



ANNUAL REVIEW 2017/18

the very best care for every patient, every day



Our Apprentice

Valerie Hill, Communications Apprentice:

'I think the apprenticeship is the perfect way to earn and learn. By the time I finish my course I will have a Level 3 Business Administration NVQ as well as lots of experience in communications. The apprenticeship has really helped me grow and develop in so many ways, and it cultivated my skills and progress as an employee and as an individual'.



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Foreword

from Professor Steve Barnett Chair

I am delighted to report that inspiring leadership, sustained improvements and the hard work of dedicated staff has resulted in West Hertfordshire Hospitals NHS Trust moving out of special measures.

Inspectors from the Care Quality Commission (CQC) made this recommendation following a full inspection of the trust's three hospitals in 2017.

We were placed into special measures in 2015 and were removed in January 2018. Over that time, there have been major improvements across the board, especially over last two years. This period had been characterised by an uplift in staff morale and a huge appetite from staff to deliver the trust's vision: the very best care for every patient every day.

These results tell a story of commitment, care and high quality services. Even the quickest glance makes it clear that we have come a long, long way since being placed in special measures in 2015.

The trust's success covers a wide range of performance metrics: staff survey results, sustained 'lower than expected' HSMR figures (95.7) and an array of national awards including a 2017 HSJ award to our maternity services. Also our diabetes and mental health team were recently announced regional winners of the NHS70 Parliamentary Awards.

Sustained progress has been made towards meeting all of the cancer treatment time standards. The trust now regularly meets six out of the seven targets and in some months achieves all seven too.

All of these positive developments are creating a much more pleasant working environment for staff as well as improving the quality of care.

A special thank you must go to Katie Fisher, who was our chief executive for trust for two years until June 2018. Katie Fisher led this organisation with intelligence, accomplished financial knowledge and intellectual rigour.



Truly, we would not be where we are today without the foundations she has put in place.

As I write, I'd like to reassure readers that we are doing our utmost to press the case for investment to enhance our estate. We are also focusing time, effort and resources into refining our IT infrastructure. Improvements in these areas are critically important to delivering the best care for our patients, evolving the working lives of our staff and increasing efficiency.

Once again I congratulate our wonderful staff and our volunteers who help make difference to our patients.

I hope you find this review of the last year interesting. If you would like to find out more about getting involved in supporting our work, please see the back page for contact details.

As I write, I'd like to reassure readers that we are doing our utmost to press the case for significant investment in our estate. We would like to see a transformation at all three of our hospital sites and we are increasingly confident that some funding for redevelopment will be confirmed in this current financial year.

Once again I congratulate our wonderful staff and our volunteers who help make difference to our patients.

I hope you find this review of the last year interesting. If you would like to find out more about getting involved in supporting our work, please see the back page for contact details.

A handwritten signature in black ink, appearing to read 'Steve Barnett'.

Professor Steve Barnett
Chairman

Farewell Note

from **Katie Fisher**, Chief Executive

Being part of the West Herts Team has been the highlight of my career. As soon as I started at the trust in the summer of 2016, I knew it was a very special place.

The warmth of the welcome, the quality of the care and the endless enthusiasm for making improvements is quite breath taking – and all the more impressive given the challenges the trust faces on a daily basis with both our buildings and infrastructure.

I feel pride at having been the Trust's chief executive of West Hertfordshire Hospitals NHS Trust. I have been lucky enough to work alongside fantastic colleagues, it has really felt like being part of a family.

I am very proud that the trust is out of special measures and on path of rapid and sustained improvements with patients at heart of all that we do. I believe we managed to achieve this through the strength of our team and our tireless ambition to improve our patients care.

I am sad to say that I will not be at the Trust in the next financial year but I know that the trust will keep living our values: commitment, care and quality.

There are success stories at every turn! I hope you enjoy this is edition.



Katie Fisher
Chief executive



I feel pride at having been the Trust's chief executive of West Hertfordshire Hospitals NHS Trust. I have been lucky enough to work alongside fantastic colleagues, it has really felt like being part of a family.

OUR VISION:

the very best care for every patient, every day

A strategy for the future

A great place to work and learn

Best quality care

Respect and support each other

Involve and listen to our staff

Develop and deliver our clinical strategy

Look after our learners

Put patients and carers at the heart of everything we do

Communicate

Communicate

Improve our buildings and IT

Recruit and retain the best people

Communicate

Improve our finances

Strengthen financial controls

Develop our staff

Deliver efficiency savings

Work with partners to join up care

Communicate

Communicate

Learn from best practice and mistakes

Regularly check our progress

Commitment
Gare Quality



Our Trust

West Hertfordshire Hospitals NHS Trust is an acute trust providing hospital services to over 500,000 people living in Hertfordshire and north London. It has three hospitals (Watford General, St Albans City Hospital and Hemel Hempstead Hospital). The trust also manages an outpatient physiotherapy unit at Abbots Langley. The Watford site is by far the biggest and is the focus for the trust's emergency and specialised care. The trust

provides a range of more specialist services to a wider population, serving residents of north London, Bedfordshire, Buckinghamshire and east Hertfordshire.

It employs around 5,000 staff and over the course of a year treats nearly a million people, including 136,000 people attending our emergency services, nearly half a million via outpatient clinics and approximately 5,000 births.

Our Sites And Services

Watford General Hospital

- Inpatient emergency and intensive care
- Elective care for higher risk patients
- c.600 beds and nine theatres
- Women's and Children's services

Hemel Hempstead Hospital

- Urgent treatment centre open 8am to 10pm, seven days a week
- Diagnostic services, including MRI and pathology
- Outpatient services
- Endoscopy and bowel cancer screening

St Albans City Hospital

- Inpatient care – low risk and day cases
- Outpatient and diagnostic services
- 40 beds and six theatres
- Minor injuries unit, 9am-8pm, seven days a week

The trust's main commissioner is Herts Valleys Clinical Commissioning Group (HVCCG).

We are part of the Hertfordshire and west Essex Strategic Partnership and we are also working with the Royal Free London on reducing unwarranted variation in clinical pathways as well as exploring opportunities to collaborate on 'back office' efficiencies and IT projects.



Our vision

Our vision is to provide the very best care for every patient, every day.

Our four strategic aims are to:

- **Deliver the best quality care for our patients**
- **Be a great place to work and learn**
- **Improve our finances**
- **Develop a strategy for the future.**

Highlights

Improved CQC inspection and being moved out of special measures

Inspiring leadership, sustained improvements and the hard work of dedicated staff has resulted in West Hertfordshire Hospitals NHS Trust moving out of special measures. Inspectors from the Care Quality Commission (CQC) made this recommendation following a full inspection of the trust's three hospitals this summer. CQC inspectors also commented on the "strong, supportive and visible" leadership and noted "a positive culture" where staff are "proud to work at the trust".

Meeting cancer targets

Sustained progress has been made towards meeting all of the cancer treatment time standards. The trust now regularly meets six out of the seven targets and in some months achieves all seven too. The numbers mean that even one patient, whose pathway is not in our control, can result in missing this target. Detailed work on simplifying patient pathways has reduced waiting times and resulted in a better patient experience.

Mortality rate

Our impressive mortality rates remain 'lower than expected' HSMR figures (95.7). This is a very positive indicator of the importance we place on patient safety.

We are now being benchmarked against the Shelford group (the top 10 teaching trusts in England) which is great sign of our progress. We have maintained our 'lower than expected' status for more than two years now.

Clinical Decision Unit

A new Clinical Decision Unit (CDU) opened at the end of December 2017. This new unit comprises of 8 bed spaces and 2 assessment chairs dedicated to patients who require either a period of observation or treatment following their attendance to the Emergency Department (ED) rather than a hospital admission under a specialist team. It has two dedicated side rooms providing suitable accommodation for treating patients that require isolation. Signposting appropriate patients from ED to CDU enables earlier decision making and contributes to improving patient flow through the hospital by providing pathways for patients that do not require a hospital admission. These patients remain under the care of the ED Department and are supported by the Clinical Navigator and Therapy teams.

The Opening of the West Herts Cardiac Centre

The West Herts Cardiac Centre was officially opened in April 2018. The centre provides a dedicated clinical space for the trust's cardiology team bringing the majority of the service into one building and tripling the amount of space for the team to work in. The service now occupies all three floors of the centre and is able to work cohesively in enhanced surroundings to treat the 600 patients a week who come through the door.

Joint Advisor Group on Gastrointestinal Endoscopy (JAG) accreditation

In February 2018, the endoscopy service at both Hemel Hempstead and Watford Hospital was assessed against national endoscopy standards of clinical quality, quality of patient experience, workforce and training and received accreditation by JAG.

HSJ Awards

The maternity unit at Watford General Hospital has won a prestigious Health Service Journal (HSJ) 2017 award for its achievements in improving performance. The unit won the national workforce award for its successful drive to recruit and retain midwives.

NHS70 Parliamentary Awards

Our diabetes and mental health team has been selected from hundreds of entries to represent the region for a prestigious Parliamentary Award to celebrate the NHS turning 70. We are proud to say that our team in partnership with Herts Partnership NHS Trust were regional winners of the NHS70 Parliamentary Awards.



Transforming our end of life care

We wish that all our patients make good recoveries and are well enough to leave hospital. Unfortunately for a small minority, they will spend their last days with us. Caring for people at this time in their lives is a privilege and responsibility. We are proud to state that staff on two of our care of the elderly wards at Watford General Hospital have been commended by NHS Improvement (NHSI) for innovation and improvements in delivering end of life care and successfully completing a rapid improvement programme.

By the close of their innovation and improvement project, staff on Sarratt and Croxley wards (pictured) had developed their own tailored training programme, boosted their confidence and improved the care environment to create a better experience for patients and carers. Ward sisters were 'trained as trainers' so knowledge is shared as new staff members join.

Emily Purvis, senior sister on Sarratt ward, says:

'We are able to offer lots of home comforts as we know our patients and their families feel better with a bit of normality.'

Thanks to generous donations and staff suggestions, patients can now enjoy aromatherapy reeds, beauty products, magazines and puzzles and can listen to music on a CD player. China cups and saucers are used to serve hot drinks, there are table lamps beside beds and a drinks trolley, known as Arthur's Bar, is stocked with alcohol and mixers for patients and relatives to use.

Both wards now have side rooms dedicated to patients who are nearing the last moments of their life to ensure dignity and privacy. Sarratt ward has redecorated its relatives' room which provides valuable space for people to think and relax.

'We can't cure the dying but we can take extra care to make that last bit of life comfortable and dignified,'

says Emily.

**best quality care for our patients*



New lung function lab speeds up tests

A new lung function lab opened in Watford in September 2017, helping patients get treated closer to home. The new facility is also speeding up decisions on discharge or transfer to other centres.

Previously, patients with respiratory problems had to travel to our existing lab in Hemel, which was difficult as many suffer from breathlessness and limited mobility.

The state-of-the-art equipment in Watford means our clinical staff can see patients with more advanced respiratory disease and it has allowed the trust to introduce cardio pulmonary exercise testing.

The trust also recruited an additional physiologist to make more appointments available. **Alex Newland-Smith**, chief respiratory physiologist

(pictured), said: *"The lab is making a big difference to the quality and ease of care for our patients. We now offer expert care and full testing on both sites which means we provide rapid diagnoses near to people's homes."*

Meanwhile, the trust's endoscopy unit recently ran its first endobronchial ultrasound training course for lung cancer staging and diagnosis. Being selected to provide training on this specialist procedure is a great credit to our respiratory department. Only six other trusts teach this and they are all major teaching hospitals.



Breathe easy – we're smokefree

We became a smokefree trust on 1 October 2017. We hope our patients, carers, staff and volunteers seeing the benefits of this with less cigarette smog around all three hospital sites.

What this means in practice is patients, visitors and staff can no longer smoke in our buildings, hospital grounds and car parks.

We are politely reminding any smokers we see on our sites not to smoke and we're running cessation clinics to help anyone who wants to give up smoking.

Thanks to everyone who has been involved in the smokefree campaign. It's really making a difference.

Need support to quit?

Contact: Hertfordshire Health Improvement Service

0800 389 3998 or 01442 453071

Text **SMOKEFREE** to 80818 • stopsmokingservice@hertscgcsx.gov.uk

NHS
West Hertfordshire
Hospitals
NHS Trust

Second hand smoke can kill

Help me stay happy and healthy

 Please do not smoke within our hospital grounds
We are a completely smokefree site

Creating a safer, cleaner and healthier hospital for all

Our best care quality commitment

The national children and young people's inpatient and day case survey received feedback from 328 of our patients, which is higher than the national average. Overall, patients were happy with the care they received and we gained a score of 9.8 out of 10 for children and young people who said they were able to ask staff questions, and 9.5 out of 10 for children and young people who also said staff spoke with them about how they were going to care for them. Parents and carers said staff agreed a plan for their child's care with them and we received a score of 9.1 out of 10 in this area.

This survey is part of a series of annual surveys required by the Care Quality Commission (CQC) for all NHS Acute Trusts in England. The purpose of the survey is to understand what young

people and day case patients and their parents/ carers think of the care provided by the Trust.

Our results in the survey show that we are 'about the same' as most other Trusts in England with 44 of the 63 questions being scored at least 8 out of 10. Patients and their parents were asked to give their overall experience a grade from zero to ten, with zero being the worst and ten the best. Our score for this question is 8.4 which is similar to most other Trusts.

Tracey Carter added: "The staff in our children's services department are committed to taking action to support the delivery of best quality care for all of the children, young people and their families and carers that we see and treat."

Tracey Carter,

Chief Nurse at West Hertfordshire Hospitals, said:

'We are pleased with the outcome of this survey as we work hard to listen to the children, young people and parents accessing our services to ensure they have the best experience possible.'





JAG Accreditation

In February 2018, the endoscopy service at both Hemel Hempstead and Watford Hospital was assessed against national endoscopy standards of clinical quality, quality of patient experience, workforce and training.

The assessors, a multidisciplinary team, comprising of a consultant lead, a nurse lead, management lead, patient representative and an observer, who provided extremely positive feedback with many areas of good practice highlighted:

- the number and quality of clinical audits, and evidence of many more service developments than would have been expected for a general hospital.
- an inclusive clinical governance meeting was exemplary - a strong nursing team and excellent integration between nurses and other clinicians
- the induction pack and inpatient leaflets are clear, concise, user friendly.
- the Patient representative said he felt comfortable and welcome and there was a good atmosphere, waiting areas were clean and comfortable, and reception was calm and well organised, with regular updates for relatives. If his family needed an Endoscopy he would be happy for it to be at West Herts.

Lead nurse **Emma Purkis** said:

'The team work hard to improve the service and care for patients who are often worried about the procedure and possible outcomes. It is great when a team of experts find so many positive things in our service, and we are looking forward to receiving the final report.'

National award for our Watford maternity unit



The maternity unit at Watford General Hospital won a prestigious Health Service Journal (HSJ) 2017 award for its achievements in improving performance. The unit won the national workforce award for its successful drive to recruit and retain midwives.

The award was presented at the annual celebration of the finest achievements in the NHS in November at the Intercontinental O2 in London.

In 2015 the unit had a high vacancy rate and was heavily reliant on agency staff. The Trust was concerned about the impact this had on standards of care for mothers and babies so we developed a plan to turn things around, including new career progression routes for all staff and new team structures.

The unit now has a preceptorship programme providing professional supervision, mentoring and support to develop staff skills and confidence. Other innovations include introducing a midwife role focused on managing risks and creating teams specialising in working with either low risk or vulnerable women. As well as improving the service we deliver, these changes have made the roles more varied and created more career progression opportunities for staff.

The judges were impressed with the unit's achievements including: cutting the number of agency staff by more than half; dramatically reducing agency costs; improving safety; and decreasing waiting times in the antenatal clinic.

Improving urgent care services

Urgent care services for patients in west Hertfordshire are being improved under plans led by Herts Valleys Clinical Commissioning Group (CCG). Our aim is to make it easier and quicker for patients to get urgent medical attention for common ailments. This will also free up A&E to treat the most seriously ill patients.

Central to the new system is an improved NHS111 service staffed 24/7 by trained advisors linked to clinical staff who will assess patients' needs and make sure they get the right care. This might involve advising on self-care, booking appointments in a walk-in centres, arranging for people to see a GP or calling an ambulance.

The developments link with NHS England plans to create new Urgent Treatment

Centres (UTCs) providing a more uniform service for patients.

The Urgent Care Centre (UCC) at Hemel Hempstead Hospital became an Urgent Treatment Centre from 1 December 2017 as part a national roll-out.

In addition to the current UCC services, the UTC will gradually introduce tests for things like respiratory infections, anaemia and deep vein thrombosis that are currently only available at Watford Hospital.

The UTC in Hemel Hempstead is open from 8am to 10pm every day. The CCG run a consultation from January 2018 to get feedback on the UTC and take a longer term view on opening hours.



Another trophy for Schwartz Round team

Our award winning Schwartz Round team has added yet another prize to its trophy cabinet. David Gaunt, A&E consultant and Becky Platt, matron for children's services, who are the facilitators for the Rounds, jointly won the Schwartz Round 'Shining Star Award' at the 2018 Schwartz Community conference at the end of January.

Schwartz Rounds are monthly confidential sessions for staff from all disciplines to come together to talk about the emotional and social challenges of caring for patients. Rounds give staff the support they need to do their jobs and help them understand and appreciate each other's roles. A 2017 study of the impact of Schwartz Rounds shows a 50% drop in poor psychological health among staff who regularly attend and feedback from our attendees say that they are "the best thing we do for our staff".

The Shining Stars category is new for 2017/18 and received the most entries. Our nomination for this category highlights David and Becky's contribution:

"David and Becky are a true inspirational partnership. Eye contact and language between David and Becky shows their intuitive and warm relationship. Their unique style of facilitating is not Morecambe, but very wise. Even when David was in pain, on crutches, he led our Round. Both have immensely challenging roles yet never let their commitment slip."

David said: *"We are very honoured to have been selected for this prestigious award, the second award that our Schwartz Rounds have received. They have become an essential part of how this trust cares for its staff and we are proud to be a part of the Schwartz Round team."*

Becky added: *"We would like to thank all our panel members for making the Rounds such a resounding success and thanks also to the trust's organisational development team who help make it happen."*



Our research

Our research and development department had 36 open research studies last year, involving over 1,250 participants, with many more studies completed and awaiting publication. Some projects are developed here; others involve participating in larger commercial studies, often sponsored by pharmaceutical companies.

There are different types of studies. Some may involve patients and trialling medications or treatments. Others may only give questionnaires to patients, or review data held on systems and not involve any individual patients.

Many are consultant led, but with research firmly embedded in the undergraduate curriculum, nurses also have the skills to develop their own studies.

Most studies rely on willing volunteers, and clinical staff at all levels can help by approaching suitable candidates and forwarding details to the right contact. We have a number of studies that are currently open and looking for participants – to get involved see the research and development web page which also has guidance on designing your own study.

All NHS studies are now governed by the Health Research Authority which brings together the assessment of governance and ethical and legal compliance. Some studies may attract funding from the North Thames Clinical Research Network – have a look at its website if you're feeling inspired!





Our people

Equality & Diversity

Ensuring equality and valuing diversity is one of the trust's core values. This means offering the right services regardless of people's age, gender, religion, race, disability, sexual orientation, marital or civil partnership status or culture.

All our staff are responsible for ensuring that patients, their families and their carers are treated equally and fairly and not discriminated against on the grounds of any of the nine protected characteristics under the Equality Act 2010 or for any other unjustifiable reason.

The Trust continues to analyse the effect of any policy, service, or function, on staff and patients from the nine protected characteristics. The Equality Analysis process enables the organisation to identify any potential discrimination and opportunities to promote equality.

The Trust has published its third Workforce Race Equality Standard (WRES) report showing an improvement against 6 of the 9 WRES indicators.

Gender Pay Gap report

We published our first Gender Pay Gap report in March. The Trust's gender pay gap is 14.9% against a current national mean of 17.4%. The median hourly pay for women is 8% less than men. This compares favourably to the national median hourly pay where women earn 18.4% less than men.

We have launched a new recruitment guide Choosing the Best Talent guide to support recruiting managers recruit the best candidates from the widest possible pool of talent. We continue to provide recruitment and selection training for managers.

The trust is a 'Disability Confident' employer; we guarantee disabled people an interview if they meet the minimum criteria for a job vacancy.

Extending engagement with under-represented groups such as people with visual or hearing impairments, through the staff-led Let Me Hear / See You Panel has helped us identify root causes and potential solutions to address the less positive staff and patient experience for disabled people.

The panel is chaired by a member of staff with a disability and includes patient representatives and voluntary organisations.

We continue to support our multicultural staff network 'Connect' which is run by staff for staff.

Our quality strategy

We have been developing our quality strategy **'The West Herts Way'**. It is going to help us to achieve our vision: to provide the best care for every patient every day.

The foundations of our quality strategy are threefold: sharing a commitment to quality of care and service, fostering a team working culture and building an organisation that drives quality.

The quality strategy has been built through engagement with key stakeholders including staff from all professional groups within the organisation.

As we implement this strategy, we expect to see a range of benefits for our people, our patients and the organisation. These benefits are:

- our patients will always feel safe and cared for with compassion
- we are driven by our values: the best care for every patient, every day
- our processes and resources enable great service
- our people are knowledgeable professionals that are curious to learn
- our people are supported and trained to develop curiosity and professional development.

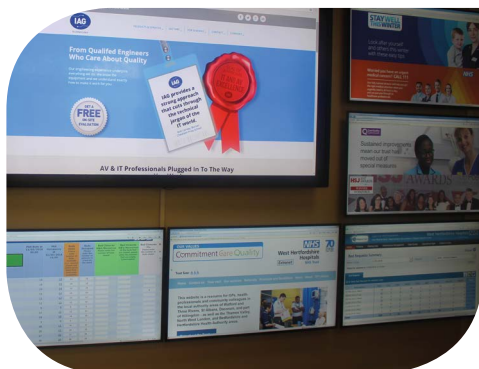
Health & wellbeing

Taking care of the wellbeing of our staff is a priority. We cannot deliver the best care to patients without ensuring that we have a healthy and happy workforce.

Working in an organisation such as ours means facing pressures on a daily basis.

We have broadened our mental health and wellbeing programme, offering courses in stress management and resilience, mindfulness and mental health first aid. We have also broadened our counselling services on and off site.

Our health awareness events and monthly relaxation days offer mini massage treatments to staff. We are regularly supported by the professionals who provide regular information and support to staff on the wards and have held sessions with junior doctors.



Freedom to Speak Up

Speaking up about any concern at work is vital for us because it helps us to keep improving the working environment for our staff and it has a positive impact on the quality and improvement of our services.

Ginny Edwards, Freedom to Speak Up
Guardian says: quote

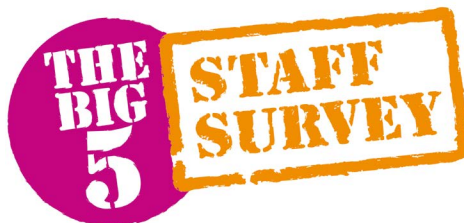
In the last 12 months, there have been 15 cases reported with broad themes relating to managerial behaviour, patient safety, bullying and harassment and one case of fraud. We investigate those type of cases in accordance with the Speaking Up policy, which is available for staff on the Trust intranet site. The policy and process is widely publicised through the Trusts regular communication channels such as E-update and posters which are displayed around the Trust sites.

Listening to our staff matters

As a part of our response to the main issues which emerged from our 2017 staff survey we introduced 'The Big 5' five key actions promoting one action each month. These five actions are:

- **Being kind** – we launched the **Respect Me** campaign to promote the concept of being kind to each other at work and reduce bullying and harassment.
- **Let's talk** – this action is about promoting new channels of communication to help **key messages** reach All members of staff. It is also about promoting **Mental Health** awareness
- **Developing you** – we launched **Career Matters**, a new careers advisory service, as part of our staff retention plan
- **We value you** – this promotion is about recognition programme to thank staff for everything they do!

- **Your working environment** – improving staff facilities and identifying areas which could be used as spaces for staff to rest and relax



Senior leaders programme

The fifth group of the Senior Leaders Programme finished in October 2017. Fourteen people completed the programme and were able to present the outcomes of their service improvement projects to the 30 delegates who are on the next group at the Leadership Conference held in September 2017.

The service improvements projects covered a wide range of topics from Reducing length of hospital stay following accidental dislodgement of a gastrostomy tube, Development and implementation of a contemporary, informative "ileostomy" dietary patient information booklet, Examining the effect of social contact on staff morale in an acute inpatient therapy department, Sensitive disposal of under twelve-week gestation pregnancy remains and The implementation of a Consultant - led consent clinic for patients undergoing elective spinal surgery.

As part of the course the delegates gain credits with the University of Hertfordshire which they can use towards a Masters Degree.

Our volunteers



Volunteering matters

Volunteers are vital to any organisation because they bring skills, ideas and experiences. They also help to improve the quality of service. Here at West Herts our volunteers help make a difference for our patients.

From being a 'meet and greet' guide to getting involved on our wards and during meal time. Our trained volunteers compliment the work of our paid staff across our hospitals.

The volunteer team provide various services, and one of those services is the car scheme. The trust has been running a transport service for patients who need help with getting to and from their outpatient appointments for many years.

Do you know anyone who would like to join the volunteers team? Please email us at **Wherts-tr.volunteers@nhs.net** for more information.

We would like to say a huge thank you to all of our 400 volunteers for all hard work you do.

Thank you to our friends and supporters

We are very grateful to the many individuals and organisations who donated to the trust during 2017/18. We are sorry we can't mention everyone who has helped!

Christians across Watford

Christians across Watford kindly donated £1,500 to the West Hertfordshire Hospitals NHS Trust Charity in September. They raised the money through concerted prayer for the staff, patients and future of the trust. They specifically wanted to help fund activities that encourage and aid staff's health and wellbeing. A big thank you for thinking of us!



Cerys runs for Starfish ward!

Cerys (pictured in middle) ran an amazing 3.5 miles to raise money for Starfish ward! She managed to raise a fantastic £250 for the ward. Cerys said she wanted to raise money for the ward because she was born at Watford General Hospital. Great work Cerys!



Michael Green Diabetes Foundation charity golf day

The Michael Green Diabetes Foundation held its first charity golf day at Hartsbourne Country Club, Bushey. Former Ryder Cup captain Bernard Gallacher OBE attended as guest of honour. The golf day raised an impressive £30,000. Thank you to all that attended, including



The new baby clothes, being donated by Chantel Milson (far right in the picture)



Patients' lives are being transformed thanks to charitable support

Many patients and their loved ones like to say thank you for care they've received by making a donation or fundraising for our hospital charity, West Hertfordshire Hospitals Charity. This year, thanks to support from the community, patients have been able to receive a level of over and above what is possible through NHS funds alone.

Patients with diabetes have benefited from new blood sugar monitoring equipment, thanks to a donation from the local Michael Green Foundation. Diabetes dieticians and nurses have also been able to undertake specialist training, thanks to the Foundation, so they can offer an even higher level of care to those they treat.

Another example of how charitable funds help to upskill staff is a new training

mannequin we've been able to purchase thanks to a donation by the League of Friends. The mannequin helps staff practice inserting feeding tubes, safely and painlessly. The Friends also funded 12 new cots for the special care baby unit. Some of the new cots are hydraulic and height adjustable which is invaluable to mums who have had a caesarean. We are truly grateful for the Friends' ongoing support.

Companies based locally have also been generous. Some of our babies are now starting their lives in lovely new outfits donated by the Watford branch of Marks and Spencer. The clothes are from the store's new premature baby range, and our families love them.

If you would like to make a donation or fundraise, please see the back page for more detail. Thank you so much to our donors for their ongoing support.

West Hertfordshire Hospitals NHS Trust in numbers 2017/18

3 hospitals –
Watford, St Albans
and Hemel Hempstead

48,000
planned (elective)
operations

Over 500,000 +
people in our catchment area

139,000
attendances at A&E,
Urgent Treatment
Centre and Minor
Injuries Unit

41,000
emergency patients
admitted at Watford
General Hospital

6,300
followers
on Twitter

470,000 attendances
at outpatient departments

**4,941 babies
born** at Watford
General Hospital

We had the **third
lowest** HSMR
(Hospital Standardised
Mortality Ratio) in the
East of England.

87.7% 62 day of
cancer waiting time from
GP to treatment were on
time – better than the
national average

99.3% of our
diagnostic referrals
were on time –
better than the
national average

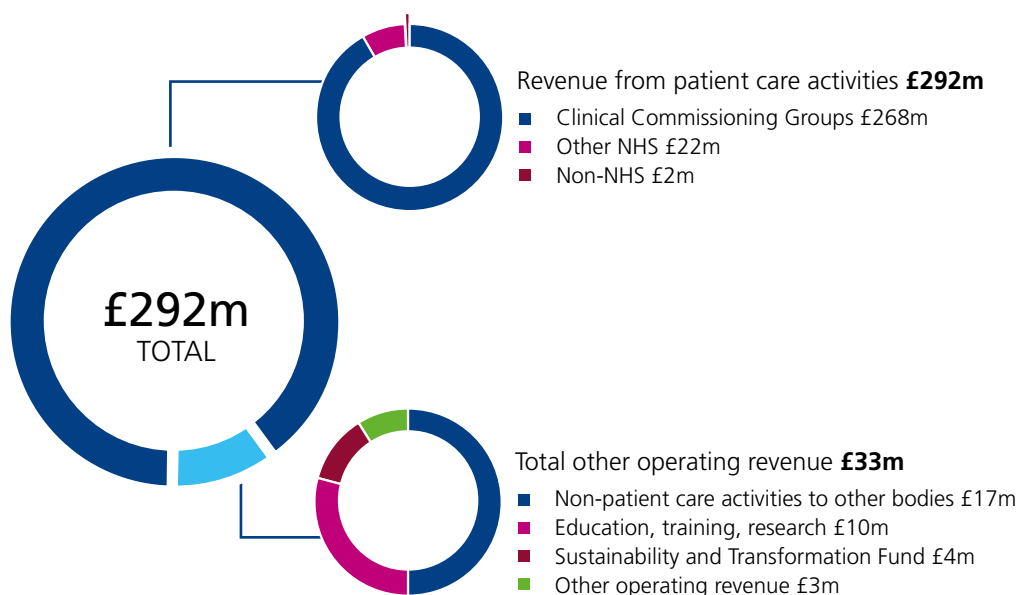
94% of patients
said they would
recommend our
hospital (Friends and
Family Test)

4,800 staff,
59 apprentices and
339 volunteers

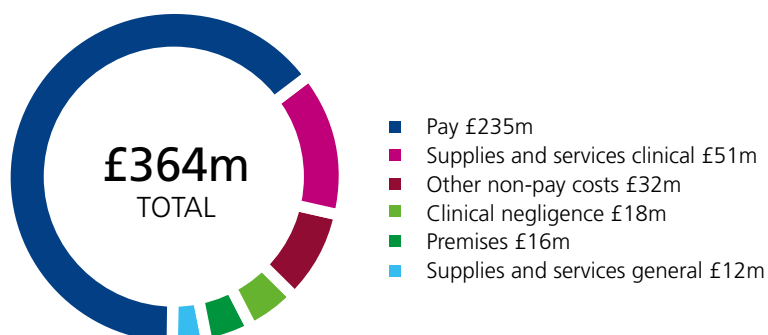
Our finances

Budget

Income 2017/18: £292m



Operating expenditure 2017/18: £364m

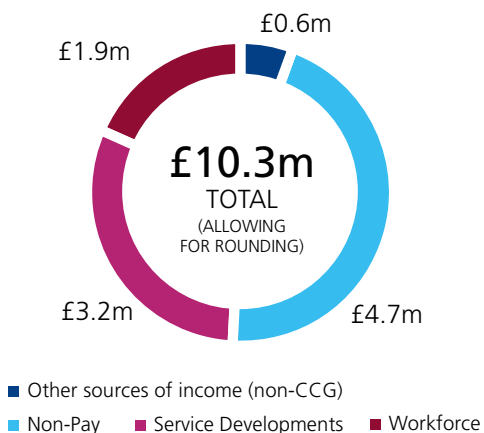


Our finances

Savings

During 2017/18 our staff built upon the impressive results of previous years to make further savings of £10.3m. We achieved this through a combination of efficiency improvements and new ways of working, including:

- £571,000 additional income from a number of commercial sources
- £606,000 in surgical service developments, particularly oral surgery and ophthalmology
- £633,000 income relating to additional births above our plan
- £758,000 improved coding relating to the early pregnancy unit and complex cases
- £292,000 due to improvements in bed usage on surge wards
- £514,000 within Endoscopy through creative use of additional space
- £1.7m review of non-pay costs in every budget
- £339,000 savings on drugs (better stock management and using cheaper alternatives)
- £1.5m as a result of better management of procurement activities
- £1.9m as a result of a number of workforce initiatives, including vacancy management and workforce redesign



Cutting agency staff costs

A positive financial development is the £8 million reduction (compared to 2016/17) in agency staffing spend, due to concerted efforts to recruit staff permanently and improve utilisation of our in-house temporary staff bank. Staffing remains an issue but the current trend is a small reduction in vacancy rates. The trust has a high presence at local job fairs and has recently run an advertising campaign which appears to have had some impact.

Get involved!

Making a donation

Would you like to say 'thank you' for care that you or your loved one received? Would you like to support treatment for future generations of patients?

If so, please send a cheque made out to 'West Hertfordshire Hospitals Charity' to Watford General Hospital, Vicarage Road, Watford WD18 0HB.

Donate via our website at:

www.westhertshospitals.nhs.uk/ourcharity/makeadonation.asp

or through our JustGiving page at

www.justgiving.com/westhertfordshirenhs

Contact: **WestHertsCharity@whht.nhs.uk**
or **01923 244366 x8177**

Donating in memory of a loved one

Would you like to mark the life of a loved one in a meaningful way by making a donation in their memory?

If you would like to make a donation to our charity in lieu of funeral flowers or set up an in memoriam page, please do get in touch.

Contact: **WestHertsCharity@whht.nhs.uk**
or **01923 244366 x8177**

Leave a gift in your Will

A gift left in your Will can make a huge difference to improving patient care. If you would like more information on how to do this, please get in touch.

Contact: **WestHertsCharity@whht.nhs.uk**
or **01923 244366 x8177**

Corporates and companies

Would you like to get your staff involved in team building, fundraising or volunteering activities?

Contact: **WestHertsCharity@whht.nhs.uk**
or **01923 244366 x8177**

Fundraise

Follow us on Twitter (@W_HertsCharity) to hear about how inspiring fundraisers are transforming patient care. For ideas and advice on running your own fundraising event see:

www.westhertshospitals.nhs.uk/ourcharity/dosomethingtoraisemoney.asp

Volunteer

Our volunteers help make a difference for our patients. From being a 'meet and greet' guide to getting involved on our wards and during meal time, our trained volunteers complement the work of our paid staff across our hospitals in Watford, Hemel Hempstead and St Albans.

Majority of our volunteers are willing to commit to a minimum of two to three hours per week for a period of six months. Please note that the minimum age for most roles is 18 years.

For more information see:

www.westhertshospitals.nhs.uk/patients/patientservices/volunteering/

Contact: **01923 217307**

or **wherts-tr.Volunteers@nhs.net**

Patient Advice and Liaison Service (PALS)

If you need advice or have a query about any aspect of your care, please contact the Patient Advice and Liaison Service (PALS) on **01923 217198** or **pals@whht.nhs.uk**

For more information about the work of our hospitals please contact us:

01923 436281

communications@whht.nhs.uk

www.westhertshospitals.nhs.uk

If you would like a copy of this document in another language, large print, Braille or audio version, please call **01923 217198** or email **pals@whht.nhs.uk**



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