



## Physio has never been so much fun!

**Staff on Starfish ward received a treat as gifts were delivered to them from a six year old boy and his mum.**

Billy Hughes, who suffers from cystic fibrosis, visited the hospital in August with his mum and older brother to donate gym equipment to the paediatric physiotherapy team.

Since his diagnosis, Billy's mum (Nicky Hughes) and friend Kayleigh Crotty have hosted an annual event to raise money for paediatric cystic fibrosis. This year, the event was called 'Billyfest' and they raised a whopping £4,000.

Nicky said: "We were delighted with this year's fundraising event, which lasted for 12 hours. It was tiring but Billy and everyone else had lots of fun, which is what it was all about. Kayleigh and I organise these events, but without the support from family, friends and the public, these events would not be as successful as they are, so for that I would like to say thank you.

"We were delighted to be able to donate gym equipment to the hospital, as keeping active is a huge part of a person's daily routine with cystic fibrosis. It was a pleasure to work with Swati Bhagat (physiotherapist) and the team to buy specific equipment that was needed. Next year we hope our event will be bigger and better."

## Inside



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## Message from the chief executive



Katie Fisher,  
chief executive

Hello. I hope you have had a bit of a break over the summer and are feeling refreshed. Since the last newsletter, I've met hundreds of staff and am really grateful to those who have recognised me from my photo and have said hello. I was told this was a friendly trust and I have not been disappointed!

I had a warm welcome when I shadowed clinical staff in A&E. Seeing how things work – in and out of hours – helps me understand the external pressures and internal issues that can prevent us from providing the very best care.

As well as getting to know colleagues and processes here, I have been meeting with our stakeholders, some I knew already and others I have met for the first time. It is interesting hearing their perceptions of the trust which may be shaped from doing business with us,

working on new patient pathways or – in the case of our MPs – compliments or complaints from their constituents.

Forming good relationships with all of our partners is incredibly important. The NHS and the local health and social care system here in West Herts is under pressure which is why we need to work together to find sustainable solutions without compromising the quality of our care.

The 'Your Care, Your Future' project is part of this work – you can find out more about it on page 5.

Finally, depending when you read this, the CQC inspectors may be on their way, on site or busy writing up their report! The inspection matters because it results in a rating which we will be judged by, but I am sure you agree that maintaining the very best care long after the inspectors have gone is what matters most. That's what our patients expect and deserve.

Best wishes, Katie

## Welcome to your newsletter

Hello, my name is **Lesley Headland**. I'm the pharmacy stores and distribution manager, the union chair for Unison and also chair of our 'staff side' – the union representatives who work in partnership with the trust to promote and protect your interests. You can see who all the staff representatives are and find out how to get in touch via the intranet (go to 'departments' and then choose 'trade unions').

I have worked at West Herts for 38 years and had both my children here. I have also been a member of a union for most of my working life.

I have recently joined the **Herts & minds** editorial board. We reviewed the last newsletter and decided on the contents of this one. We opted to keep one longer length article to give a good insight into a particular issue. In this edition, we look at how the trust managed to save an impressive £12.3m.

I'd like to take this opportunity to remind you of the national staff survey that comes out in the beginning of October. The survey will be sent to all staff. You will receive an email or a hard copy, so please say how you feel about working for the trust when the survey comes out. The good, the bad and the ugly – the trust needs to know! This is how improvements can be made to our working lives.

Finally, the editorial board gave a thumbs up to the '60 second interview' staying as a regular feature. The last question answered by our volunteer Vera (page 4) makes me wonder about the fascinating, but unknown facts that make us who we are...

Please remember that this is YOUR newsletter, so please get in touch with YOUR stories. The contact details are on the back page.

With best wishes, Lesley



## What a year we've had!

Special measures? More like 'special treasures' – our award cabinet is fit to burst!! The trust has won national recognition for a range of amazing achievements.

Here's a round-up of some of our awards since last July:

- The hip fracture team won the 2015 **Patient Safety Award** at the Health Service Journal's prestigious annual awards and in June 2016, they won the **Health Enterprise East Innovation Awards**
- The **purple star award** was presented to our abdominal aortic aneurysm team in recognition of providing good health equality for people with learning disabilities
- Monica Menniti and the Sign up to Safety team won a **'highly commended'** award for their video entry to the national Sign up to Safety birthday competition. The citation read: "It was a very detailed video packed with great progress"
- Colin Stodel received a **'Points of Light'** award from (the then) Prime Minister David Cameron. Colin is a long-standing



volunteer on the acute admissions unit at Watford Hospital

• Dr Henry Seligman won **UCL Top Teacher Award 2015-2016** and Billal Khwaja, undergraduate supervisor, was named **administrator of the year**.

• Our continued efforts on lowering mortality rates resulted in the trust being rated **14th in the whole of the country** – a great step forward for patient safety.

You should all be proud of yourselves as these successes are the result of commitment, care and quality – our trust values.

If your team or department has won any awards, please let us know on WH ext 8280/1 so we can shout about your success too!

## The 'sunny tree'

I hope you've all seen or heard about our 'sunny tree', if not, you've been missing out! The purpose of the tree is to promote our vision, *"the very best care for every patient, every day"* and our four key aims:

1. Best quality care
2. A great place to work and learn
3. A strategy for the future
4. Improving our finances

On the subject of aim three – *a strategy for the future* – in early July we published a draft clinical strategy that sets out how we want to develop our services for the future. We received comments from over 30 people, both internal and external. A final draft was presented to the trust Board on 1 September for approval. A copy of this can be found on the intranet. We are currently working on how to develop



our services and we'll be sure to keep you informed every step of the way.

If you haven't got a tree and would like one, or would like **Helen Brown**, director of strategy and corporate services (pictured) to attend one of your team meetings and present the strategy, please contact the communications team on 01923 436 280/1.

## Social about our services (NHS Choices)



www.nhs.uk

### We're sharing some of the great feedback we've received from patients through NHS Choices

- I spent yesterday in AAU having a heart condition checked out. Everybody I met was polite, attentive, and it was clear that my condition would be fully investigated. Even though they were all very busy, they listened and responded to my concerns and proceeded to treat me with kindness and professionalism. I left in the evening with every confidence that the investigation was thorough. Thank you very much indeed!
- Had to visit twice with my teenage son over the last couple of weeks. On both occasions we were seen and treated very quickly. Staff were all friendly and efficient.
- When my son and I came into the A&E department, I must say that I was extremely pleased with the service. I found the doctors and nurses to be very helpful and professional!
- I was referred by my GP and despite having to wait for hours (because they were literally overloaded that evening) I cannot fault the care I received in AAU. The nurses and the Dr I saw were wonderful and could not do enough for me, despite how busy and overstretched they were. I was very impressed with the high level of medical attention I received.



**Vera Head** is a volunteer for the Royal Voluntary Service (RVS) at St Albans Hospital and has been with us since 2009.

1. Favourite film of all time?  
*The Suffragette.*
2. What's one thing you can't live without?  
*My iPad.*
3. Favourite sports team?  
*Arsenal.*
4. What did you want to be when you were 10?  
*An air hostess.*
5. What one piece of advice would you give to a new volunteer at West Herts?  
*Always try to see things from the other person's point of view.*
6. What is your best experience at West Herts since you started?  
*My best experience was being invited to attend the Queen's 90th birthday celebrations for my RVS work at the hospital.*
7. What do you love most about volunteering?  
*Making people smile, especially the needy.*
8. What gets you out of bed and into work in the morning?  
*The fact that I can.*
9. What one thing would make a positive difference to your working day?  
*Having more volunteers so we can provide more services.*
10. Finally, tell us something people may not know about you  
*I ran and played netball for England.*

# 60 second interview

## Paediatric team is the 'jewel in the crown'

Congratulations to colleagues who were showered with extremely positive feedback following a visit from the Health Education England East of England's Postgraduate School of Paediatrics this July.

The visit was led by **Dr Wilf Kelsall**, head of School of Paediatrics, who described the learning at Watford Hospital as the "jewel in the crown of paediatric education" and the "lynchpin of paediatric medicine in the East of England." He spoke with many trainees and every one of them was positive about their training. They singled out **Dr Pradnya Sheth**, (pictured) the college tutor for paediatrics, for her excellent leadership.

The inspection highlighted some great examples of good practice for trainees; having their voices clearly heard; being offered a range of developmental



opportunities including management; being involved in the creation of their rota and the positive changes to the Grand Rounds in general paediatrics following trainees' feedback.

**Dr Anthony Cohn**, our clinical director for paediatrics,

said: "It's wonderful that the work of the department has been recognised in this way. We are grateful for the quality and enthusiasm of our trainees, which is reflected in their contribution to the department. **Dr Sheth** works with quiet efficiency and is dedicated to the trainees' education and wellbeing, providing an outstanding role model for the trainees and her consultant colleagues alike."

## Your Care, Your Future

### You may have heard of Your Care, Your Future and wondered what it means for our patients, our organisation and indeed for you?

*Your Care, Your Future* is a partnership involving the county council and the NHS with the aim of changing health services to meet the future needs of people in west Hertfordshire.

It sets out a 10 year vision with these central aims:

- more effective prevention
- more joined-up care
- better support for patients with long term conditions
- more care at home or closer to where people live

Over the past few months we have been developing, with input from staff and stakeholders, our own WHHT strategy which sets out how we plan to develop our services and support *Your Care, Your Future*.

We have also started work on a 'strategic outline case' (SOC) to set out our estate

investment plans. We want to deliver the very best care from facilities that are safe and meet the needs of our services.

Part of the SOC process is an 'option appraisal' to determine the best way to deliver services in the future and the best options for improving the facilities we deliver care from.

This ends in October and we are aiming to complete the SOC by early 2017. We are also working with partners on future plans for the redevelopment of Hemel Hempstead Hospital that we also expect to be complete by early 2017.

A copy of the WHHT strategy can be found on the intranet or you can get a copy by contacting **Helen Brown**, director of strategy and corporate services at [helen.brown2@whht.nhs.uk](mailto:helen.brown2@whht.nhs.uk). Helen is also happy to come to team meetings to discuss the plans and would very much like to be invited – so don't be shy if you would like to know more!

A survey is seeking the views of staff and patients that will help shape future plans including at our own hospitals. To take part in the survey, please visit <https://app.citizenspace.com/yourcareyourfuture/survey>

## Going up!

Our JAG (Joint Advisory Group) accredited endoscopy unit at Watford is expanding to meet the needs of our local population.

This large metal structure heading skywards (pictured right) is part of the base for the air treatment equipment required for the expanded endoscopy unit and the MRI.

The unit is doubling in size to meet the anticipated 44% increase in the number of patients needing our endoscopy service by 2020.

The trust is investing to improve access to our endoscopy services. This will enable early diagnosis and then treatment of gastro intestinal cancer, manage the increasing number of patients requiring regular



surveillance procedures, provide advanced therapeutic endoscopic procedures and provide further screening for bowel cancer (the Bowel Scope Program). The expansion will allow diagnosis of urgent referrals in two weeks and routine referrals in six weeks.

The work should be completed by mid October 2016.

## A matter of life and death

So much has changed in just over a year for end of life care in West Herts.

The CQC criticised our End of Life Care for not being well led, lacking vision, not having an end of life strategy and not implementing individualised care plans for dying patients.

Today, we are in a dramatically different place, having just celebrated the launch of a new three-year end of life care strategy aimed at giving the very best care to patients who are facing death. The strategy also covers the important aspect of the care and support needed by the friends and relatives of dying patients and aims to work with teams across organisational boundaries to ensure that people are enabled to die comfortably in a place of their choice with their symptoms controlled and with dignity. Individualised care plans for the dying person and the involvement of staff across the trust in all aspects of end of life care are at the heart of the improvements.

**Liz Sumner**, Macmillan palliative care team leader, said: "We're delighted with the huge progress made and our new end of life care strategy is a significant achievement for the trust, ensuring that we can support those at a critical point in their lives more professionally and compassionately than we have done before."



"We know that between 90 and 140 deaths occur in our hospitals every month. **'The very best care for every patient, every day'** is the trust's vision and we think it's doubly important that this applies to our dying patients. Our aim over the coming months is to promote awareness of end of life care and to make the point that end of life care is everyone's responsibility."

The palliative care team receives thanks and praise from relatives who have lost loved ones. One card read: "Thank you for all your help and expertise that you provided to my Gran, ensuring her end of life was peaceful and dignified. Words cannot truly express my gratitude for your kindness, compassion, thoughtfulness and advice. I left knowing your team gave my Gran the very best care possible at the end of her life."

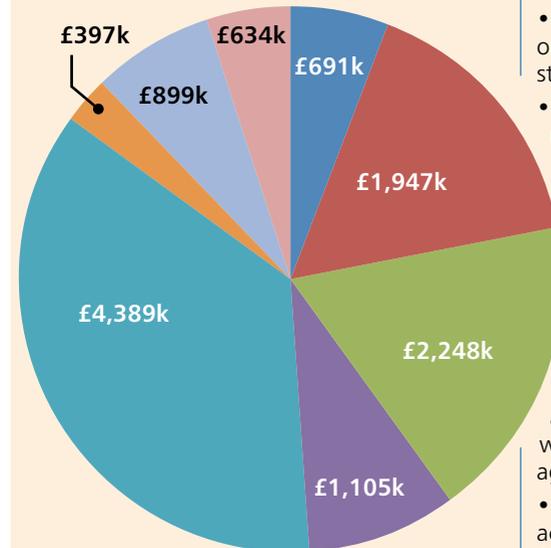
If you would like any guidance or support from the palliative care team, please call 01923 217930.

## Super savings success

Saving money is everyone's responsibility and works best when seen as a partnership between clinicians, managers and colleagues in finance and procurement. Successful cost improvement plans (CIPs) can lead to improved services for patients and a stronger financial future for the trust.

Clinical staff have much more control on the figures than they might realise. Becoming qualified to lead clinics; being prepared to change the supplies used and understanding the tariff (price we get paid) and coding (how we record the procedures and treatment we provide) are good steps towards sustainable savings.

### A breakdown of our £12.3m savings success in 2015/16



- A&C Workforce
- Data Quality
- Divisional CIP
- Medical Productivity
- Non-Pay
- Nursing Workforce
- Planned Care
- Unscheduled Care

An impressive **£12.3m** was saved in 2015/16. Here are some CIPs that amount to around **£3m** of last year's total to give you an idea of how we did it:

- **£696,000** - ensuring we were paid correctly for the complexity of our maternity workload
- **£556,000** - accurately recording when and where (on the body) plaster casts were used and using splints when these were a good alternative for the patient
- **£509,000** - commercial development of a non-surgical for treating prominent ears
- **£402,000** - properly recording the right data in A&E which in turn meant we were paid the correct price for the work we did
- **£360,000** - rental from another NHS trust for the sexual health unit (Watford)
- **£250,000** - switching products and supplies in theatres (after successful trials)
- **£140,000** - better management of orthopaedic prostheses stock levels and streamlining the selection of products used
- **£100,000** - text messaging appointment reminders in outpatients – fewer missed appointments saved us money
- **£40,000** - switching from consultant to nurse-led clinics – this has the added benefit of shortening waiting times and enriching the skills and experience of staff

The savings target for this year (2016/17) is **£18.3m**. These are some of our CIPs:

- **£2.5m** - reducing agency spend through moving staff from external agencies to our own staff bank and from working with other trusts to negotiate with agencies
- **£539,000** - increased productivity and activity related to the re-opening of theatre four in April 2016
- **£266,000** - substituting drugs from well-known brands to generic – in conjunction with clinical staff and only swapping when effectiveness is the same
- **£242,000** – hosting the national bowel cancer screening initiative in our expanded endoscopy department

Have you got an idea for saving the trust money? If so, please get in touch with [improvements@whht.nhs.uk](mailto:improvements@whht.nhs.uk)

## Your Guide to our Services, Specialties and Corporate and Divisional Leads

### Associate Medical Directors



**Dr Howard Borkett-Jones**  
Education



**Dr Emmanuel Quist-Therson**  
Appraisal & Revalidation



**Dr Anna Wood**  
Clinical Standards & Audit



**Dr Sue Catnach**  
Unscheduled Care & Clinical Strategy

### Corporate Nursing



**Rachael Corser**  
Deputy Director of Governance & Associate Chief Nurse



**Maxine McVey**  
Deputy Chief Nurse

### Medicine



**Dr Arla Ogilvie**  
Divisional Director



**Elaine Odum**  
Divisional Manager

### Unscheduled Care



**Dr Tammy Angel**  
Divisional Director



**Debbie Foster**  
Divisional Manager



**Angela White**  
Head of Nursing



**Phil Downing**  
Head of Nursing  
(oversees Medicine)

### Surgery, Anaesthetics & Cancer



**Mr Jeremy Livingstone**  
Divisional Director



**Mary Richardson**  
Divisional Manager



**Paula King**  
Head of Nursing



**Stephanie Johnson**  
Cancer Programme Lead

### Women's & Children's



**Dr Vasanta Nanduri**  
Divisional Director



**Alison McGirr**  
Divisional Manager



**Dr Gloria Rowland**  
Associate Director for  
Midwifery & Gynaecology



**Jo Fearn**  
Head of Nursing for  
Children's Services

### Clinical Support



**Dr Anthony Divers**  
Divisional Director



**Martin Keble**  
Divisional Manager &  
Chief Pharmacist

- Cardiology and Cath Lab
- Clinical Haematology
- Dermatology
- Diabetes and Endocrinology
- Gastroenterology and Endoscopy
- Neurology
- Renal
- Respiratory
- Rheumatology
- ◆ Health Records & Library
- ◆ Outpatients

- ◆ A&E
- ◆ Urgent Care Centre
- ◆ Minor Injuries Unit
- ◆ Acute Admissions Unit
- ◆ Operational Services
- Ambulatory Care Unit
- Care of the Elderly Wards
- Hospital at Night
- Resuscitation Team
- Specialist Medical Wards
- Stroke Services
- Windsor Unit (Frailty Unit)

- Anaesthetics
- Audiology
- Breast
- Cancer
- Colorectal
- Ear, Nose & Throat
- General Surgery
- Ophthalmology
- Oral
- Orthopaedics
- Othodontics
- Pain Management
- Palliative Care
- Urology
- Vascular
- ◆ Intensive Care including Outreach
- ◆ Medical Illustration
- ◆ Pre-operative Assessment
- ◆ Theatres

- Gynaecology
- Obstetrics and Maternity
- Neonatology
- Paediatrics

- ◆ Dietetics
- ◆ Occupational Therapy
- ◆ Orthotics
- ◆ Pathology
- ◆ Pharmacy
- ◆ Physiotherapy
- ◆ Radiology

◆ = Services • = Specialties

Please contact us with suggestions or comments at [info@whht.nhs.uk](mailto:info@whht.nhs.uk)

#### OUR VALUES

Commitment Care Quality

## Mortuary makeover

The dead as well as the living deserve respectful and modern facilities, as do our staff who work in the mortuary service and the relatives who visit there.

The mortuary at Hemel provides the post mortem facility for West Hertfordshire, while the mortuaries at Watford and Hemel both allow families to view deceased relatives.

This service has seen a number of infrastructure improvements since March 2015.

- The fridge room at Watford was redecorated making the room clean and light
- In December we purchased a 25 space fridge unit that is positioned close to the main mortuary building at Watford. This has alleviated capacity and seasonal pressures for the department



- The security team has installed an electronic checkpoint at the main entrance to the mortuary at Watford providing the security assurances we need to maintain our Human Tissue Authority licence
- The air handling ventilation unit that supplies the post mortem room at Hemel mortuary was cleaned and validated to meet health and safety working requirements
- In May 2016 the floor of the post mortem room at Hemel mortuary was replaced after a number of incidents caused by the old, damaged floor surface

## Make IT Happen – how's it going?

### We take a look at progress in the trust's IT development programme

While work is taking place behind the scenes to improve network performance and its reliability, the technology you can hold and access in your hands will be visibly changing. The trust is introducing Windows smartphones as standard across all sites to replace Blackberrys. This new mobile technology will improve efficiency by helping staff stay better connected to email and to be able to access information more readily.

The technology on desktops has expanded to include a further 200 new devices, in a mix of PC desktops, laptops and virtual desktops. Virtual desktops allow users to log on from any device without the need to log in and out again. This is particularly useful in a clinical environment.

Staff prepared for further device roll out in clinical areas through a pilot which ran in the PMOK building at Watford this summer. Clinical and administrative staff had the opportunity to use and give their feedback on the new devices, before they are rolled-out to remaining clinical areas which will start in September.

Corporate and guest WiFi is now in place across many parts of the trust and is due to cover all of our sites by the end of September. Once fully activated and tested, we'll let you know how staff and visitors can gain access.

Following further work with CGI, our IT service provider, the Make IT Happen team will be coming out to tell you about what will be happening and when, including replacing devices, telephony and more network improvements. You can reach the people behind the programme through drop-in roadshows at each site or by joining user groups. We'll be in touch with details on when these will be happening.

## What our values mean to me



**Gail Kerr**, lead stoma nurse tells **Herts & minds** how her team lives and breathes our values.

### Commitment

Our commitment to our patients continues well past their discharge from hospital. We provide safe, effective and personalised care in the community through nurse-led clinics and home visits. We have recently introduced telemedicine which offers our patients clinical support and advice in self care with stoma related problems and issues avoiding an unnecessary visit to the GP or A&E. As well as providing assurance to ourselves and patients, this can save them the time and effort of a hospital appointment. We are committed to working closely with Herts Valleys Clinical Commissioning Group and West Herts Community Trust to achieve the highest possible standards of stoma care – we do not allow organisational boundaries to become a problem for our patients.

### Care

There are only three nurses in my team. Together, **Carol Bland**, **Paula Williams-Bowen** and I provide a specialist service to patients of all ages. Having a stoma is a life changing experience and we deal with the physical care, but also the psychological, cultural and social needs of our patients. We tailor our care pathway to the individual's needs.

### Quality

The quality of our service is reflected in the quality of life of our patients and how we enable them to resume their normal lives. Our skills in pre-op preparation are essential as a poorly positioned stoma could result in leakage and skin irritation, causing distress to the patient and their family. The patient would need a lot more treatment, which affects the service.

Please contact **Herts & minds** (see page 20) if you would like to share what the values mean to you.

## We love our job!



(left to right) Joy Callade, Manisha Patel, Bridget Andu, Debbie Oakley, Janice Ancheta

**Dr Bridget Andu** and her colleagues from Simpson ward at Hemel Hempstead Hospital spoke to **Herts & minds** about how much they enjoy working for the trust.

"We love our job and enjoy meeting and getting to know new patients every day. Some patients can be with us for a long time and we get to know them well, building a good rapport with families," says **Dr Andu** and her colleagues.

"Some can be challenging at times, while they are awaiting transfers to community care services. However, most patients enjoy being in a more relaxed environment while their onward arrangements are made. Our new large-screen TVs have proved very popular with everyone and many patients are actually sorry when they leave the ward."

## Going the rounds against cancer



**Alec Short**, (pictured) a phlebotomist at Hemel Hempstead Hospital, has raised £1,400 for Breast Cancer Research as a sponsored contender in a charity boxing match. **Alec** prepared for the ring with

the support of 'Ultra White Collar Boxing', a charity that gives people who have no experience of boxing the chance to go a few rounds after several weeks of training.

He says: "It was a great experience and I didn't mind the black eye and bruises as I managed to raise so much, but I've no plans for a career switch!"

## With (more than) a little help from our friends

### Head of fundraising, Bridget Orchard, highlights some significant donations to the trust.

"We have recently benefited from the support of some wonderful people from innovative organisations. In June, we received a pledge for £30,000 from Herts against Cancer (HaC) towards the cost of an endoscope for vital diagnosis work at Watford Hospital. **Dr Rakesh Chaudhary** (consultant lead for endoscopy) and the team, met trustees from HaC and a team of volunteers from Raindrops on Roses, a local cancer charity based in St Albans.

The League of Friends has also supported us with donations of £118,000 following pledges made last year. We have used the funds to contribute to the costs of the new simulation suite to enhance the training of medical and nursing staff, and for the purchase of much-needed equipment, including resuscitation trolleys, phlebotomy chairs and specialised couches for outpatients. They have also supported two projects, a 'breaking bad-news' room and the Rose Project, both of which are designed to support patients at the worst of times.

Finally, in a great example of partnership, a team from Watford Hospital ran the Vitality British 10k London Run in July for



Watford Hospital's Vitality British 10k team

the Michael Green Diabetes Foundation. Our colleagues are still fundraising for this excellent cause and would be really grateful for your support. Please help them by visiting <http://uk.virginmoneygiving.com/team/TeamWestHerts>

Thanks to all those who have donated to our hospitals. These donations are greatly appreciated and will go a long way."

## Stay healthy and get your flu jab!

Having the flu is not like having a cold – it can last for at least a week, if not more. Therefore, we strongly encourage you to have the flu jab, not only to protect yourself, our patients, your family, friends and work colleagues, but especially those who have more serious conditions.

The flu jab will help us to reduce staff sickness over the coming winter months, meaning our hospitals will be able to provide its services for patients and staff, to run more smoothly. If you had a jab last year, you will still need another one to stay flu safe.

**Tracey Carter**, (pictured right) chief nurse, says: "It's really important to get the flu jab because flu is a serious virus which can lead to hospitalisation and even death. It's our duty to treat patients and keep them from harm, and by having the flu jab we prevent



Flu fighter in 2015

ourselves from catching the flu and passing it onto our patients. Research conducted by the Cambridge University found that shift workers, whose body clocks are routinely disrupted, are more susceptible to viruses, so I encourage you all to have the jab to help stop the spread of the illness at work and at home."

The vaccination will roll out to the trust in October, so follow **Tracey** and be a flu fighter!

## National expert arrives to open Windsor Unit

The Windsor unit at Watford Hospital was officially opened on Thursday 4 August to the delight of a team of doctors, nurses, therapists and support staff.

The frailty service was introduced in April 2016 to provide comprehensive geriatric assessment by a multidisciplinary team to assess frail adults attending the hospital as an emergency. The service has improved the quality of care we provide to frail adults by better identification of their needs and proactive assessment and management.

Patients who would not benefit from hospital admission are provided with alternative support, including home with rapid response, transfer to a community bed, social respite care or voluntary sector support.

**Professor David Oliver**, President of the British Geriatric Society and Clinical Vice President of the Royal College of Physicians,



Professor David Oliver, cutting the ribbon at the official opening of the Windsor unit

declared the unit open and said: "It is excellent to see that West Herts has invested in developing this service. This initiative has great potential to do the right thing for patients, to avoid hospital associated risk of harm and to get them home faster."

**Helen Hunter-Ward**, a leukaemia sufferer, received treatment in the Windsor unit. She said: "I've had excellent care here. It's been a very positive experience and the staff are extremely kind."

## Taking a healthy interest

We have a great team of workplace health and wellbeing champions. They come from across the trust and are all trained in understanding health improvement. The team is raring to go and is full of enthusiasm to support your health and wellbeing.

The mental wellbeing programme includes:

### Exercise classes

Our pilates and yoga classes restart from Monday 5 September. As always, the first class of each new half term will be offered as a free trial session to those who have not previously tried it. We are also hoping to start zumba again along with a new class called 'Body Jam'. We are currently looking into offering Tai Chi as an early morning 20 minute session before people start work. If this is something that would be of interest to you, or you would like to book onto pilates or yoga, please email [barbara.leonhunt@whht.nhs.uk](mailto:barbara.leonhunt@whht.nhs.uk).

### Swimming vouchers

Watford Borough Council has negotiated a special rate for swimming sessions for trust staff at Watford and St Albans leisure centres. From mid-September, staff can purchase a WHHT loyalty card, subsidised by the trust for £8 which entitles you to four swims at either leisure centre. Further details will be available shortly.

September	Wednesday 7	Pilates class	5.15pm	Watford
	Thursday 8	Pilates class	5.00pm	St Albans
	Thursday 8	Yoga and Relaxation class	5.15pm	Watford
	Monday 12	Health MOTs (book in advance) massage treatments	all day	Watford
	Wednesday 14			St Albans
	Friday 16			Hemel
Friday 16	Emotional Resilience*	1.30-4.30pm	Watford	
October	Friday 7	Relaxation Day	all day	St Albans
	Monday 17	Mental Health First Aid Lite course*	9.30-12.30pm	Watford
	Monday 24	Mindfulness – 3 sessions over 6 weeks	Timing tbc	Watford
	Friday 28	Lunchtime talk on Parenting Teenagers	1.00pm	Watford
November	3 and 29	Mindfulness – 3 sessions over 6 weeks	Timing tbc	Watford
	Monday 7	Introduction to Mindfulness 1.5 hrs	am	Watford
			pm	Hemel
	Monday 7	Effective Management of Stress*	Times tbc	Watford St Albans
Wednesday 16	Mental Health First Aid Lite course*	1.30-4.30pm	St Albans	
December	Monday 12		2-5pm	Hemel
	Tuesday 13	Emotional Resilience*	9am-12pm	Hemel

For more information, please contact **Barbara Leon-Hunt** at [barbara.leonhunt@whht.nhs.uk](mailto:barbara.leonhunt@whht.nhs.uk)

\* To book any of these courses, please contact the Training Department on WH ext 7247/7964

### Weight management help

On Tuesday 11 October at 5.15pm, we will be starting a new six-week weight management course run by two of our own dietitians. This will be directly followed by a 45 minute exercise class run by **Sheila Fox** who is a personal trainer. Staff have the option of booking just the weight management class, or adding the exercise class to it. Please contact **Barbara Leon-Hunt** for further details.

### Wednesday walking group

One of our new workplace health and wellbeing champions, **Clare Turner**, has started a Wednesday lunchtime walking group. Anyone is welcome to join her outside the Estates building at 1pm on a Wednesday for a brisk walk that is guaranteed to give you more energy for the afternoon. She will be walking for 45 minutes, but staff are more than welcome to join for any period of time and head back even after 10 minutes if they need to. **Clare** can be contacted via the Estates Helpdesk on WH ext 8066.

### Bike user group

**Anne Hunt**, another of our new champions, has started a bike user group. If you are a keen cyclist, or would like to become one, contact **Anne** and she will keep you up to date with useful information on cycling routes and rides and more. Contact **Anne** at [anne.hunt@whht.nhs.uk](mailto:anne.hunt@whht.nhs.uk).

## Lab fab!



Our wonderful white-coated colleagues secured high praise following a recent 15-day long inspection in June across the cytology, histopathology and haematology laboratories.

Comments from the inspectors included: "I'd never seen a better prepared laboratory." There was also praise for having "very competent quality leads."

Pathology diagnostic services are a vital part of healthcare: around 70–80% of decisions affecting diagnosis or treatment involve a pathology investigation. On average, everyone in England has 14 tests a year.

Our laboratories are used to success – they have been meeting external quality standards since 2004, including since 2012 when they were reviewed and made more challenging by the International Organisation for Standardisation (ISO).

The most recent inspection was very robust, with scrutiny of laboratory personnel, records and procedures.

The feedback is the result of thorough planning, dedication, commitment, expertise and hard work. It's good to know that our laboratories are safe and well led for our patients.

Congratulations to all involved!

## Helping to get things right

### Ever wondered what our non-executive directors (NEDs) do? Meet one of them – Jonathan Rennison!

**Jonathan** (pictured) joined the trust as a non-executive director in December 2013. He has a background in health and social care, including huge success as a fundraiser. "I live in the area, but my life is focused in London, and I felt distanced from the local community," he says. His sense of wanting to 'give back' to his community coincided with our campaign to recruit NEDs, which is how Jonathan joined us.

**Jonathan's** ultimate aim as a NED is to "harness support from the wider community so that we can deliver the best care for



our patients, while taking care of our valuable and brilliant staff."

He is enthusiastic about the role, and especially enjoys walking around the hospitals, speaking to staff, listening to their concerns, seeing their hard work and sensing their passion. "I like talking to patients and hearing their heartfelt praise for the staff who support them."

As chair of the charitable funds committee, Jonathan is looking to work with existing fund holders, together with staff, patients and carers to identify key projects and priorities for fundraising across the trust.

Being involved in getting things right inspires and motivates him. "I'm fortunate that I get to see what is done about things that go wrong. I really enjoy recognising a problem, helping to devise a solution and, as a result, seeing a service transformed from one of the worst to one of the best."

## Access road opens in October

### Director of environment Kevin Howell updates us on developments in and around our estate

“These are exciting times for us as we work towards identifying funding for a major development of our hospitals. The first step is for a preferred option to be chosen jointly by ourselves, our partners and the local community. See page 5 for more details.

Our vision; the ‘very best care for every patient, every day’ is something that we all want to deliver. The condition of our estate can make that a real challenge at times which is why it’s so important to stay focused on the future and to keep working towards better buildings, even though this may take several years.

In the short term we have the new road to look forward to. ‘Thomas Sawyer Way’

(named after a local soldier who was killed in action in Afghanistan in 2009) should be open by the end of October.

It will link the hospital to the Dalton Way roundabout on the M1. This will bring many benefits for patients, staff, visitors and local residents. Journey times to and from the hospital will be shorter, access for blue light vehicles will be easier and quicker, and there will be less traffic congestion on Vicarage Road. The new road should also result in a major reduction in traffic driving through the Watford site, making it safer. Staff on this site will notice a number of changes to our road layout and parking arrangement to support this development.

Finally on a matter dear to all of you, I know how much the poor quality of the car park at Watford upsets and annoys you, so I am very pleased to promise that work to improve it should be complete by the end of September. Thank you for your patience.”

## Top tips on how to speak up for success

Some of us struggle with presenting in public and are a bit shy of discussing our accomplishments. There’s also the issue of dealing with new people which can be daunting at times so we asked a presentation coach to give us some tips on how we can best deal with certain situations to help us ‘speak up for success’.

### How do I add better expression and improve the clarity of my delivery?

Firstly, we need to remember that we sound much more expressive in our own head than we sound to others! This is because we hear our voice conducted through bone, but everyone else hears our voice conducted through air – it’s a very different sound! Use your mobile phone to record yourself delivering a message – something you need to present or announce to colleagues. Then play it back (painful – but worth knowing how other people will be experiencing your delivery!) Do it again until you feel happy that you sound like you mean what you say.

Clarity comes from two things – firstly, a good structure in your message, and secondly by taking your time and using pauses to make sure your listeners have time to catch up in their heads and reflect on what they are hearing. If you rush through the content, no-one will hear it and that’s wasting your time and theirs.

### Best ways to respond to questions?

The best way to answer a question confidently is to give a brief, general response and then bring it to life with three points. Firstly, be succinct; secondly, use an example to illustrate your point and finally, don’t feel obliged to keep talking if the other person is silent!”

We also need to be mindful of what the purpose of the question is...the other person may be building a picture so make sure you balance the scales – if there are issues, also share the positives; if you are reflecting on events that have happened, also offer something about the future; If you are discussing future improvements, acknowledge any that have taken place so far. Look out for more top tips in the next edition.

## The tasks behind the title – what a clinical audit facilitator does

### Herts & minds caught up with Jackie Smith

Quite simply, clinical audit is about improvement. Audits help us learn whether the healthcare we provide is in line with agreed standards. They tell us and our patients where we’re doing well and where there’s room for improvement.

Let me give you a brief insight into the role of a clinical audit facilitator:

“There is no such thing as a standard day in the life of a clinical audit facilitator. The role includes working with staff throughout the trust to progress our clinical audit programme and coordinate clinical specialty reviews of our position against National Institute for Clinical Excellence (NICE) guidance.

The clinical audit programme includes clinical audits which are specific to us (local audits) or those which include a number of trusts (national audits).

To carry out their work effectively, our clinical audit facilitators work closely with clinical audit leads and NICE guidance clinical leads. This includes attending meetings with clinicians and helping with all stages of the clinical audit process e.g. compiling audit proformas, analysing data and helping to write up the clinical audit findings.



Jackie Smith, head of risk, assurance & compliance

Clinical audit facilitators also attend divisional governance meetings to provide updates on how the clinical audit programme is progressing. They run clinical audit awareness workshops for staff and keep a database of all the registered clinical audits within the trust.

The clinical audit team is enjoying working with staff throughout the trust and have really developed and driven forward the clinical audit programme during the last year. The clinical audit facilitators tell me that the role is diverse and sometimes challenging, but that’s what makes it enjoyable.

Thank you for supporting them in their work, which is ultimately to help the trust deliver its vision; the very best care for every patient, every day.”

If you would like to find out more or have a question about clinical audits, please contact **Karin Dawson-Smith**, clinical audit manager at [karin.dawson-smith@whht.nhs.uk](mailto:karin.dawson-smith@whht.nhs.uk)

## Good mental health for mums



More than 80 people attended an event this summer on the importance of mental health care during pregnancy, childbirth and beyond.

The aim was to raise awareness and reduce stigma around mental health conditions in women before and after childbirth.

A number of mothers who have experienced mental illness spoke at the event, alongside health experts in this field.

Our consultant obstetrician in perinatal mental health, **Mr Raja Gangopadhyay**, led the event in conjunction with our patient and public involvement department and Herts Valleys Clinical Commissioning Group. Our chairman, **Steve Barnett**, and chief nurse, **Tracey Carter**, also spoke.

The event celebrated the launch of the Lavender team – a group of highly trained midwives who will provide high quality and streamlined specialised care for mothers with mental health illnesses.

## Rooms for improvement gets the thumbs up!

Refurbishment and building improvement work around St Albans Hospital has made life better for both patients and staff. This includes transforming the playroom into a bigger purpose-built treatment room and a major overhaul for the ear, nose and throat room, so any clinic can use it.

**Irene Mayger**, (pictured) senior sister, said: "Before the work took place, we had no air circulation in the rooms and our staff and patients would hate going in them. We also have new lighting which has made such a difference. Our rooms have been

repainted and we have new noticeboards which help to give our patients improved information about their appointment and waiting times.

"Staff feel a lot more positive now as things are changing and improving all the time. It felt like we were often overlooked, but not now. It's all so much better and has given us all such a lift!"



## Overjoyed to have overseas staff

Britain's decision to leave the EU was a big surprise to many. We are aware of concerns from some staff who come from outside the UK.

Our message is clear – we value all our staff no matter where they're from.

**Paul da Gama**, director of human resources and organisational development, said: "Our overseas staff provide fantastic support to the trust and our patients. At least one fifth of our nursing team are from non UK

parts of the EU. We work hard to recruit and retain all our staff and everyone is a vital and much valued part of our workforce.

"Some of you have been worried about the result of the referendum and what it means to you. We would like to affirm our support and commitment to you all and will continue to actively recruit from abroad. We do not anticipate any changes in the short term, but we are taking a very keen interest in the evolving situation."

If you have any concerns at all about the impact of Brexit in relation to your job, please speak to your line manager.

## Urodynamics service now more dynamic!

**New equipment and qualifications have led to improvements to an important service for patients at Hemel.**

Urodynamics is the investigation of the function of the lower urinary tract – the bladder and urethra – using physical measurements such as bladder pressure and flow rate as well as clinical assessment.

Patients who experience problems in this area, such as repeated infection and incontinence can find them embarrassing and debilitating.

The trust has invested in a new machine (the Laborie Aquarius) to diagnose such problems more quickly, accurately and with less discomfort, as consultant urologist **Mr Shahzad Shah** explains: "The new machine is far more accurate and

requires a smaller catheter which makes things less uncomfortable for our patients. Also, the fact that the machine uses wireless technology removes the risk of patients tripping over trailing leads."

Another step forward for the service is that **Sister Girda Plumeridge** (pictured) and **Sister Margaret Ng** have recently completed training which means that they can now run nurse-led urodynamics clinics for non-complex cases. **Sister Plumeridge** said: "We went to Southmead Hospital in Bristol to gain a certificate in urodynamics which means that we can add extra clinics, thereby reducing the waiting times for patients whose condition is affecting the quality of their lives. This is good news all round."



## Estates update



The Clinic Prep team in their new surroundings in Shrodells

**Pigeons, pot holes and parking are just a few of the hundreds of issues our estates team deal with.**

Much of their work to make improvements across our three hospital sites goes unseen. Most of us will be unaware of the upgrades to the water, heating and power systems which create better environments for both patients and staff.

The estates team plays a major role in the planning of new services and facilities, including the smooth relocation of teams to ensure that services suffer the least disruption possible.

One team who is very happy with their new surroundings is the clinical prep team (pictured). This team has the important role of ensuring that case notes are supplied and prepared for clinical services across our three sites. The team are relieved to have flood-free premises in Shrodells!

Most recently, the estates team has been working through a priority list of maintenance which was agreed by our matrons as being the most important work in terms of safe care for our patients. In addition to this, here is a selection of other projects keeping them busy:

- Three high voltage generators are being installed at Watford this autumn to improve the electrical resilience of the infrastructure.

- The endoscopy and radiology departments at Watford are expanding, resulting in two new endoscopy treatment and ancillary areas, as well as a brand new MRI/CT scanner. Work is due to be completed in early 2017.

- Planning and design works to create a new cardiology suite in the former sexual health clinic at Watford are almost complete. This will provide a fully refurbished and improved clinical environment for cardiology services, improving patient safety and experience. The work will start in September and finish in October.

Staff on the Watford site will be aware that there have been lots of changes in the Shrodells unit. Here is a list of teams who have relocated to Shrodells:-

- The admin team for care of the elderly and stroke, as well as the cardiology booking clerks and cardiac specialist nurses (from Spice of Life)
- Pink suite, orthopaedics and urology (from PMOK)
- Ophthalmology secretaries (from the maternity block)
- Cardiology, rheumatology and surgical admission secretaries (from PMOK)
- Pre-Operative Assessment and clinic prep have moved into the ground floor
- Human Resources have moved from H Block

# Dates for your diary

## **Annual General Meeting**

Thursday 8 September. Refreshments will be served from 6pm. The meeting starts at 6.30pm and finishes at 8pm. Spice of Life restaurant, Watford Hospital.

## **Schwartz Rounds**

These are being held on Friday 9 September, Postgraduate Centre, St Albans and Friday 7 October, Seminar room, Hemel Hempstead. Refreshments will be served from 12.30pm, meeting from 1pm to 2pm.

## **'Know Your Numbers' week**

Herts Sports Partnership is offering 15-minute health MOTs to staff on the following days:

- Monday 12 September, Watford Hospital (Spice of Life)
- Wednesday 14 September, St Albans Hospital (Postgraduate centre)
- Friday 16 September, Hemel Hempstead Hospital (Veralum wing corridor)

For more information or to book, please contact **Barbara Leon-Hunt** at Barbara. leonhunt@whht.nhs.uk or on WH ext 7356

## **Team Brief**

Tuesday 27 September, 2pm to 3pm, Lecture theatre 2, Medical Education Centre, Watford Hospital and Monday 24 October, 12pm to 1pm, Lecture theatre 1, Medical Education Centre, Watford Hospital.

## **National Organ Donation Week**

The new name for National Transplant week runs from the 5 - 11 September and provides an opportunity for the organ donation and transplant community to promote organ donation nationally and locally. We will have stands at lunchtime in the canteen and at reception during the week.

## **Cancer patients' information and support event**

The Macmillan Nursing Team at West Hertfordshire Hospitals NHS Trust is holding an Information and Support Event for cancer patients and their carers on Tuesday 27 September from 11am to 2.30pm at Holywell Community Centre, Watford.

## **'Sugar and Spice'**

An all-day education session led by the diabetics team, held in the diabetic

department at Watford. Dates are Thursday 22 September and Thursday 24 November. Staff should call WH ext 7553 to book.

## **Hypoglycaemia awareness week**

Monday 3 to Sunday 9 October, awareness day on Wednesday 5 October with a stand in the Spice of Life restaurant, Watford Hospital.

## **Trust Board meeting**

Thursday 6 October 2016, 9.30am to 12.00pm, Lecture theatre 2, Medical Education Centre, Watford Hospital.

## **Stroke day**

Saturday 29 October. There will be a stand in the Spice of Life restaurant at Watford Hospital from Monday 24 October. More details to follow in *e-update*.

## **Link nurse day**

We are hoping to hold a link nurse day on Wednesday 28 September. Contact Mary Duddy on WH ext 7998 for more information.

## **Writing a business case study session**

Wednesday 28 September, 10.15am to 1.15pm. The session will help you think about the purpose and rationale of the business case, its options, benefits, costs and risks. To book, email trainingdepartment@whht.nhs.uk or call WH ext 7247/7964.

## **Personal resilience study day**

Thursday 22 September from 10am to 4pm. The objectives are: to understand what makes us psychologically resilient, to understand the extent of our control over these factors, to consider insights into a personal resilience profile, to consider how to plan a personal development programme and to improve resilience. To book, email trainingdepartment@whht.nhs.uk or call WH ext 7247/7964.

## **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 November 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.