical research, with two major grant awards of over £2million each being made to RUH, alongside a number of others. Grant awards made in 2017/18 total almost £3.5million making it the most successful year to date.

It is well evidenced that research active hospitals have better outcomes for all patients, regardless of whether or not they are directly involved in research. All research undertaken at the RUH has the aim of bringing access to new treatments to our patients earlier, leading the way in understanding of health conditions and better care for all patients.

The RUH also contributes to the South West's Genomics Medicine Centre based near Bristol. This is part of a network of 13 centres nationally which will assist in the delivery of the unique, innovative and world-leading 100,000 Genomes project aiming to improve diagnosis and treatment of a range of conditions.

Chair Port



One compelling example of innovation in action to help patients go home when they're ready is the chair port system in our Surgical Short Stay Unit. Laura Andrews is Senior Sister.

"It all began as a trial in early 2017 and was so successful that it has become a permanent fixture on the ward, with hopes to extend its capacity.

"A select number of elective day surgery patients who can get up and dressed straight away after their operation are able to recover in a specially-designed comfortable chair, rather than having to wait for a bed that they don't really need. There are seven chairs in the area, and patients usually spend between one and two hours there before being able to go home.

"Operations typically include hand surgery such as for carpal tunnel syndrome, ear surgery, dental

surgery and gynaecology surgery, under local or general anaesthesia. The patient benefits are clear – the system aids recovery and patients can be more relaxed as they recover in their own clothes and can be joined by family or carers.

"It's good for the Trust too. It means beds are available for post-operation patients requiring an overnight stay or an inpatient stay.

"It's satisfying to enable the patient's not only to have their operations but to be able to go home the same day. They really respond well to it and they're so genuinely pleased that they can go home so soon. It's fantastic for them."

"Patients are genuinely pleased that they can go home so soon. It's fantastic for them."

Marching on Frailty



Getting up and dressed each day is a key part of our patients' recovery, enabling them to be ready to return home sooner. Matron Anita West was one of the leads behind our March month of action – promoting the mantra 'Get up, get dressed and get moving'.

"If we can help patients get back to their normal routine as quickly as possible, including getting dressed, we can support a quicker recovery, help patients maintain their independence and help get them home sooner.

"Just two days of bed rest leads to a 2-5% reduction in muscle strength, and ten days of bed rest leads to a 14% loss of muscle strength.

"Spending a few days in bed might seem like kindness, but actually it will quickly lead to problems. Many patients lose the ability to carry out routine daily functions like bathing, dressing, getting out of bed and walking due to unnecessary bed rest. That loss of strength may make the difference between dependence and independence."

"We wanted to think of as many ways as possible to inspire patients to get dressed and get moving."

Innovation Panel funding allowed the March on Frailty team to raise awareness across the Trust, as well as to pay for fitness trackers to monitor patients' activity levels so they felt motivated to beat their own step count each day. This was supplemented by activities including walks with the Trust's Therapy dogs, communal lunch and live music and singalongs with our Art at the Heart Musician in Residence Frankie Simpkins.

"We wanted to think of as many ways as possible to inspire those patients who could get up and dressed and get moving. It's been really amazing to see so many patients embrace the ideas, and ward staff too. We've had so much support. It's made a real difference to mindset - both of the patients, who can see the value in getting dressed, and the staff who can make this a priority and part of our everyday practice.

"Our drive to end PJ paralysis doesn't stop. We're changing the assumption that a stay in hospital means a bed and a gown. There's an increasing focus on encouraging as many patients as possible to get dressed each day, and we'll continue to encourage a patient's family or carers to bring in clothes for them to wear."

OUR STAFF



"Patients are at the heart of all we do."

Royal United Hospital Bath
na Webb

All about our staff

Health and Wellbeing

We aim to keep our staff healthy and happy and able to perform at their best – so we provide a range of services to help keep ourselves mentally and physically well, in and out of work.

In June 2017 we held a week-long Festival of Health and Wellbeing, with events ranging from mindfulness and relaxation to a Healthy Bake Off competition and health and wellbeing trolleys visiting every ward in the hospital.

It was an opportunity for staff to learn, for example, about the regular Zumba, Pilates and yoga classes that are run onsite, and how we encourage cycling by supporting the Cycle to Work Scheme and by holding regular bike maintenance and information events.

We ran a successful Trust-wide Flu Fighter campaign, with 71 per cent of clinical staff, more than in previous years, getting vaccinated to benefit themselves and our patients.

With the entire Trust preparing to become a smokefree site in 2019, we've continued to offer support to staff and our patients to quit, through our smoking cessation team and healthy choices advisers.

Our Employee Assistance Programme and initiatives like Schwartz Round continue to support mental health and wellbeing, including a free and confidential service for staff. We offer one-to-one counselling or group workshops, helping staff who face demanding situations every day, or who seek guidance and strategies for personal issues.

Supporting our nursing workforce

The key theme of our new Nursing and Midwifery Strategy is providing the right people, with the right skills, in the right place, and to continue to build and develop our nursing workforce.

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.

19 trainee nursing associates joined us at the end of April. This exciting new role is for non-registered healthcare workers looking to take the next step in their careers.

Our Widening Participation (WP) team attended or sent ambassadors to schools careers events across the local area. Ambassadors attended 16 events including careers fairs, apprenticeship events and interactive sessions, showing students new skills, such as taking manual blood pressures, to highlight careers within the NHS.

The Trust has welcomed 142 work experience students in a wide variety of departments, to shadow nurses, doctors, therapists and non-clinical staff.

Collecting feedback from students forms an integral part of the review process and helps us to ensure the quality of work experience offered. When asked to rate how much they enjoyed work experience with us, on average students gave the Trust a score of 9 out of 10.

Staff awards and honours

It's been another year of award nominations and honours for our hard-working and inspiring staff. Highlights include:

Three innovative projects made it to the final stages of The British Medical Journal (BMJ) Awards.

- The Emergency Laparotomy team was shortlisted in the Anaesthesia and Perioperative Medicine Team Award category for improving the care given to high risk patients before, during and after their operation.
- Staff from our Positron Emission Tomography/Computed Tomography

All about our staff continued...

(PET/CT) team were recognised in the Diagnostics Team Award category. Their specialist scanning service has been influential in the treatment of cancer and dementia patients.

- Our innovative 'Bath Tea Trolley' training team was named as a BMJ Award finalist. Designed by Dr Fiona Kelly, Consultant in Anaesthesia and Intensive Care Medicine, it aims to deliver education and training to frontline staff in operating theatres and on the wards.

The Frailty Flying Squad, which supports frail elderly people to remain at home rather than being admitted to hospital, was shortlisted in the 'Care of Older People' category of the Nursing Times Awards.

Our Eye Unit was one of the nominees in the Macular Society Awards for Excellence in recognition of its exceptionally good practice in caring for people with macular conditions.

RUH haematology nurse specialist Theresa Peters was recognised as a 'Beacon of Hope' by the Lymphoma Association for her dedication to supporting people affected by lymphoma, the UK's fifth most common cancer.

Consultant Dr Emily Henderson met the Prime Minister Theresa May at a Parkinson's UK Downing Street reception in recognition of her research into Parkinson's.

And last but not least, five of our nurses were invited to a special Royal reception with Prince Charles at Buckingham Palace

to thank front line NHS staff. Congratulations all.

Staff Survey 2017

The annual NHS Staff Survey is an important tool that tells us what we're doing well and where we can further improve as an employer.

A total of 2,279 staff responded, giving us a better view from staff than the average for acute trusts in England. For the third year running, more staff than the average Trust recommended the RUH as a place to work or to receive treatment. Another positive finding was our overall engagement score, reflecting staff motivation, ability to show initiative and to contribute to improvements at work – which is particularly important because we know there's a direct link between staff engagement and better patient care. .

Other areas for improvement focus include continued support for staff to proactively report errors and unsafe clinical practice, and to continue to address concerns about levels of aggression faced by staff from patients, families and carers.

You can read more about the national survey here www.nhsstaffsurveyresults.com

Staff involvement in Estates redevelopment

We value our staff for their expertise, and partners for their feedback, in helping to shape many of the redesigns and developments to our departments – they're usually best-placed to tell us what would work and how design can help meet their needs and those of their patients.

So, we're grateful to staff at The Mineral Water Hospital and the RUH as we move towards the major transfer of services, patients and personnel to our Combe Park site in 2019. A great deal of work has been going on behind the scenes and this will continue into next year.

Our staff at the Sexual Health Clinic were invaluable in helping make the move to the Riverside Health Centre so successful, integrating with the Contraception and Sexual Health Service (CaSH) already based there to provide one joined-up sexual health service for people in BaNES, Wiltshire and Somerset. And, while they didn't have so far to travel, we say a big thank you to everyone involved in the seamless transfer to the Trust of the newly-named Urgent Treatment Centre, located by our Emergency Department, and to colleagues from primary care through partners BaNES Enhanced Medical Services (BEMS) and Medvivo.

Staff input was crucial to creating our new Forbes Fraser Pharmacy, using technology to track staff patterns of movement to help designers think about the shape and flow of the building. The Pharmacy team was involved from the outset of the project and, with careful planning, services were transferred to the new hi-tech building with no disruption to patient care.

Dare to dream



Fifteen years ago, Steve Morgan would have laughed if you'd suggested a career in nursing. He left school at 16 with minimal qualifications, joined the RUH in 2003 as a cleaner – and now is our newest charge nurse, working on Medical Short Stay.

Steve said: "I never had ambitions to become a nurse at all. I kept using the same excuses – I had no qualifications. But, other people saw something in me that I didn't. I've had so much encouragement from colleagues at the RUH, and that's what's got me to where I am today."

"Being that bit older and with life experience, I find I can really talk to the patients and empathise with them. People sometimes ask whether I wish I'd done nursing from the start of my working life, but actually no I don't. I never would have done it when I was younger, the opportunity came at the right time for me."

Staff development is a central part of the Trust's strategy for providing quality services and care, and our ability to recruit, retain and develop staff is key. This includes encouraging a culture of training and learning, in line with our Trust goal of 'Be an outstanding place to work where staff can flourish.'

Steve spent four years working as a staff nurse on the Medical Assessment Unit before transferring to Medical Short Stay. There, Senior Sister Claire Davis backed him to fulfil his potential, encouraging him to apply for the charge nurse role. His new position will involve management responsibilities including staff development and mentoring.

Steve decided to widen his options by gaining qualifications in maths and English – courses which are now offered 'in-house' at our Education Centre. Then he applied to the University of the West of England in 2010 to train as a nurse on the three-year diploma course.

He said: "Any career in healthcare can be a great one, but it's a shame when people limit themselves in following their dreams with obstacles and excuses. I've asked some of our Health Care Assistants whether they've thought about nursing, and they come back with the same excuses I did. But I tell them that if I can do it anyone can, and the hospital is really good at helping people who do want to progress. I never thought I'd be where I am today but I'm proud that I am."

He said: "I'd never written an essay in my life, so university was a real challenge. But we all helped each other with that, and I was determined to pass."

After qualifying in 2012, Steve was welcomed back to Medical Assessment Unit, where he had completed his final placement. He soon found that nursing was his calling.

Our charities 2018

We're incredibly grateful to the in-house charities that support the RUH and raise significant funds towards major projects, enhancing the lives of patients, carers and staff by providing extra comforts, activities and services not covered by standard NHS budgets. Below are just some of the highlights of our main charities for the year 2017/18.



Forever Friends Appeal

The Forever Friends Appeal is the fundraising charity for RUH. Its two major campaigns currently are fundraising for the new Dyson Cancer Centre and the RNHRD and Therapies Centre, which will both be built near the main entrance of the RUH.

In February 2018 the Appeal announced it had reached its minimum fundraising target of £8.5 million for the Cancer Centre. But it stressed it would continue its Cancer Care Campaign with many of its donors and supporters wanting to keep going to ensure the new Cancer Centre would be truly special in its design, facilities and equipment.

Through its 'Therapies Matter' campaign it continues to raise public support to ensure the completion of the state-of-the-art RNHRD and Therapies Centre. With the Brownsword Charitable Foundation pledging £1million towards the build, it's set the

public a bold 'Match Funding Challenge' to help achieve the target. Every pound donated to the Therapies Matter campaign will be matched by the Foundation up to the £1 million mark.

Another highlight of the Forever Friends Appeal this year was its Walk of Life event which saw over £100,000 raised by 500 walkers.

And we entered a year celebrating the Appeal's 20th anniversary, during which it has raised more than £20m for the RUH. The charity is marking the occasion with a series of appeals to benefit patient care across the hospital.

Friends of the RUH and RNHRD

The Trust and its patients are in the very fortunate position of receiving support from two very passionate charitable groups of Friends. Their volunteers contribute a huge amount of value to our organisation in their direct activities on wards for patient benefit and also in their activities



which generate funds which are used to enhance patient experience. In 2017/18 they have continued to support our much-loved Arts programme and exhibitions. We were delighted to celebrate the 60th anniversary of the Friends of the RUH in 2017.

Donations from the Friends of the RUH included providing fixtures and fitting for the new Spiritual Care Centre, displays of hanging baskets, our volunteer dementia project and patient emergency packs.

The Friends were invited by the Mayor of Bath, Cllr Ian Gilchrist to a civic reception at the Guildhall to thank them for all the hard work, dedication and support they give to the community.

Art at the Heart of the RUH

Our multi-award-winning arts charity, Art at the Heart (AATH) supports the hospital by hosting stunning art exhibitions in public areas across the Trust, stimulating healing and well-being and creating an uplifting environment for patients, visitors and staff.

AATH provides the RUH with Bath's biggest and most accessible gallery space. It delivers workshops, live music performances and arts projects on the wards, and integrates artworks and design into new buildings and refurbishments. We consider art as a core component of our quality hospital experience.

In 2017/18 AATH made a significant

Ed's experience



contribution to our new Spiritual Care Centre by designing and commissioning sculpture and artwork for the building's modern interior and peaceful courtyard garden.

The charity is involved in the Trust's main projects, including the new Dyson Cancer Centre and the soon to be completed RNHRD & Therapies Centre. A geographical timeline and hydrotherapy pool windows at the new Centre will reflect the heritage of the Mineral Water Hospital, while a specially-commissioned wallpaper design will take inspiration from the Min artefacts and paintings, and be interpreted into a modern clinical building.

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.

Since 1964 it has provided a free and invaluable service, helping to improve life for people in hospital and to aid with their recovery.

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

Ed Jackson, the former Bath Rugby back row player, had a freak accident at a family barbeque. He dived into the shallow end of a swimming pool and was left with a broken neck. At 28 years old, he was told at the time that he may not walk again.



Ed said: "After hitting my head on the bottom I realised I couldn't swim to the surface because I'd lost movement in my legs and power in my arms. My dad (a retired GP) and friend Daffyd immediately knew something was wrong, pulled me to the surface and stabilised me in the pool until the ambulance came.

"I was transferred to Southmead Hospital with a fracture dislocation at the C6/7 joint. I woke up in ICU, luckily completely coherent, however with no feeling below my neck other than limited movement in my right arm.

"In May I transferred to a neurological ward at the Royal United Hospital in Bath. Although slightly less futuristic than Southmead, the RUH carries a certain old school charm and also happens to be where I was born. I had landed in a bay on Helena ward.

"I have to admit that I never really appreciated quite what an incredible thing the NHS is. I know it has its issues, but the fact that everyone in this country is entitled to access some of the best healthcare professionals and facilities in the world is extraordinary and something we should never take for granted.

"If Helena ward was on @Airb&b my review would probably read something like: '***** 5 stars.

Despite suspect first impressions moulded by the tired exterior and retro colour scheme, there is a wonderful homely feel to the property. After a few days I realised that this has nothing to do with the decor and everything to do with the hosts. Helpful, informative and often hilarious, it was the people of Helena Ward that made my stay such a memorable one. You guys truly made all the difference during a very challenging time in my life. Mad love."

Ed, who's since made incredible progress in his recovery, has joined The Forever Friends Appeal as an ambassador for the new RNHRD and Therapies Centre fundraising campaign. The new Centre will bring together a number of services including rheumatology, therapies and a number of pain management services under one roof, in a new purpose-built facility at the RUH site.

Ed said: "As a spinal injury patient, I have learned just how important the environment is to wellbeing and recovery. Staff at the RUH do an amazing job, and I believe that they should be supported by working in the right environments to help them to deliver the best level of care too."

Membership & Governance

Our Council of Governors can look back on a busy and successful 2017/18, helping to support the Trust and to shape the development of services we provide for our local communities.

Our growing membership, including staff, stands at 17,800 – an increase we're pleased to report and one that indicates the real interest that people have in their local health service.

In September 2017, our members had the opportunity to take part in our second constituency-wide Governor election since becoming an NHS Foundation Trust. This year we had six public vacancies to fill across the constituencies. We are delighted to announce the following successful candidates.

- Amanda Buss, City of Bath (re-elected)
- Helen Rogers, North East Somerset (re-elected)
- Michael Welton, Mendip (re-elected)
- Jacek Kownacki, North Wiltshire (new Governor)
- Chris Hardy, South Wiltshire (uncontested)
- Andrew Simkins, Rest of England and Wales (new Governor)

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 2017/18, the team hosted events in areas as diverse as Let's Talk About End of Life Care, Restart a Heart and Healthy Minds. This year, the programme has already looked at the work we are doing to prevent falls at the Trust, how we support patients with Age Related Macular Degeneration, and the tremendous work the Forever Friends Appeal do to raise funds for the hospital. Feedback on the events has been extremely positive.

Engaging with our members

Constituency meetings run throughout the year, and in 2017/18 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 update about the Trust's activities,

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

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

12 months at the RUH



Volunteering to help dementia

Actor and presenter Sir Tony Robinson helped launch our new innovative Volunteer Dementia Project. It aims over three years to transform our dementia services through a volunteer- driven programme which will see 160 volunteer placements, and 4,800 hours of care, given to support patients with dementia.

Sir Tony said: "This new service should make a real difference to patients and their loved ones when they come into hospital."



Nurses' & Midwives' Day 2017

We celebrated our midwifery and nursing staff as part of International Nurses Day – thanking our wonderful colleagues for the immense contribution they make to patient care across all parts of the Trust.

Staff attending reflected the diversity of the work that our nursing and midwifery teams do, from Infection Control nurses to Junior and Senior Sisters to Health Care Assistants and more besides.



New Pharmacy opens

Our new Forbes Fraser Pharmacy was officially opened – a state of the art high-tech facility that staff helped to design and create from the drawing board upwards.

It means we can now produce, on-site for the first time, highly-individualised cancer treatments including radioactive cancer therapies and diagnostic tools.

12 months at the RUH continued...



July '17

Inspiring our future workforce

Over one hundred students from Bath and the surrounding areas took part in our Sixth Form Conference at the RUH – learning what it takes to work within a busy NHS hospital.

The three-day event offered students with an interest in a career in health a unique opportunity to familiarise themselves with a busy hospital environment and discover the career paths that may be open to them.



August '17

Scanning the future

Major investment and improvement work began that will make the RUH's Radiology Department among the most modern and best-equipped in the South West.

In a five-year, £7.5m project, MRI and CT scanners were refurbished and upgraded or replaced, and a new extension built to house them.



September '17

Encouraging healthy habits

The Children's Therapies Team hosted a Sports Taster Day for children with physical disabilities at Writhlington Sports Centre, near Radstock.

It was a really fun day and a great chance for children of all ages to try their hand at sports that might not be accessible to them elsewhere.

October '17



Supporting families with loss

A new purpose-designed and built Bereavement Suite was opened at the Bath Birthing Centre to help families cope with the loss of a child.

The Forget Me Not suite has been equipped, furnished and decorated with help from volunteer fundraisers. It provides a space away from the busy maternity ward where grieving families can have the privacy they need at a particularly difficult time.

November '17



Children's survey praise

Children aged up to 15 and their parents and carers rated the Trust as better than most other Trusts across a range of measures for care and treatment – including, as you can see, having fun on the wards.

The findings were included in the Care Quality Commission 2016 Children and Young People's Inpatient and Day Case survey.

December '17



Commu-knitty spirit for babies

We had an amazing response to our call to all knitters, asking for help to provide around 5,000 tiny bobble hats for newborn babies at the RUH Bath Birthing Centre.

The colour-coded hats help ensure that babies receive the individual care they need. People were so generous we were sent around 30,000 – and eventually had to say thanks, but no more please.

12 months at the RUH continued...



Our artistic staff

What a talented and creative lot our staff and volunteers are, as our annual staff art exhibition showed.

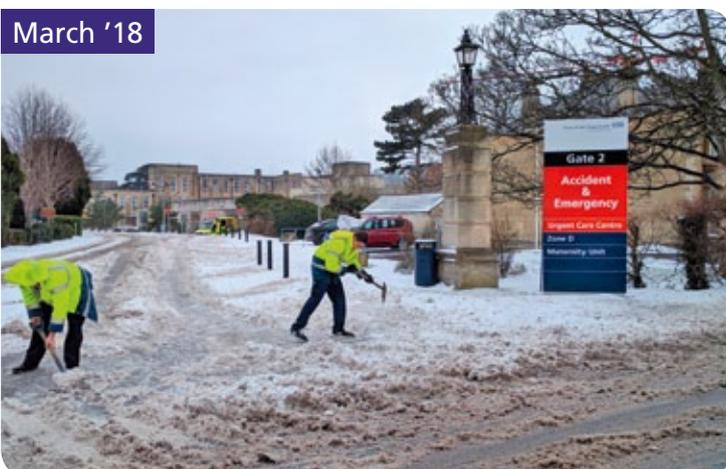
It's recognised that arts engagement can help improve a person's health and wellbeing, as well as their work decorating the corridors, brightening up the hospital for patients, visitors and staff themselves. Midwifery Matron Amanda Gell, second left, was voted the worthy overall winner.



Frailty Flying Squad is RUH winner

A pioneering specialist team at the RUH was honoured for its work in helping older patients to avoid being admitted to hospital.

The Frailty Flying Squad was voted Team of the Year, for demonstrating outstanding leadership and dedication, at the Trust's 2017 New Year's Honours Awards ceremony.



Snow business

We were all shivering in the icy grip of the 'Beast from the East' with heavy snow and below-freezing temperatures.

A big thank you to all our staff and volunteers who worked wonders and enabled us to maintain patient safety.

Fran's experience



We're proud that the Trust was rated highly in the NHS survey of patients' experience of cancer treatment. Bath teacher Fran Bryden, pictured during treatment, told us about her personal experience of breast cancer.

"Although both my sons were born at the RUH I didn't really know anything about hospitals and hadn't really been in any when I was diagnosed with breast cancer in July 2013. Stopping teaching and starting tests, I learnt that the first thing they ask you when you have an MRI is your favourite album on a laminated list. I chose 'Abba Gold' as I knew all the tracks and had been told the machine was noisy. I sang along in my head, and by the time my arm felt cold with the dye, I could picture shimmering bright blue waters, white sunshine and the 'Mama Mia' cast in some detail. But I couldn't hear Pierce Brosnan which was a definite plus.

Chemotherapy next. My wonderful hairdresser B in Widcombe stayed on late the day I realised my hair was going, we did a number two and drank Prosecco. I needed a wig and got one to match what my

hair had looked like. This worked really well. "At least she's kept her hair" commented somebody to a pal who knew better.

The surgery was wonderful. And taxing. Small things made a huge difference. I don't know who makes those lovely heart cushions or the homemade bags with long straps, but they gave a real message of care and hope.

By the time I got to radiotherapy I had got used to hospital routines. You know the wheels have fallen off the waiting times when a kind nurse starts walking round offering sandwiches. The end of radio was the end of the hospital bit, and you want the ceiling to light up and streamers to fall from it while a marching band walks past you in salute. This did not happen. I celebrated with a pal.

A phased return to work followed and I am now teaching as before. At the Christmas do a younger manager asked me if I was retiring? My retort – I'm mid-fifties and thought the backless number and heels were working. I reckon I'm looking pretty good for someone post cancer with two 20-year-old sons!

But I couldn't have made that verbal comeback without making my physical comeback to normal life – all made possible by the wonderful staff at the RUH."

"The surgery was wonderful. And taxing. Small things made a huge difference."

OUR FUTURE

Our Future





We're looking ahead to what we hope to achieve in 2018/19 and in the years beyond. We know the future will be challenging – but full of exciting opportunities too – and we're raring to go to make our facilities and the services we provide outstanding.

Patient safety and continuous improvement of patient outcomes are at the centre of everything we do – and our 2018/19 Quality Account priorities provide us with four key areas of focus for improving patient outcomes and experience. We'll also be forging ahead with our extensive Estates and Facilities re-development plan to ensure we are Fit for the Future.

Priorities for 2018/19

Our priorities for 2018/19 have been influenced by the progress made against the 2017/18 priorities, other quality indicators, organisational learning themes, and feedback from our staff, patients, Foundation Trust Members and stakeholders:

- **To listen to patients and carers and use their feedback to improve services**
- **Transitional Care – keeping mothers and babies together**
- **Reducing the time for diagnostic tests**
- **Ensuring patients with a fractured neck of femur go to theatre with 36 hours of admission**

We'll feed back about our progress against these priorities as the year unfolds through our Board of Governors, constituency meetings, membership events, via our social media channels and website, and through the Trust's publications.

Full details about the improvements we have committed to make in 2018/19, and how we aim to make them, can be found in the Quality

Accounts section of our Annual Report 2017/18, which can be viewed on our website: www.ruh.nhs.uk

Fit for the Future

We're making great strides with our redevelopment project to make the Trust Fit for the Future. In 2017/2018 we opened our new Forbes Fraser Pharmacy, our new Spiritual Care Centre and completed a major refurbishment of our Radiology department, with an extension housing new CT and MRI scanners and improvements to reception and waiting areas.

Design and preparatory work continues for our major project, the new Dyson Cancer Centre. Meanwhile the new RNHRD and Therapies Centre will be completed in June 2019, followed by staff and services moving up from the Mineral Water Hospital site.

Work is underway to transfer our specialist Maxillofacial Surgery and Orthodontic outpatient department to a new purpose-built home in the main body of the RUH, providing a 'Centre of Excellence' for treatment of conditions including cancer, malignant disease of the jaw and orthodontics. The new unit is due to open in early 2019.

This summer we began a five-year programme that will see big improvements to units and wards across the RUH and to staff car parking.

It includes the upgrading of the Surgical Assessment Unit, the refurbishment and development of Critical Care, and a rolling programme of essential backlog maintenance to 16 wards.

We're installing a temporary modular ward with 28 beds to accommodate those wards while work is being carried out. At the same time we're resurfacing and reconfiguring the entire staff car park. Those car park works will be completed in the Autumn and the new temporary ward will be in place in the New Year.

Technology

Technology will transform the way that care is delivered in the future. In 2017/18, we introduced several new elements to our electronic patient administration system, including new processes for prescribing medicines, ordering radiology and pathology tests and a new system for our Emergency Department which allows better integration with other systems across the Trust.

It's hard to believe but it's nearly a year since the launch of the Big 3. To support these changes we introduced new devices, such as ward round carts and new drugs carts which are now a familiar sight around the Trust.

It was a challenging time but all three systems were up and running in the space of a couple of weeks. We have made refinements and improvements and, to help identify and manage further improvements, we have set up an Optimisation Board. This will prioritise any clinical changes that need to happen, to make sure our patients and staff are getting the best out of our new systems.

Sustainability and Transformation Planning (STP) and our Strategic Plan

We continue working closely with commissioning and provider partners across the BaNES, Swindon and Wiltshire area to jointly develop sustainability and transformation plans to improve our local population's health and wellbeing, to improve service quality and deliver financial stability.

We have now finalised our own strategic plan. This sets the Trust's direction and priorities for the next three years. We've worked closely with more than 450 patients, staff, partners, commissioners and representatives of the communities we serve to agree our ambition and aims for the future. Our vision is 'To provide the highest quality of care; delivered by an outstanding team who all live our values' and the goals we are working towards are:

- Recognised as a listening organisation; patient centred and compassionate.
- Be an outstanding place to work where staff can flourish.
- Quality improvement and innovation each and every day.
- Work together with our partners to strengthen our community.
- Be a sustainable organisation that is fit for the future.

We've used the strategic plan to set some key Trust priorities for the year ahead – focusing on these areas together will help us to deliver our goals more quickly:

Supporting staff – getting better at doing the things that staff say matter to them both in their experience at work and ability to provide high quality care.

Improving Patient Flow – getting each patient into the right bed and back home in a timely way is central to clinical safety, outcomes, patient experience, and reducing pressure on staff.

Safer patient care - Identifying ways to further improve medicines safety and the detection and management of deteriorating patients, enabled by IT, and making the best use of the Big 3 functions we have recently invested in through Millennium.

Financial Summary

2017/18

The hospital experienced another challenging year, reflective of the ongoing pressures faced by the wider NHS. However, the Trust was successful in exceeding its planned financial control total by £1.1m, delivering a total surplus of £6.1m.

This was achieved, in large part, due to savings of £8.4m and receipts from the sale of surplus estate. 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 £11.4m – including a £5.3m bonus for exceeding planned projections.

How we spend our money

- **£201m on pay**, representing 65% of operating expenses
- **£108m on non-pay**, representing 35% of operating expenses

£21.4m Capital expenditure

- **£4.0m Medical Equipment** and the related enabling works
- **£6.5m Information management and technology** mainly related to Electronic Patient record System (EPR)
- **£3.9m RUH estate upgrades**
- **£7.0m RUH redevelopment programme**, mainly related to the RNHRD and Therapies build and Radiology refurbishment

In 2018/19 we plan to invest a further £40.7m

Main schemes include:

- Continuation of building the RNHRD & Therapies Centre
- Radiology refurbishment (including new and upgraded equipment)
- Sterilisation Services Department upgrade and decontamination
- Oral Surgery relocation



Nursing times – celebrating 70 years of the NHS

The NHS celebrated its 70th anniversary during 2018, culminating in a nationwide birthday party. We asked staff, patients and public for their stories, photos and memories of what part the NHS has played in their lifetime.

Thanks to everyone who got in touch.

On 5 July 1948 Margaret Argent and Pamela Stockley (below) were the first NHS babies born at the RUH.

Margaret (left) told us: "My due date was the end of June and my mother had paid in advance for the hospital delivery. As I was overdue and waited until 5th July she had all her money refunded to her. As a child I always joked that I was considerate even before I was born. The money was used to buy a much-needed wringer washing machine.

"I was quite a large baby and had such a mass of hair that my parents joked that I looked like the world heavyweight boxer of 1948 Freddie Mills."

From the start of the year we began compiling an anecdotal history of

our hospital for our website, with features on topics including who inspired our ward names, what were a nurse's night duties in 1959, and what were the most memorable NHS days for some of our staff? Please go to our website www.ruh.nhs.uk to read more.

On the website you can also see the special film we produced, celebrating our staff and honouring the diverse variety of job roles and skills that have made the Trust what it is today.

The short film goes behind the scenes at the hospital, recognising the past, celebrating the present and looking forward to the future with Director of Research and Innovation Tim Craft heralding the success of collaborative research projects.



Edith's story



Edith Kenney was one of the first student nurses to join the new NHS at the RUH. She recalls leeches, rations and curfews - nursing times of 70 years ago.

"As far back as I can remember I always wanted to be a nurse, but my grandmother and parents were very much against it. Then I spotted an advert in the Bath Chronicle looking for hospital volunteers at evenings and weekends to help out on the wards.

"I was so excited when I went for my interview and even more so when I was asked to join the volunteering team."

In 1947, Edith was accepted on the hospital's three-month Preliminary Training School. She was on her way to becoming a nurse.

"Our set was all female nurses – no married nurses allowed and there were very few male nurses. We lived in the one of those big houses opposite the RUH and were taught the basic nursing skills from our Sister tutor, such as how to make a hospital bed, giving a blanket bath, giving injections, taking blood pressure, bandaging, preparing a poultice and even how to apply leeches.

"We all longed for the day we could have our black belt, cast away our butterfly hats and have our dark blue nurse's uniform. Our salary was £5 per month – equivalent to £180 today. But we were satisfied because we had full board, laundry of our uniform, a maid to clean our rooms and breakfast in bed on our day off. The hours were long but we had jolly times in Bath, as long as we were back by 10 o'clock and

respected the rules set out by the Sister in charge.

"Rationing was still in place in 1948. We were given two jam jars once a week – one filled with 3oz of butter and the other with 4oz of sugar. Even though there was rationing the food was good, but we were always hungry and took it in turns to scrape the rice pudding dish in the ward kitchen – only if Sister was well out of the way."

Edith worked at the RUH for four years, spending time on different wards as part of her training and on Duncan Ward as a volunteer and as a qualified nurse. She left the RUH in 1952 to work at Winsley Chest Hospital, later becoming a midwife and also working as a District Nurse in Taunton.

She said: "When I go back to the RUH for our nursing reunions I feel just like I did when I was younger. I would like to wish the NHS a very happy 70th birthday and I hope it produces the next generation of lovely nurses like it has been doing for decades."



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