



Bake off star visits children's ward

Read story
on page 9

Inside



Have a huddle
page 2



**Another purple
star award** page 5



**Boogie nights – putting
the FUN into fundraising**
page 16

- **Gloria's revolution** page 5
- **The waiting game** page 8
- **The joy of six** page 9
- **How far can a cup of tea go?** page 16

Message from the chief executive



Katie Fisher,
chief executive

Welcome to the third edition of **Herts & minds**. Like the two before, it's full of great achievements.

There are also updates on three key projects; the new road; the CQC inspection and *Your Care, Your Future*.

Staff, patients and the public who come to the Watford site could find themselves seriously confused by the new layout! So, please take a moment to figure out how it will affect you. See the centre pages for a map and more details.

Secondly, the CQC inspection is over but the work of the inspectors is not. They are busy considering what they saw and heard from their time with us, whether during walkabouts or from the many interviews and conversations they conducted. And then there are the responses we have sent them in answer to over 600 information requests. They have a lot to consider! (See page 8 for more details).

Thirdly – the work we have done through *Your Care, Your Future* is now a key part of the sustainability and transformation plan (STP) for Hertfordshire and west Essex and is currently being considered by NHS England.

All English provider trusts, together with their commissioners, are required to produce STPs – there are 44 across the country. You can read more about *Your Care, Your Future* and our plans to secure capital for our estates in the article opposite.

Before I sign off, I wanted to tell you about two members of the public who told the board about their experience of our services at our last trust board meeting. Our support to a maternity patient following a crisis and the quality of our stroke service came in for some very genuine (and moving) positive feedback.

I know that your professionalism and kindness has a positive effect across all our services and I hope you take a moment to reflect on this.

Best wishes,
Katie

Have a huddle to reduce harm and improve patient safety

If you visit our intensive care unit (ICU) and see a group of staff looking like they're having a chat – they're not, it's a 'safety huddle'.

These are quick team briefings to pass on information which helps staff understand what is happening with each patient and to anticipate future risks. The updates are structured but are not formal meetings. They are well recognised as playing a key part in patient care and they are held in many other wards and clinical areas.

Safety huddles have led to improved information sharing and an increased level of awareness. They are also a good way to boost team working and communication.

The ICU team now has two safety huddle logos on the floor of the unit to increase staff awareness and as a prompt to have a huddle.

Alison East, matron for the intensive care unit, said: "I know how committed the team is to changing the way we work so that we not only offer safer services to our patients, but also strengthen the working relationships between staff of all levels. I am really impressed how the unit has evolved the huddles to make them so successful."



Update on: *Your Care, Your Future*



Your Care, Your Future stakeholder event

The Trust is very proud of the care provided by you, our dedicated and talented staff. Our buildings, though, present a real obstacle to providing **the very best care for every patient, every day**.

We have been working intensively with Herts Valleys CCG (HVCCG) on long term plans to develop hospital facilities that are fit for the future. To deliver sustainable, high quality care, we need major investment in our estate, 68 per cent of which has been assessed as 'poor' – or worse.

The first stage of what will be a long and complex process to secure funding for redeveloping our estate is a SOC or 'strategic outline case' which is due to be completed for review by the trust board in early 2017.

The SOC is then submitted to HVCCG for commissioning support and then NHS Improvement for formal approval before we can proceed to the next stage of detailed design and costing work.

Our work to date suggests that the best long term solution is likely to be the redevelopment of our Watford and St Albans hospital sites – with a mixture of new build facilities and redevelopment of some of our existing buildings.

Watford would continue to provide the majority of emergency and specialised care and St Albans will be further developed as a planned care site with a range of outpatient, diagnostic and surgical services.

Hemel Hempstead Hospital will be redeveloped, with partners, into a local hospital; or 'community hub' providing a range of primary, community and mental health services as well as urgent care, outpatient and diagnostic services.

Some stakeholders want us to relocate our emergency and specialised care to a new hospital on a new site. Our initial analysis suggests this would be more expensive and more difficult to deliver than redeveloping our existing sites. Creating an entirely newly built hospital on the Watford site remains an option and will be explored further as detailed plans are finalised and considered over the coming months.

Our plans need to be affordable, deliverable and have a high level of support from our stakeholders. Working towards a strong shared vision will increase our chances of securing central government support and put us at the front of the queue for obtaining precious NHS funding.

You can keep updated by visiting www.yourcareyourfuture.org.uk

While work is continuing on the long term redevelopment plan, it's important to make improvements to our estate in the 'here and now'. We're waiting to hear if we have been successful in our application for additional funding to support this work and will update you when we have more news on this.

Social about our services (Patient Opinion)



www.patientopinion.org.uk

We're sharing some of the great feedback we've received from patients through Patient Opinion (the UK's independent non-profit feedback platform for health and social care).

"I came home yesterday after my hip replacement operation. I cannot praise this hospital enough. The staff were lovely, kind, dedicated and great at their jobs. They do everything they can to make you feel comfortable and well looked after. Thank you."

"I went to the hospital due to an unknown eye issue. Previously been here a couple of years ago and waited four hours. This time I was in and out within 32 minutes of parking the car. Staff were all helpful and friendly. They made the anxious experience (me going to have my eye looked at) as calming as it could be. In times when the NHS are criticised, this restored my faith in the institution. Thank you for treating me with dignity and especially gentleness as it was my eye."

"I was in the day surgery unit in August and I cannot praise the staff enough for their care and attention. From the minute I arrived in reception I was treated with the utmost respect and attention. The hospital was spotless and nothing was too much trouble. Thank you for the wonderful service you are providing and the care you gave me."

In our next edition, we'll share great comments from letters of thanks.



Robert Olubi is a locum registrar on Winyard ward at Watford Hospital

1. Favourite film of all time?
The Usual Suspects.
2. What luxury item would you want if cast away on a desert island?
A solar-powered ATV (all-terrain vehicle).
3. What did you want to be when you were 10?
A baker. I am crazy about cake!
4. What's the one thing you can't live without?
The Bible.
5. What one piece of advice would you give to a new starter at West Herts?
Be yourself, take pride in what you do and always smile.
6. What is your best experience at West Herts since you started?
Working with the staff on Winyard ward – they keep me entertained.
7. What do you love most about being a doctor?
Every day is different and presents an opportunity to learn and to grow.
8. What gets you out of bed and into work in the morning?
The fact that I have many things to be thankful for.
9. What one thing would make a positive difference to your working day?
A kind word to someone else, it is simple, but can have an amazing effect.
10. Finally, tell us something people may not know about you?
I sing, dance, act and recently started writing.

60 second interview

Another purple star award for West Herts



Day surgery unit receiving their Purple Star Award

We would like to give a round of applause to the day surgery unit at St Albans Hospital who received 'The Purple Star Award' from Hertfordshire County Council for providing outstanding services to patients and visitors with learning disabilities.

This is a prestigious award given to wards/units and different hospital areas that have adapted their settings and practice. It is the second purple star award we've won, following hot on the heels of the abdominal aortic aneurysm team who won theirs this summer.

The Health Liaison Team from Hertfordshire health and community services rewarded the day surgery unit for the adjustments they made based on the individual needs of patients and for providing good health equality for people with learning disabilities.

Helen Burnett, senior sister, said: "We are absolutely delighted to receive this award. We've been working extremely hard to make our services accessible to all our patients and visitors and I'm so pleased that we've been recognised for all we've done."

Our winning team were treated to a performance by the 'Purple All Stars' – a group of young people with learning difficulties – and a buffet featuring purple cakes.

Their steps to success included better, bigger signage, user-friendly 'easy read' information leaflets, a meet and greet named nurse and pre-op visits to the unit so that patients had an opportunity to get familiar with it before they arrived for treatment.

Gloria's revolution

Sharing the secrets of success from teams on the up is going to be a regular feature in Herts & minds. The same tips and techniques often apply across different services, clinical and non-clinical.

Dr Gloria Rowland, associate director for midwifery and gynaecology nursing (pictured) joined the trust this February and is part of the triumvirate that heads up women's and children's services with **Dr Vasanta Nanduri**, divisional director and **Alison McGirr**, divisional manager.

Gloria would be the first to say that her department still has room for improvement but she would also be the last to take the credit for the transformation in this area. Asked what's driving the positive changes, Gloria says that a strong focus on safety is the key factor – and is something not to

be shied away from, even if it means doing things differently. Having regular team discussions about serious incidents and near misses instils learning and helps prevent further incidents.

"Focusing on what has gone wrong can be daunting but it needs to be done because it's such a powerful way to learn."

She added: "I hope staff would say we're better at giving praise. We are privileged to play an important part at an amazing time in women's lives so it's good to celebrate what we do and how well we do it."

There are regular 'certificates of good practice' and examples of good practice are now discussed in governance meetings.

In addition, an increased attention to detail means that action plans are followed up and incidents are logged more effectively.



The figures below show some of the many areas of success:

- **Staff turnover** – 22% this August, down to 10% this October
- **Vacancy rate** – 44 in April, down to 10 this October
- **Number of appraisals** – latest figures are 90% of staff appraised (at September 2016)

Ten top tips to save money

The financial challenge facing the NHS is a regular headline story. Figures from NHS Improvement put the collective deficit for 2016/17 at £580m across provider trusts. Our forecast is a deficit of £22.6m. We have been asked to save £18.3m and to date we

have detailed plans to save £12.5m. NHSI is working closely with provider trusts on a range of ways to deliver savings and reduce expenditure. Some of these are familiar to us already and you can see below how we're performing across a range of initiatives.

Planning and management of savings programmes

Create a detailed plan behind each saving and add milestones and an owner, risk assess it and ensure clinical engagement.

Better working in outpatients

Reduce the number of cancelled appointments by putting in place a reminder service and short notice service.

Controls on staff vacancies

Use a vacancy control panel to challenge requests for recruitment.

Better working in theatres

Increase the number of day cases through better scheduling. Reduce cancellations by better managing appointments. Improve theatre turnaround time by reviewing approach to operations to increase the number performed.

Procurement

Use fewer suppliers with less variation between products. Order from agreed product list. Renegotiate contracts now and when they come to an end.

Discretionary spend

Only pay invoices through the purchase order process. Review spend that doesn't link directly to patient care, such as licences and subscriptions, printing costs and stationery, travel and training.

Agency and locum spend

Introduce executive monitoring of temporary staffing. Review recruitment processes, promote the use of internal bank staff and help staff to develop. Monitor medical rotas which have the highest use of temporary staff.

Sickness absence and other leave

Make sure staff are following trust policies and actions agreed by the trust to reduce overall sickness rates. Refresh annual leave reporting and ensure it is feeding into hospital capacity plans regularly.

Other better working

Review inpatient procedures which could be performed without an overnight stay. Free up capacity to bring patients closer to home. Review inpatient wards and beds to find better ways to free up capacity.

Using staff better

Introduce a working group to look at the following: staff areas of responsibility; the number of staff reporting to each manager; clinical and non-clinical staff skills mix. Review job planning.

Green = great work – let's keep it up!

Amber = more to do here or else we risk falling behind our plan

Red = cause for concern – we need to get better at these projects quickly!

Under starters orders as new road set to open

New routes in, out and around the hospital come into force in mid-November, thanks to a new road, 'Thomas Sawyer Way' (pictured), which officially opens on Wednesday 16 November.

Tim Duggleby, head of strategic development and compliance, said: "This new road is going to bring huge benefits to Watford. Most importantly, it will reduce the time it takes for ambulances to get in and out of A&E – it will also significantly improve traffic flow across the town and make it easier for staff and patients to get to and from the hospital.

"New road signage will help visitors and staff work out the new access and exit arrangements. Some long-standing habits will need to change!"

"Like any new road opening, we are expecting some teething problems as drivers familiarise themselves with the new routes."



There will be changes affecting access to the staff car park from the day the road opens.

Lots of information will be communicated in *e-updates* and on the intranet in the run up to the opening so keep an eye out for more details.

A map and some further information was sent out with the October payslips.

Take flu seriously and get protected!



Chief nurse, **Tracey Carter** giving Katie Fisher her vaccination

Flu is a serious virus which can result in potentially serious medical complications, which is why it's important for you to have your vaccination.

As healthcare professionals and staff who work for the NHS, it is our duty of care to protect our patients.

In 2010 we had a flu epidemic on our intensive care unit that led to 15 patients being ventilated. Tragically, one patient died.

Last year, we had to close three wards due to an outbreak of flu, adding huge pressure to other parts of the trust and the local health system. Please help us to prevent incidents like these happening again by having your vaccination.

Instead of the usual cartoon drawings of bugs to raise your awareness, we produced a video to highlight the importance of the vaccination. If you haven't seen it, you can access it via <http://bit.ly/2erGWKK>

Our chief executive, **Katie Fisher** (pictured right) joined in with the campaign and became a 'flu fighter'. More than 1,000 of your colleagues have been vaccinated so why not do the same to stay protected?

Remember that the flu vaccine does not contain the 'live' virus – so it cannot give you flu. And, even if you had a vaccination last year, you will need another now to stay flu safe this year.

A vaccinator can come to your team if this is easier. You can find out more on our intranet page at <http://wghintra01/occhealth/flu.asp>

The waiting game

It seems a long time since the team of Care Quality Commission (CQC) inspectors was here. Following many interviews, requests for information and visits across our three hospital sites, the inspectors left, acknowledging that we have made many positive improvements across a wide range of areas.

However, as you would expect, there were some issues raised by the CQC which we know we need to address. In response to this, we have incorporated some further actions in our existing quality improvement plan.

Chief executive, **Katie Fisher** said: "The CQC inspection was a huge team effort and I was heartened by seeing people across the trust working so well together. I was also encouraged to hear how much you wanted to talk with inspectors about the improvement stories within your own areas of work."



She added: "Many teams particularly impressed them, and at the risk of missing out some, I can report that there was praise for maternity, critical care, our dementia and delirium care, nursing in general and documentation in particular, surgery at St Albans, children's services and end of life care. We know that our improvement journey doesn't stop now that the CQC inspection is over and I'm sure that you are just as committed as I am to providing **the very best care for every patient, every day.**"

The CQC now has a huge amount of work ahead to go through their observations from the inspection and the information we have shared with them. We anticipate receiving their final report early next year.

Make IT happen

When IT lets us down, we're quick to complain but we don't always notice when it works like clockwork.

Plans are in place to make IT more of an enabler and less of an obstacle as **Kay Kadel**, programme director for 'Make IT Happen', explains: "Good IT should be like the foundations of a house – underpinning the whole thing but not on show! A lot of work goes on behind the scenes to improve the IT network we all rely on.

"By next February, all staff will be able to enjoy reliable network connections to speed up their PCs. Equally unseen, but of similar importance, is the migration of applications to our new data centre in Wales run by CGI, our IT service provider. This means they can be hosted on modern platforms.

"While staff, patients and visitors at Watford can now access Wi-Fi across all

parts of the site, work continues to make it fully available at Hemel and St Albans by the end of November. We are also bringing the digital world to our analogue telephone system and upgrading it to enable staff to send voicemail messages by email, among other benefits.

"By next spring, all staff will see the impact of the Make IT Happen programme as new PCs will be rolled out in line with network improvement work. The next areas to receive shiny new items of hardware include PMOK levels 3 and 6, pharmacy, information, research and development, finance, risk and governance, Herts Procurement and clinical coding."

"You can pop in and see the team anytime for updates or support. They are based next to the meeting room in the Spice of Life restaurant at Watford. Or you can reach the team digitally by emailing: ImprovingICTInfrastructure@whht.nhs.uk – they'd love to hear from you!"

Bake off star visits children's ward

Great British Bake Off winner, Nadiya Hussain, and the Starlight Children's Foundation brought a ray of sunshine to patients, staff and visitors on our children's ward in September.

Starlight Children's Foundation (a wish granting charity) launched a new in-house hospital service called 'Captain Starlight' and chose the wonderful Starfish ward to introduce it.

The new initiative will help to improve and support children's stay in hospital through entertainment, arts and crafts and play.

Nadiya, an ambassador for Starlight Children's Foundation, said: "The in-hospital services that Starlight provides are game changers for sick children and their families. The Captain Starlight programme will help hospitalised children, young people and their families by distracting them from their illness and pain by using entertainment and engagement."



Nadiya Hussain with patient Joy Freeman on Starfish ward

Helen Cripps, play specialist at Watford Hospital, said: "We were absolutely thrilled to have Nadiya visit the ward. The patients and their families were very happy to meet her and it really cheered them up. We were also very excited that Starlight Children's Foundation chose Starfish ward to launch their Captain Starlight visits in the UK. They were great fun and we are looking forward to their next visit."

The joy of six

Working out 'who goes where' so that a sixth theatre can be added to the PMOK building is a very delicate jigsaw puzzle as **Jeremy Livingstone**, divisional director for surgery, anaesthetics and cancer (pictured) explains...

"The five theatres in PMOK can't keep up with demand, are not fully compliant with current standards and do not provide a good patient experience. Whilst we don't relish the prospect of disruption, it would be fantastic to have new facilities.

"The reconfiguration includes creating a hybrid theatre with advanced medical imaging equipment to enable clinicians to see more and cut less. This means that we can provide more minimally-invasive surgery which has the benefit of much faster recovery and reduced blood loss for patients.

"After much discussion, there are two options being considered. The first involves using space in the intensive care unit, reducing the number of beds by three. This option will only progress if results from an audit demonstrate that the unit can still meet the needs of its patients with fewer beds. The other option is to build into the lightwell which would be quite a complex construction project."

The reconfiguration involves an investment of at least £10m and will require sign off by the trust board early next year once more work has been done on the options. Further updates will appear in *e-update* and in divisional newsletters.



Access to Watford General Hospital is changing

starting Wednesday 16 November

The new road 'Thomas Sawyer Way' will change your driving route into the hospital

Public transport

National Rail The nearest rail station is at Watford High Street. Follow the signs along Vicarage Road (approx 20 mins walk).

Underground The nearest tube station is the Metropolitan line at Cassiobury Park. Follow the signs along Harwoods Road opposite the Vicarage Road entrance (20 mins walk).

Bus services, Vicarage Road For St Albans, Hemel Hempstead, Aylesbury and destinations north of Watford, take the bus towards the town centre and change at Watford High Street. Take the bus for Maple Cross and other destinations west of Watford including the underground at Croxley Green and Rickmansworth.

Bus Services, Wiggenhall Road

For services to Northwood and South Oxhey.

For more information please visit www.westhertshospitals.nhs.uk or call 01923 244366

For more information on plans for the Health Campus www.watfordhealthcampus.org
Partners: Watford Health Campus, Watford Borough Council, West Herts Hospitals NHS Trust & Kier Group

Directions by road

M1 From junction 5, follow the A4008 Stephenson Way road to Watford. At the second roundabout, take the A411 until you reach B&Q. Take a right along Dalton Way and follow the signs to the hospital.

M25 From junction 19, follow the A411 Hempstead Road to Watford. At the first roundabout go straight across onto the A411 Beechen Grove road head towards the M1. At the first roundabout, turn right onto the A411. When you reach B&Q, take a right turn onto Dalton Way and follow the signs to the hospital.

From the South Follow signs for the A4125. Turn at the traffic lights onto Deacons Hill and take the second turning on the left for the hospital.

From the West Follow signs for the A412 and travel along Rickmansworth Road. At the Town Hall, take the third exit at the roundabout onto the A411, Beechen Grove road and head towards the M1. At the first roundabout turn right onto the A411. When you reach B&Q, take a right turn onto Dalton Way and follow the signs to the hospital on the left.



For more information please visit www.westhertshospitals.nhs.uk or call 01923 244366

New care pathway for early pregnancy emergency

A new service to provide an on-the-spot assessment for women with concerns about their pregnancies or gynaecological issues is being trialled.

Scans, blood tests and rapid access to a clinician are being offered at the gynaecology ambulatory care unit for a three month pilot.

The new unit is co-located with Elizabeth ward on level 1 of the WACS building. It swung into action in early September and will be open Monday to Friday, 8am to 8pm.

Women are referred from the gynaecology emergency service, the early pregnancy unit and the gynaecology on-call team.

Conditions treated include pregnancy loss, abscess, ectopic pregnancy and severe sickness and dehydration.

The new care pathway is far better for women using the service and enables an easy transfer of suitable patients from A&E. It aims to prevent admission and shorten the length of stay, which will alleviate pressure on inpatient beds.

Janette Buckley, matron for gynaecology, said: "Staff are very positive about the new unit and very keen to show how it will improve the service and experience for patients. Outcomes will be audited at the end of the three-month trial to see if the service has been effective in its aims."

Product speed dating improves patient safety

Congratulations to **Anne Carroll**, continence nurse specialist, who recently joined a team of nursing professionals whose efforts are helping to create the catalogue of healthcare products available to NHS trusts.

Anne has joined the National Evaluation Team for NHS Consumables as a 'subject expert'.

The NHS Clinical Evaluation Team is independent of suppliers and the NHS supply chain, and works with clinical staff across the NHS to review products used for patient care.

Their focus is to ensure that products are of a high standard, which is why the team is made up of highly experienced staff in, for example, tissue viability, infection control, continence and clinical procurement.

Anne said: "I volunteered to get involved with this project to help with my own development and to ensure patients get the best possible care. It's important to me

that the products we use are fit for purpose and that we can get them at the best price.

"We had a really interesting day of product 'speed dating' where we assessed 12 different products to check quality, safety and value to see whether they were fit for patient use."

Tracey Carter, chief nurse, said: "I'm really proud of Anne for joining this initiative. It's given her an opportunity for learning and an insight into many other fields of expertise. It's great to know that the products we use on patients every day have had input from experts like our very own Anne."



Anne Carroll, continence nurse specialist

What a difference a day makes

It's amazing what you can achieve in a day. Whilst the planning and building of the expanded endoscopy unit has taken many months, the staffing was sorted (pretty much) in 24 hours.

"Recruitment has been a real success" says **Sarah Cerys**, bowel cancer screening lead specialist nurse. **Emma Purkis**, lead nurse for endoscopy, needed to fill six band 5 endoscopy staff nurse vacancies and two assistant practitioner vacancies (a specialised role just below the level of a qualified nurse). After holding a recruitment open day, the team had filled five vacancies in one day.

Cheryl Kemp, (who specialises in inflammatory bowel disease), together with Sarah and Emma ran the open day at Watford at the end of September. The team explained the aims of the service, the opportunities for progression and their expectations of the role to candidates, who were also given a tour of the endoscopy unit. "We interviewed everyone and notified the successful candidates on the same day," explains Sarah.

The endoscopy unit at Watford is doubling in size to meet an anticipated 44% increase in patients needing our endoscopy service by 2020. Among other services, the expansion will provide the facilities and the space needed to accommodate the roll out of the bowel scope screening service in west Hertfordshire. The unit is expected to open in early 2017.

MP learns about our baby loss support

We welcomed MP for Watford **Richard Harrington** to our maternity services during Baby Loss Awareness Week in October. Richard met **Dr Gloria Rowland**, associate director for gynaecology and nursing, and lead bereavement midwife, **Kate Flack**, who demonstrated how we have improved bereavement support for families who experience baby loss. Kate said: "Baby loss is still a taboo in society. We talk about everything else, but people just don't know what to say to someone who has lost a baby. This is why Baby Loss Awareness Week is so important."



Dr Gloria Rowland, Kate Flack and MP Richard Harrington

We're getting the basics right!

Reducing the number of missed medicine doses has been a priority for us and so we're thrilled to report good progress.

Our missed dosage rate dropped from 8.3% in October 2014 to 5.4% in August 2016.

Our success is down to working out an action plan, communicating it to all the relevant staff and then sticking to it!

The results couldn't have been achieved without the hard work and commitment of ward nurses.

Trust progress pleases minister



Minister for Health Philip Dunne, consultant midwife Nora Lucey, midwife Jo Arundel and Richard Harrington MP

Minister for Health, **Philip Dunne**, visited Watford at the end of October to learn more about our improvement journey

Medical director **Dr Mike van der Watt** led the minister on a tour of our birthing centre, Emergency Department (ED), the Windsor Unit and our Ambulatory Care Unit. The minister, who has responsibility for hospitals in special measures, learned much about our innovative work from the chair **Steve Barnett**, consultant midwife

Nora Lucey, divisional director for unscheduled care **Dr Tammy Angel**, clinical lead for ambulatory care services **Dr Arif Hamda** and matron for ED **Sarah Cato**. Staff also had an opportunity to share their views informally with the minister, who was accompanied by our MP and supporter of the trust **Richard Harrington**.

Help make a difference

The staff survey for this year is now underway. If your survey was sent to you via email and you are having difficulty with the link, you may need to copy and paste the link into Google Chrome.

If you have not received yours or mislaid it, you can go to the meeting room area of the Spice of Life restaurant at Watford Hospital between 12pm and 2pm each weekday to collect another copy.

Please be assured that this survey is **completely confidential**. Completed questionnaires are returned directly to Quality Health who administer our survey for us.

The trust has no access to the questionnaires or any linked personal data and the report we receive is a summary and does not reveal the identity of any individuals at all.

Your feedback is really important to us. All staff are encouraged to take a few minutes to complete their surveys. The better the response rate, the better picture we get about how you are feeling and how we are doing.

As a result of last year's survey, we have re-launched the e-learning platform so you can now complete your mandatory training from work or home, eased staffing pressures by reducing the band 5 nurse vacancy rate and strengthened risk management processes by upgrading Datix.

What our values mean to me

Our trust values run in the family for Janice Ancheta (pictured), sister on Simpson ward at Hemel Hempstead Hospital.

Commitment

Janice said: "I joined the trust in 2001 and am part of a 22-strong team who provide stroke rehabilitation care. We know we can rely on everyone in the team to do that little bit extra. Most of our team will do extra shifts when necessary, or work beyond their shift hours to ensure a safe ward handover. For me, nursing is a vocation and I think that if you're really committed to something, you can make anything happen. My commitment must run deep as my daughter, **Maria Ancheta**, is also a nurse. She trained here and works in our A&E."

Care

Most of the patients on Simpson ward are bed-bound so we do as much as we can to provide dignified care. We also give them something just as valuable – our time. It's important to chat to our patients to get to know them and they appreciate this.

I feel that nursing is about taking care of emotional and psychological needs, as well as providing good physical care.



Quality

Keeping good documentation isn't a case of producing paperwork for the sake of it. It's there to ensure good quality nursing and that's what we teach our ward students. Quality also comes through good team interaction and we have a multidisciplinary team meeting every week where we talk through our plans for each patient. We consider quality at every level, from checking patients for pressure ulcers to making sure that the toilets are clean and the equipment is in good condition."

How far can a cup of tea go?

The League of Friends makes a real difference to the lives of our patients and their families. Bridget Orchard (pictured), head of fundraising, tells us how...

Over the years the League of Friends has become the trust's largest and most significant donor. Last year they raised and donated a massive £148,000 which makes a tremendous contribution to our work.

This year they have pledged more than £55,000 for four projects as well as contributing £20,000 towards the cost of remodelling the patients' lounge at Watford. The aim of this project is to increase capacity

and improve accessibility, especially for patients with more limited mobility.

The refurbished lounge will provide a comfortable and relaxing space where discharged patients can wait in comfort for transport. This will help us enormously by relieving pressure on the wards, enabling beds to become free and be used more efficiently.

Next time you drop in to the tea bar in PMOK or the tea shop near maternity, please remember to thank the League for everything they do, and think what a difference buying a cup of tea can make!



Having a ball to raise funds and spirits



It's beginning to look a lot like *that time* of year again as the Paediatric Christmas Ball is almost upon us. Children's services are raising money this year to help make the journey through hospital less overwhelming for little ones.

The ball is an important fundraiser as the proceeds are used to decorate the wards to make them feel homely for both children and parents. The money will also buy equipment.

The ball is on Friday 25 November at Watford Hilton from 7.30pm. Tickets are £40 each for dining and dancing and they are selling fast, so get yours now!

Please contact **Madge Taylor** (pictured), administrator for children's services at marilyn.taylor@whht.nhs.uk. Madge is organising the raffle.

Boogie nights – putting the FUN into fundraising



Bollywood came to Watford in September when an evening of sublime spicy food, banging bhangra beats and a rainbow display of traditional Indian clothing was enjoyed by more than 100 people.

Bollywood Nights was organised and supported by the Woodland neonatal unit, their friends and relations. Guests included former patients and their families. Staff greatly enjoyed seeing these children and infants enjoy a bhaji and a boogie.

Prizes were donated and included a trip to Harry Potter World for the whole family.

The event raised an astonishing £2,146 which will be used to buy mannequins for teaching neonatal resuscitation to doctors, nurses and families. A huge well done to the neonatal team!

Don't go solo!

If you need fundraising advice or are looking for sponsorship or support from local companies, please speak to our head of fundraising, **Bridget Orchard** as a first port of call. Bridget can advise on a coordinated approach for sponsorship requests which will benefit the trust as a whole, and help us make the most of local opportunities.

Contact Bridget at bridget.orchard@whht.nhs.uk or call 07393 232313, or 01923 436177.

Degrees of success



Congratulations to our colleagues (pictured from left) **Bettina Newbury, Lesley Headland, Kim Sheraton, Claire Brown** and **Sue Schechter** (not pictured) who received their Masters awards in Healthcare, Leadership and Management from the University of Hertfordshire in September. They successfully completed all six modules – the majority of which have been studied through the trust's own Leadership Academy. Claire has since moved to the Royal Free Hospital after beginning her studies at West Herts. A massive well done to you all!

Meet our responsive PALS team

Our PALS team is here to help with enquiries from patients, carers and you by listening, supporting and responding

Our Patient Advice and Liaison Service (PALS) advisors, **Jane Yates, Farah Hussain, Deborah Roberts** and **Bhavna Khatwa** have dealt with thousands of enquiries over the years and the key to their success is working with everyone across the trust. It is your assistance that helps them to resolve any concerns. If PALS cannot assist, they may refer you to



Left to right: Jane Yates, Jackie Dick and Bhavna Khatwa

...Lead nurse for resolution, **Jackie Dick**, who supports patients, their relatives and you. Jackie is the bridge between PALS and formal complaints. With her nursing background, Jackie can help explain clinical issues to patients and their relatives. You can contact her on 01923 217198 (WH ext 3866). Unfortunately, there are times when despite the team's best efforts, an issue needs to be referred to the

...Complaints team, who will work with you to ensure that all complaints are investigated and responded to in line with the trust's expectations. The team can help both you and a complainant through resolution

meetings. You can contact the team on 01923 217866 or by email at wherts-tr.complaintsteam@nhs.net

Maureen Walton is our complaints and PALS manager, who leads these teams. If you have any questions or feedback about any of these services, please contact her on 01923 217866.

And finally, the teams are here for the good stuff too. If you receive a 'thank you' card or compliment from a patient, please share it with either the PALS or complaints team so we can make a note, as the trust deserves recognition for all your good work too.

Taking a healthy interest

Working in a hospital can be stressful, so it's no surprise (and nothing to be embarrassed about) if you need a listening ear or a little extra help. Our new programme of support is now well underway and kicked off with an event to mark **World Mental Health Day** on Monday 10 October.

All staff can use the free and confidential employee assistance programme called Confidential Care. It includes a 24-hour helpline manned

by qualified counsellors who can support you and offer advice on anything of concern to you, whether a work or personal issue. This service is

run by CiC who also provide advice on a variety of issues ranging from debt advice to family care.

- Call 0800 085 1376 or 020 7938 0963
- Visit www.well-online.co.uk with the username 'WHHTlogin' and the password 'wellbeing'. The website also provides a live chat facility.
- Email: assist@cic-eap.co.uk

There are also a number of courses and initiatives that are open to all staff to support your mental wellbeing. These include the following:

Early morning tai chi classes

This started in Watford in September and is running 20 minute sessions on Tuesday mornings at 7am and then again at 7.30am for just £2.

'Mental health first aid lite course'

These sessions are available at the following times:
Wednesday 16 November
1.30 to 4.30pm, St Albans
Monday 12 December
2 to 5pm, Hemel Hempstead

Love swimming?

We have discounted swimming vouchers available for you to use at the Everyone Active central Watford branch leisure centre. Entry for four swimming sessions is £8.

These will also be available soon for St Albans so keep your eyes peeled for more information. If you are interested in one of these vouchers, please email **Clare Garrity** at clare.garrity@whht.nhs.uk.

Christmas Pantomime!

Chaplins Pantos will be returning to Watford on Wednesday 30 November with their mini production of The Magic Castle. The show is suitable for children from age three upwards, so bring along your children, grandchildren, nieces or nephews for some festive fun. The show starts at 6pm in the Medical Education Centre and runs for an hour. Tickets are £5 each and available from **Barbara Leon-Hunt** at barbara.leon-hunt@whht.nhs.uk

Speak up for success

In today's tough work environment, you need to be able to speak up for success. We asked a presentation coach to give us some top tips on how to speak up for success and this is what she had to say.

I'm shy at blowing my own trumpet, how do I get over this?

None of us wants to sound arrogant but there are times when we have to let others know what we are capable of so that they can make an informed decision. It's an important skill in any interviewing process.

A good way around this is to practice the following:

- Use stories and examples to back up what you're saying so it doesn't just feel like empty bragging. You could try saying something like, "I like to think I'm a good listener. For example, "when I was with

a patient the other day..." and recount an example.

- Finally, don't hide away! If you don't shine your light, no one will know how bright it really is!

Ways of answering difficult questions?

The best way of answering a difficult question is to avoid being defensive. A question is often difficult because we don't know the answer, so that's our problem, not the questioner's. Don't take it personally. You want to tell the truth – avoid making up an answer. If it's a question you don't know the answer to: say "That's a really good question and one I didn't anticipate, so I am afraid I don't know, but I can direct you to the best person to answer it or find out and get back to you." If it's a difficult question because it's awkward or embarrassing to answer, say so and then give the best answer you can.

The X-Ray Factor: Vintage machine donated to science



Our radiology team has donated a 1960s x-ray set (pictured) to the Science Museum in London.

The equipment was used to take portable x-rays by taking radiographs in patients' homes who were unable to attend the hospital due to health or mobility issues.

Danny Boxer, consultant radiologist, said: "We donated the equipment so that others can understand what healthcare was like 50 years ago. We also wanted museum visitors to think about the positive impact on society of medical equipment and how important it is to make it accessible for all."

He recalls an anecdote from a colleague who remembers taking the kit to an elderly patient's house only to find the house had no electricity; on another occasion they carried it up two flights of stairs to find out that the patient had gone to bingo!

Katie Dabin, curator of clinical and research medicine at the Science Museum, said: "We look after one of the world's largest and oldest medical collections. X-ray technology has had a profound impact on our lives and we are thrilled that this donation will enable us to show what it was like to x-ray patients who were unable to attend hospital."

HealthRoster upgrade coming soon

We are in the process of upgrading our HealthRoster system from version 9 to version 10. It will go live on the week of Monday 28 November and it will allow users to login anywhere with an internet connection as the new system is fully web based. The upgrade comes with lots of benefits which will give managers full online access to staffing rotas, annual leave and other absences, enabling paperless workforce management. Staff can now easily manage their working life through online access to their rotas from a work PC, their smartphone or other devices. For more information, please contact the E-rostering team at e-rostering@whht.nhs.uk

Congratulations to our Schwartz Round team

A huge well done to our Schwartz Round team who have been recognised at the Schwartz community conference in October. The team won the award for 'the most powerful Schwartz Round'. Look out for more information in the next edition of **Herts & minds**.

Dates for your diary

Trust Board meeting

Thursday 1 December, 9.30am to 12pm, Lecture Room, Post Grad Centre, St Albans Hospital. Thursday 12 January and Thursday 2 February both in the Terrace Executive Meeting Room from 9.30am to 12pm at Watford Hospital.

Schwartz Rounds

Thursday 8 December at Watford Hospital. Look out for the venue location in *e-update*. Refreshments will be served from 12.30pm, meeting from 1pm to 2pm.

New hospital road opening



The opening ceremony of 'Thomas Sawyer Way' takes place on Tuesday 15 November with the road opening to both staff and the public in the early hours of Wednesday morning (16 November).

Team Brief

Monday 28 November, 12pm to 1pm, Lecture theatre 1, Medical Education Centre, Watford Hospital and Monday 12 December, 2pm to 3pm, Terrace Executive Meeting Room, Watford Hospital.

Thrombosis learning events

Tuesday 22 November and Tuesday 13 December both from 9am to 12pm in the Ground Floor Training Room at Watford Hospital. The aim of the event is to reduce blood clots by updating knowledge and practical skills. Competencies can be achieved following the session. To book, email trainingdepartment@whht.nhs.uk or call WH ext 7247/7964.

'Sugar and Spice'

Thursday 24 November. An all-day education session led by the diabetics team, held in the diabetic department at Watford Hospital. The day provides excellent insight and training into the care and nutrition of diabetic patients and is open to all clinical staff. Staff should call WH ext 7553 to book.

From now until Friday 2 December

An amazing opportunity to change your working life! Tell us what you'd like to change about working for WHHT. You can do this by completing your staff survey. Get in touch with **Barbara** for more details at Barbara.leonhunt@whht.nhs.uk or on WH ext 7356.

Paediatric Christmas Ball

Thursday 25 November from 7.30pm. This year Children's Services are raising money to make the journeys small patients make in hospital less overwhelming. Tickets are £40. See page 16 for more information.

Flu vaccination – from now until Wednesday 30 November

Make a positive contribution to your health and the health of our patients! How? Have the flu vaccination. A vaccinator can come to you – what could be simpler? For more details, please contact **Aisling Considine** on bleep 1620.

Story to share?

If you've got a story to tell – then we would love to hear it! Our next staff newsletter comes out in February and your team could be featured in it. You might have a good news story or some

events coming up that you want to share with other staff. Don't miss the opportunity to be featured in our next edition – contact the communications team at: info@whht.nhs.uk or 01923 436280.