

Team Brief

November 2009



Aidan Kehoe Chief Executive's Report

Celebrating Success Awards

I am delighted to announce the winners of the Celebrating Success Awards 2009, which were presented at the Celebration Ball in the Tower Ballroom on Friday November 20th.

Team of the Year – Infection Prevention and Control Team
Radio Wave Unsung Hero – Peter Baggett, Laundry Assistant
Partnership Award – Viral Hepatitis Treatment Service
Inspirational Leadership Award – Pauline Tschobotko, Head of Midwifery
Service Transformation Award – Vascular Team
Patients' Award – Jayne Lemon, A&E Sister
Chairman's Award – Infection Prevention and Control Team

Congratulations to all winners, runners-up and individuals or teams who were nominated for awards. We had a fantastic evening and we will shortly be circulating an on-line evaluation form so we can use your feedback to ensure next year's event is a great success.

Continuous Improvement

The Executive Director team are undertaking a five day training programme (spread over a couple of months) in Lean Thinking.

One of the four pillars of The Blackpool Way is **continuous improvement** and one of our key strategies for delivering on this will be utilisation of the Lean Thinking methodologies developed by Toyota. If we are to deliver the highest quality of patient care in the most efficient way possible then it is essential that we review the way we do things, and ensure that all of the things we do add value to the patient pathway.

The Lean approach means we revise our processes to eliminate waste and reduce errors. The Committee on the Quality of Healthcare in the US has estimated that preventable adverse events from medication errors alone cost American hospitals \$2billion per year. It is clear, therefore, that by reducing errors we can improve the care patients receive, whilst also being more cost-effective.

We have entered in to a 3 year partnership with The Manufacturing Institute to help us develop Lean as part of our approach to continuous improvement, and this is seen by the Board of Directors as a key aid to our success over the next few years. Over the 3 year

period many staff will be involved in Lean projects and will receive training in Lean, and this will hopefully enable staff to deliver meaningful change in their own workplace.

Question Time

Following feedback from the recent Blackpool Way staff focus groups and as part of our plans to improve staff engagement I am introducing Chief Executive's Question Time.

Each month I will be inviting a random selection of staff to meet with me to discuss any issues or questions you may have. The session will last for about an hour and tea and coffee will be provided. It is not compulsory that every member of staff has to ask a question, you may just want to sit back and listen.

A member of the communication team will be present to take notes so that the questions and answers can be shared with all staff across the organisation. The first event will take place on Friday December 11th from 12 noon to 1pm in Classroom 4, HPEC.

Staff social committee

The new staff social committee that has been formed as part of our drive to improve staff health and wellbeing is still looking for your ideas. The committee will be organising a range of events including quiz nights and other social evenings and is looking for people within the Trust who may want to introduce new clubs and regular activities for staff. If any member of staff is interested in setting up a group or club then please contact Sue Grimshaw on Ext 7841.

This weekend sees the first planned trip with more than 50 members of staff going on a Christmas Shopping outing to Cheshire Oaks. The Trust is looking to provide financial support to such activities, and will welcome suggestions from staff who are willing to organise events.

I would also encourage people to join the new Staff Lottery. Last month's draw saw more than 1,000 tickets sold and I hope that will continue to rise significantly over the next few months. The winning prize this month was £300 and the more people that enter the bigger the prize will get. It is now easier than ever to take part in the draw as you can now enter the Lottery simply by completing the online entry form available on the intranet site at <http://bfgwnet/departments/lottery/>



Harry Clarke Director of Operations Report

Management moves

Many staff will be aware that Pat Oliver, Associate Director of Operations for the Surgical Division, has been seconded to the University Hospital of South Manchester NHS Foundation Trust from November 9th 2009 for a period of six months.

Expressions of interest were requested from managers who wished to be considered to temporarily take on Pat's role and after a competitive selection process, I am pleased to announce that Adam Bateman has been appointed as the Surgical Division ADOP on a six month secondment.

There will be other changes to the structure of the Operations Department following my appointment and the departure of Peter O'Neill. A revised structure has been agreed

which is more streamlined and will provide improved support to the Operations function within the Trust. The new structure will see a reduction in Senior Managers from four to two which will deliver a significant cost saving for the Trust.

Medical division changes

As part of our drive to improve patient safety and quality of patient care a number of changes have taken place within the Medical Division to increase staffing levels on the medical wards.

You will be aware that a major recruitment drive is underway across the Trust as part of the Blackpool Nurses 10x10 project to address the nursing and midwifery staffing issues. Whilst this has been successful in recruiting to some nursing and midwifery positions, we have been unable to recruit sufficient numbers of qualified nurses.

In light of this the Division's plans to improve the staff to bed ratio has led to a plan being drawn up to close Ward 9. Ward 11 will become a male Gastroenterology Ward and Ward 19 will become a Short Stay Ward. Ward 12 will remain a female Gastroenterology Ward.

There will also be changes to the working day for some medical consultants to increase the number of ward rounds which will improve efficiency and throughput of patients. Ward 9 will close its doors on Monday November 30th 2009 with patients transferring to other wards.

It is vital that we improve our nurse to bed ratio in the interests of patient safety and in order to provide 'Best in NHS care' to our patients. This will also help to reduce pressure on our nursing staff and help us to deliver our vision of being a great place to work.

End of Life Care

A lot of work has been going on over the last six months with the Trust and its partner organisations such as PCTs, Trinity Hospice and Social Services to develop the End of Life Care strategy.

We have concentrated on four main areas: Training, Patient Experience, Audit and Research and development and Bereavement and Carers and a number of sub groups are now in place with planned work streams. An area we are looking to address as soon as possible is the introduction of a Rapid Discharge Pathway for patients in the last few days of life. This will support patients who wish to receive their end of life care at home and will ensure that they, and their relatives and carers have the best possible experience.

How we care for end of life care patients is a measure of how we care for all our patients and therefore we will be looking to make significant improvement in this area over the next six months.



Marie Thompson Director of Nursing and Quality's Report

Vaccination updates

Many thanks to all the members of staff who have had the seasonal flu and swine flu vaccines so far.

At the latest count a total of 1,606 staff had had the seasonal flu vaccine and 1,479 the Swine Flu vaccine. The Occupational Health team have been

running evening sessions this week and will also be visiting community venues in the next few days. Please encourage colleagues to have vaccines. Whilst it is good that so many staff have been vaccinated, we do have enough vaccine to vaccinate all staff. If staff have concerns they can speak to colleagues in Occupational Health or look at guidance on the Intranet. Staff need to remember that the purpose of the vaccine is to protect themselves and patients and they have a responsibility to take up the vaccine.

A process is being agreed to support the vaccinations of in-patients who are identified as high risk in line with national guidance.

Swine Flu

Numbers of reported Swine Flu cases in the community continue to be at a manageable level with few cases coming into the hospital. We are continuing to treat all patients admitted with symptoms as suspected H1N1 until swab results confirm otherwise. So far about 25% of those admitted have proved positive.

Infection prevention and Control

With regards to MRSA Bacteraemia the Trust remains under trajectory at five occurrences since April 2009, compared to eight against the same period for 2008. Of the five bacteraemias, one has been attributable to the Trust with the remaining four pre 48 hours and attributable to the relevant PCT.

During the period April 1st to October 31st there have been 139 cases of Clostridium difficile across the whole health economy, compared with 203 cases from the same period in 2008. Although this downward trend is extremely encouraging and the Acute Trust remains below their trajectory, we cannot be complacent and all the hard work needs to continue to ensure patients receive the best quality care and their risk of infection is greatly reduced.

Monthly hand hygiene audits in October showed a drop in overall compliance and the number of audits received from the wards and departments has also slightly decreased. The overall hand hygiene compliance for October is 87% compared with September's overall compliance of 91%.

Sessions for mask fitting in the event of a Flu pandemic are being undertaken by each Division to ensure all staff have been fit tested. All doctors have been sent a list of dates for fit testing sessions by the Infection Prevention Team and it is imperative they make themselves available for these sessions.

Blackpool Nurses 10 x 10 Update

With E-Rostering you can prepare and distribute your staff rosters easier and faster. It offers us a workforce planning software solution which incorporates time and attendance, staff rostering, absence management and electronic timesheet solutions. The system is fully integrated with ESR. An E-Rostering Project Manager, Samantha Lynn-Jones will take up her post on November 30th 2009. Three E-Rostering Trainers have also been recruited and will take up their posts on December 14th 2009. E-Rostering will roll out to the clinical areas in January 2010.

E-Rostering Awareness Sessions are being held in HPEC Room 6 on December 11th 2009 at the following times: 1.00pm-2.30pm, 2.30pm-4.00pm and 4.00pm-5.30pm

To book a place contact Jo Benson on Ext 3359 or email joanne.benson@bfwh.nhs.uk

Productive Ward

Paul Jebb took up his post as Productive Ward Manager on November 23rd 2009. The Training programme for ward representatives is continuing in conjunction with the Institute for Innovation and Improvement and is progressing well. The first meeting of the steering group is planned for December.



Robert Bell Director of Facilities' Report

Car parking signage

Work is in progress on East Park Drive to connect the Car Parking Guidance signage to power. This work will involve excavation of the highway and so it will be necessary to implement traffic management whilst this work is in progress (1-2 weeks). As a consequence, there may be some delays in this area at peak times. We apologise for any inconvenience this may cause.

Once this work is complete, the system will be commissioned and tested and is scheduled to be operational before the end of the year.

Christmas Lunch

Christmas lunch will be served on the following dates:

Clifton Hospital	Wednesday December 16 th 2009
Fleetwood Hospital	Tuesday December 15 th 2009
Wesham Rehabilitation Hospital	Wednesday December 16 th 2009

Tickets will be available from each catering department from December 1st 2009 priced at £6.

Blackpool Victoria Hospital	Thursday December 17 th
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Tickets will be available from the Coffee Shop in Oliver's from December 1st and will cost £5 if bought in advance or £6 on the day.

Christmas Taxi Bookings

The Trust assists staff that work on the Bank Holiday Days over the Christmas and New Year period with transport arrangements. This agreement is for those staff that would normally use public transport to and from work.

Any staff that would normally use public transport to and from work and wish to book a taxi must do so by December 14th. A taxi booking sheet will be forwarded to all managers at the end of November. This form must be completed and sent via fax no 5339 to Angeline Garnett. Please note bookings will only be accepted on receipt of the sheet with authorised signature and contact number. Once received and booked the named authorised person will receive a telephone call giving confirmation of booking.

Facilities Recognition day

I would like to thank everyone who attended this event and made it an excellent day. I appreciate that some of you could not attend due to prior work commitments however if anyone would like a copy of any of the presentations I would be happy to provide these or

if you want any of the presenters to present at your Divisional or group meeting I would be only too pleased to arrange it.

Energy efficiencies

Following on from the recent energy conservation campaign I can now report that the Trust has installed a £1.6m combined heat and plant unit which when commissioned in December will provide a significant proportion of the electricity and heating requirements for Blackpool Victoria. The increased efficiency of this unit will also considerably reduce our carbon footprint.



Nick Grimshaw Director of Human Resources' Report

NHS Staff survey

An urgent reminder please to all colleagues who have received one and not yet replied, to return your 2009 staff survey to Picker before the final closing date of December 11th 2009. As at November 23rd our response rate was just under 47%.

This year we have introduced a trophy for the best performing division in the staff survey and as at November 20th the figures were:

Cardiac Division – 51.6%
Clinical Support Division – 47.3%
Corporate Services Division – 57.9%
Medical Division – 38.0%
Surgical Division – 39.1%
Women's and Children's Division – 34.4%

I'd like to reassure all staff that your feedback is confidential between you and Picker with the Trust receiving overall and not individual responses. There is also a prize draw which all staff who return their forms are automatically entered in with lots of chances to win one of 50 Argos gift vouchers worth £25.

The survey results are the most comprehensive feedback we receive each year from staff on how we are doing in our Blackpool way Commitments of delivering both Best in NHS care and a Great Place to work so please, if you have had a form, take the few minutes to complete and return it in the envelope provided. Your manager will give you time in work's time to do so, should you require this.

Sunday Times survey

The final closing date for surveys to be returned to the Sunday Times Survey (which can also be completed on-line) is December 4th.

As at November 23rd we have achieved a 33.5% response rate so are tantalisingly close to the 40% we need to get if we are to be eligible for consideration in the top 100 list. Please, please could all colleagues receiving surveys complete them now.

A good showing in the survey is really important to building the external profile of the Trust and enhancing our standing and reputation which will also be of assistance with our 'Place to Be' recruitment campaign to achieve full employment within our registered healthcare professional staff groups. Again, as with the main staff survey, you are allowed time in works time to complete the survey.

Investors in People

Our Investors in People (IIP) assessors are in the Trust all this week, completing their annual assessment on November 27th. Feedback will be provided by the assessors at 4pm on Friday November 27th in the cardiac lecture theatre and all colleagues who wish to are invited to attend.

After successful assessments against the main IIP Standards in both 2007 and 2008 we are this year submitting ourselves for consideration against the IIP bronze-gold level standards, hoping to be one of the first Trusts in the country to begin the process towards achieving gold IIP status, reflecting our total commitment to constantly developing the workforce to improve the Trust's performance and service to our patients, public and customers.

'Place to Be' campaign launch

Building on the work of our Blackpool Nurses 10 x 10 campaign we have developed in partnership with our advertising agency, TMP, our "Place to Be" employer brand and recruitment campaign.

All recruiting managers are invited to a launch event to be held between 12.30pm and 1.30pm on Thursday December 3rd in the cardiac lecture theatre (with sandwiches from 12pm). There will be a chance to look at the recruitment materials, our 'Place to Be' recruitment web site and learn about your responsibilities as recruiting Blackpool managers to ensure that we live up to the pledges made within the employer branding materials.

We'll also be updating colleagues on some recent work by the 10 x 10 recruitment group including the development of an employee referral scheme under which members of staff who recommend someone who is then appointed to a hard-to-fill post will win themselves £750.



Dr Paul Kelsey Medical Director's Report

Research dates

The Trust is hosting its first joint research event with the Cumbria and Lancashire Comprehensive Local Research Network (CLRN) on December 4th 2009.

Professor John Goodacre, Clinical Director of the CLRN, will be speaking about the network as well as about the proposed national changes to Research & Development which will include areas such as funding and national targets. Margaret Cooper, CLRN Senior Manager, will be speaking about the Trust's contribution to CLRN achievements.

Dr Peter Isaacs, the Trust's R&D Director and Dr Megan Thomas, Associate R&D Director, will be launching the new Trust's R&D Strategy at the event.

The Trust's researchers will be showcasing their work with presentations detailing the work that has gone on in areas such as stroke, obstetrics, haematology, cardio thoracic, cardiology, paediatrics and gastrointestinal research.

The Research and Development Department is also hosting a Good Clinical Practice in Research (GCP) Course which is taking place in the Cardiac Lecture Theatre on Tuesday,

January 12th 2010. The training day will be delivered by Joan Perou who is an independent GCP trainer and consultant and is supported by the Cumbria and Lancashire Comprehensive Local Research Network.

GCP is a mandatory training requirement for all of those who are involved in clinical research - and also a good starting point for those who wish to undertake some clinical research in the future. Please note that all researchers undertaking clinical studies within BFW Hospitals are required to undergo GCP training every two years.

The form can be found [here](#).

If you would like more information about this course, you can contact the R&D Department on 01253 (65)5547.

Patient Safety Awards boost

The Trust has been shortlisted in the first national **Patient Safety Awards** 2010 in the Communicating Patient Safety Category for the work we have done to engage staff in our patient safety work. Marie Thompson and Carolle Anderson were invited to present to a judging panel in London last week on behalf of the Trust. The winner will be announced at a ceremony in London in February.

Our approach to infection prevention was also recognised in the NHS Communicate 09 Awards in the category of "Best communications improving quality of patient care or NHS services" for our 'Ban the Bugs' Infection Prevention Campaign. I am delighted to say that we were runners-up from more than 220 entries and Caroline Hastie, Head of Communications and Dr Nick Harper, Director of Infection Prevention, were presented with the award at a ceremony earlier this week.

These are both high profile nominations for the Trust and it is excellent to see the work we have done on preventing infections and improving patient safety being recognised throughout the country.

Legal Seminar

A Legal Seminar on Good Record Keeping to be held on December 14th in the HPEC Lecture Theatre at 12.30pm. Everyone is welcome to attend.



Tim Welch Deputy Chief Executive's Report

Financial Update and Outlook

The Trust generated a surplus of £0.5m in October resulting in a cumulative surplus of £1.8m after seven months. This is however £0.6m behind the forecast performance for the year to date.

It is essential that the Trust achieves its financial targets for the year so that we have the resources to continue to invest in improved infrastructure and services and work is therefore ongoing with divisions to ensure that our financial forecasts are delivered.

Vision – 'Using Information and IT to Support Better, Safer Care for Patients'

The Vision contract was signed earlier this month to confirm Alert Life Sciences as the official supplier to the Trust's new electronic Patient Records System.

The Trust will shortly be going to advert for four Clinical Change Facilitators to work with clinical teams on the change requirements of the Vision Project. The roles will be 0.8 whole time equivalent dedicated to looking at change in clinical processes and pathways and 0.2 whole time equivalent to work clinically in their own areas. There will be an expectation that the postholders will work across the Trust and not necessarily in their own directorate or division. The 0.8 part of the post will be funded by the Vision project and allow divisions to backfill. The posts are at Band 8a level.

The full adverts will be going out early in December. If anyone would like to discuss the roles they can contact Phil Graham, head of IM & T on Ext 1172 or Vikki Ellarby on Ext 6732.

This week Exec Directors and Staff Side representatives, together with members of the Vision Project Team, have held briefing sessions for staff about Vision and talked through some of the changes the project will mean. The briefing sessions confirmed that there will be no compulsory redundancies because of Vision but there will be massive changes to the way we work as a Trust. Feedback is important to the process and comment boxes are being placed in important areas for staff to ask any questions they would like answering.

For the latest news on Vision click on

<http://fcsharepoint/divisions/corporateservices/vision/default.aspx>

Finance, IM & T and procurement Recognition Day

The Finance & IM&T Recognition Day takes place on Monday December 7th between 12.30 and 2pm in the Lancashire Cardiac Centre Lecture Theatre.

There will be a Christmas Carol theme to the event with the Financial Ghost of Christmas Past, Present and Future making an appearance with topics under discussion including Vision, Electronic Free Form Requisitioning, IT Service Desk and Remote Patient Monitoring. Everyone is welcome.

December Team Brief

The next Team Brief will be published on December 16th 2009.

Team Brief

Feedback Form ... November 2009

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This feedback form aims to give staff the opportunity to ask any questions about the issues mentioned in this month's Team Brief. All questions raised from this feedback form will be answered in the next edition.

The form can also be used if staff have any items which they would like including in next month's edition.

Name:

Ward/Department:

Hospital site:

Question:

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Please return completed forms to:
Communications Department
Trust Headquarters
Blackpool Victoria Hospital