

Involve

MAY-JUNE EDITION 2019

Sustainability winners

Saving CO2 and
£60,000!

MORE DETAILS ON P4 [➔](#)

IN THIS
ISSUE

- Rainbow badge launch
- New Matrons' pledge
- Focus on Organ Donation
- HUG walkabout
- Chief Nurse Junior Fellows
- Armed Forces Day picnic

Message from Deborah Lee



Early June marked my three year anniversary since I took up the post as Chief Executive. It was an unexpected landing and an 'interesting' first year but an amazing time characterised by the most phenomenal colleagues from board to ward, Costa to Foster's, back office to frontline. Thanks to everyone for making me so welcome!

There are lots and lots of people that make a hospital 'tick' but when it comes to the wards, one stand out person is the Ward Clerk. Whenever I arrive on a ward, announced or unannounced, it is typically the Ward Clerk that makes that first great impression on me and then goes on to demonstrate that they are also the font of all knowledge; knowing the whereabouts of every member of staff or patient and almost always able to answer whatever question I throw at them.

There are lots and lots of people that make a hospital 'tick' but when it comes to the wards, one stand-out person is the Ward Clerk

I was delighted, therefore, to hear from one of our ward clerks last week who took the time to drop me a note about the W.A.V.E training and development initiative



(Ward Admin Values & Excellence). The brainchild of the fabulous Craig Blakeway, who manages this team, the first cohort of 11 Ward Clerks are just coming up to their graduation following a programme which has covered topics ranging from IT skills, to touch typing, to interview skills and on to stress management and even end of life care and bereavement communication. It's clear from the email how valuable the programme has been but also how valued the staff group feels, as a result of the training.

Whilst out and about recently on Ryeworth ward, I was asked by a junior doctor how they could get hold of one of the bright yellow "Hello, My Name Is" badges that I was wearing. They are not everyone's preference and, as such, not compulsory but feedback from staff, patients and visitors alike has been very positive to date and I always wear mine with pride.

Our approach to organ donation and transplant has always been something that has stood out to me since I arrived in the Trust. We are phenomenally lucky in both the professional staff that we have that support potential donors and their family members, to our volunteers that act as Trustees for the Organ Donation Committee. Read more about our organ

donation endeavours on page 12.

Our approach to organ donation and transplant has always been something that has stood out to me since I arrived in the Trust

With 8,000 staff and a resolve to develop our people, it's inevitable that folk will move on although, thankfully, and increasingly so, many of the most talented people are also choosing to pursue their careers with us. With this context, there are a number of moves afoot. Neil Jackson, Managing Director of Gloucestershire Managed Services will be leaving the Trust. Having started in October 2015 as the Director for Estates and Facilities, Neil has taken this department from strength to strength, introducing many new innovations during his time and culminating in the creation and development of Gloucestershire Managed Services (GMS) in April 2018. Neil has described his time in Gloucestershire as an



honour and a privilege, particularly leading such a hard-working and dedicated team through the journey of change from NHS Trust to a subsidiary company. He will be missed by many and I wish him the very best of luck in his future. Lukasz Bohdan, our Director of Corporate Governance is also moving on, having secured a promotion and new challenge as Director of Assurance at the University of Oxford. It means a family move for him and a change of direction outside of the NHS but he is clearly very enthused by the opportunity. He has been a core part of the Executive team and Board and was instrumental in organising our 'Well Led' CQC inspection. He will be missed but we wish him every success when he leaves later this summer. Finally, I am also sad to be announcing the departure of Sarah Stansfield, Director of Finance at the end of October. Sarah joined the Trust about a month before I did, as Deputy Director of Finance, and she and I travelled some stormy seas together in the first 12 months which, many of you will know, is especially bonding and cemented a relationship that I hope will continue beyond her role at GHFT. One of the Trust's success stories, Sarah went on to become the Trust's Director of Finance in May last year and was instrumental in securing our exit from

Message from Deborah Lee

Financial Special Measures. Recruitment for the next (phenomenal) Director of Finance is now underway. In mid-June, we welcomed Ali McGirr as the new Director of Operations for the Medicine Division and Deputy Chief Operating Officer. Ali started life as a nurse and has a wealth of operational experience in both junior and senior roles; most recently as Director for Surgery at Moorfields Hospital, London. Two weeks in, Ali is already making a positive difference.

In early June I was delighted to attend the launch of our Rainbow Badges. The BBC came along too, to hear from staff who took time out to not only collect a badge but complete their personal pledge to ensure that GHFT becomes an inclusive and safe place to be a patient or colleague if you identify with LGBT+ characteristics. One of the key aims of the launch is to ensure we get across the message that inclusivity, by its nature, requires us all to engage with what it's like to be perceived as 'different' and to ensure that having 'protected' characteristics doesn't result in bias or discrimination. Read more on page 5.

In the broadest terms, the case sets out our vision for two thriving hospital 'campuses'

June also saw the presentation to our Board, of the long-awaited Centres of Excellence business case which, from my perspective, was a momentous occasion in the organisation's history. This milestone was an important precursor to public and staff engagement which will commence in earnest next month. In the broadest terms,

the case sets out our vision for two thriving hospital 'campuses' on our two acute sites. The vision for both sites is the same – to deliver services that provide the safest, very best outcomes for our patients locally whilst ensuring that equally important factors such as patient experience, especially the waiting experience, become even better.

On 14th June, I joined colleagues to spend time with staff and pupils at St James Church of England Primary school in Tredworth, Gloucester. If you think what staff in the NHS do is special, spend an hour or two with the teachers and helpers in a school like this! St James' is a school where the typical pupil will be living in poverty, around a quarter will have social work support, 45% will have English as their second language and many would be at risk of malnutrition without school meals - the Head told me that she feels one of their most important interventions from the school is providing the children with a nutritious breakfast, although I'm not sure that's in the national curriculum or the school's budget.

So why was the local NHS involved? Thanks to local volunteer and community activist, Bren McInerney, we ran a careers fair for years 5 and 6 children with the theme of 'Dare To Dream'. Staff from our Trust, 2Gether, Gloucestershire Care Services, and the South West Ambulance Service came along to share their personal career journeys and give children the chance to learn more about these roles and, more excitingly, practice some key activities such as learning CPR, dispensing drugs, injecting teddy bears, driving ambulances and even palpating pregnant bellies!

It was the most joy-filled morning I can remember for a long time, listening to children talk about their ambitions; in a Tweet on the day, I described the staff as 'modern day saints' and my view hasn't changed. One colleague was so touched by the experience that she is exploring the notion of becoming a school governor. I am pursuing the germ of an idea about a piece of research following the lives of these children and seeing whether regular (meaningful) contact with the NHS and the career opportunities it affords everybody, whatever their ability and circumstances, results in more of these children pursuing NHS careers.

It was the most joy-filled morning listening to children talk about their ambitions

Just one of the many staff that are currently being recognised by their peers outside the Trust is Peter Scanlon and the Gloucestershire Retinal Education Group, who were shortlisted for the Royal College of Physicians' Excellence in Patient Care Awards for their work to develop educational standards and tools for those involved in diabetic eye screening and, notably, working with China in this endeavour. Sadly, they weren't winners but shortlisting was in itself a huge achievement.



Dare to Dream

I'd like to round off on a high, which concerns the opportunity to host members of the Care Quality Commission Board including their Chief Executive, Ian Trenholme and Chief Inspector of Hospitals, Dr Ted Baker. The visit came about at their request following news of our approach to quality improvement having reached CQC HQ! They were incredibly interested and enthused by what we have achieved and have gone to spread the word to other Trusts.

Sustainability winner

Between August 2017 and August 2018, anaesthetic trainee Dr James Self led a project to reduce the amount of desflurane used in anaesthesia at the Trust.

Desflurane is one of the inhalational agents that is used to maintain general anaesthesia, however it is about 4.5 times more expensive and around 50-60 times more damaging to the environment than its commonly used alternative, Sevoflurane. In fact, Desflurane is very environmentally damaging indeed, with a gram of Desflurane having about 2540 times the global warming potential as a gram of carbon dioxide.

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The project has been incredibly successful with Desflurane use at the Trust currently running at 95% less than at the same point last year. In fact we are on course to save each year in excess of 800 tonnes of CO₂ (the same amount of CO₂ as emitted when driving an average modern car over 4.5 million miles) and over £60,000.

This represents a fantastic effort from the



James with consultant anaesthetist Toby Jacobs

entire Anaesthetics Department across both sites. We were a very large user of Desflurane (the highest in the south west) and doing very badly (bottom quartile) at a criteria measured by the Model Hospital by NHS Improvement (Sevoflurane %). Now however we are the lowest user of the major hospitals in the region and have shot up into the top quartile in the Model Hospital data. Changes in practice of this magnitude are quite rare.

Due to these fantastic results James entered the project on behalf of the Trust into the NHS sustainability awards and it won the 'carbon' category!

Chief Executive Deborah Lee said: "I am always struck by the extent to which our doctors in training are so prepared to devote time to innovation and going the extra mile; perhaps I shouldn't be but given their typical workload I am. I was delighted therefore to be advised this week that one of our former anaesthetic registrars Dr Jim Self had not only found time to push his initiative in theatres but he'd gone on to enter it into the NHS Sustainability

Awards and yes, you guessed it, went on to win! Jim persuaded anaesthetists to change their practice in respect of the use of a particularly environmentally unfriendly gas called Desflurane.

Desflurane is 4.5 times more expensive than the advocated alternative and so Jim also helped the Trust to save over £60,000

"Not only is Jim's action helping to save the planet, with 900 tons of CO₂ saved in a year, but Desflurane is 4.5 times more expensive than the advocated alternative and so Jim also helped the Trust to save over £60,000.

"Some of the ways that Jim helped anaesthetists to connect with his campaign was by connecting with people's personal motivations and everyday habits. Powerful stuff; no wonder we went being the highest, to lowest, user in the region."



Passionate about Sustainability?

We have been contacted by several colleagues recently who are interested in getting involved with sustainability issues at the Trust.

We know that sustainability is an area that many people feel passionate about, so with this in mind, we will be revitalising the role of sustainability champions and including anyone who wishes to be involved.



Rainbow badges launched for Pride month

We launched a new initiative in June which enables us to demonstrate how we offer our patients, their families and our staff open, non-judgemental and inclusive care and support at our hospitals.

The Rainbow Badge initiative originated at Evelina London Children's Hospital and can be worn by anyone seeking to make a difference by providing an environment that is more inclusive and celebrating of diversity.

The Badge isn't just worn by those who identify themselves as LGBT, but any individuals who role-model the inclusive and supportive behaviours that exemplify diversity at our hospitals.

The badge isn't just worn by those who identify themselves as LGBT+

Despite the progress made towards LGBT+ (lesbian, gay, bisexual, transgender and other identities) equality in recent years, the latest Stonewall survey estimates that one in five LGBT+ people are not open to any healthcare professional about their sexual orientation when seeking general medical care, and one in seven LGBT+ people have avoided treatment for fear of discrimination.

By choosing to wear this Badge, our staff are sending a message that "you can talk to me". They aren't expected to have the

answers to all issues and concerns but they provide a friendly ear and will know how to signpost to support available.

Director of Quality and Chief Nurse and our executive lead for LGBT, Steve Hams:

"Simple visible symbols, such as the Rainbow Badge, can make a big difference for those unsure of both themselves and of the reception they will receive if they disclose their sexuality or gender identity.

I hope the launch today sends the message out clearly that this is an inclusive environment

"My career in the NHS has spanned 25 years, and working in this organisation is the most comfortable I have felt as a gay man over this time. I hope the launch today sends the message out clearly that this is an inclusive environment where every patient and member of staff is equally welcomed and valued.

"We believe this will make a real difference for our patients and staff."



Armed Forces Day Picnic in the Park

In collaboration with the Ministry of Defence, RAFA, 2gether NHS Foundation Trust, Gloucestershire Care Services NHS Trust and NHS Gloucestershire Clinical Commissioning Group, we held a picnic for Armed Forces Day in Sandford Park on Sunday 30th June.

The event aimed to celebrate Armed Forces Day as well as raising awareness about how we are improving NHS care for veteran, reservist and serving members of our armed forces and their families.

The event promises to be a fun afternoon for all the family

With representation and activities from local military organisations and charities as well as our local fire service, the event promises to be a fun afternoon for all the family with fairground rides and lots of stalls. Importantly, the event is an opportunity to celebrate the recent Veteran Aware accreditation achieved by our Trust.

Event organiser and Operational Lead for the Armed Forces, Quality Improvement & Project Nurse Natalie Bynorth said: "We are so excited about the event and would like to encourage the local community to join in the celebrations and bring their families along to what is set to be an entertaining day.

"We couldn't have organised this event without the generous support of the Ministry of Defence, RAFA, 2gether NHS Foundation Trust, Gloucestershire Care Services NHS Trust and NHS Gloucestershire Clinical Commissioning Group. As well as having lots of fun on the fairground, stalls and face painting alongside entertainment from the Innsworth Military Wives Choir and the Salvation Army Band, it gives us an opportunity to highlight the support that is available for members of our armed forces, veterans and their families across our county.

Deborah Lee, Chief Executive said "I am incredibly proud that our hospitals have been awarded Veteran Aware status. Currently, we have 15 Armed Forces Champions who work in both clinical and non-clinical areas; our champions are volunteers but are proving to be a valuable resource in visiting our veteran patients and raising awareness throughout our workforce of the unique issues facing armed forces personnel and their families.

"We have also forged relationships with Imjin Barracks and local representatives from SSAFA, RAFA, Combat Stress, Royal British Legion and other military charities and organisations and are immensely grateful for their support."

Jonathan Thomas, Community Services Manager with 2gether NHS Foundation Trust, said: "We are delighted that we have been able to jointly sponsor this event to celebrate the commitment that our armed forces have given to this country. By joining together as the NHS across



Gloucestershire, we want to demonstrate our support and commitment to the health needs of veterans - both their physical and mental health and wellbeing.

The event is an opportunity to celebrate the recent Veteran Aware accreditation

"Within 2gether NHS Foundation Trust and Gloucestershire Care Services, we are developing further understanding of the support required for veterans, educating staff on the needs and desires of the armed services and strengthening connections with other supporting parties to provide effective signposting. Over the last year we have strengthened our commitment to the

Military Covenant and aim to design services and support to meet the need. To help us with this we are working in partnership with veterans to design our approach which is effective and meaningful."

Mary Hutton, Accountable Officer at NHS Gloucestershire CCG said: "We are delighted to be able to support this event. Our NHS Information Bus will be there on the day to help with enquiries about local health and wellbeing services and listen to feedback from local veterans and families about NHS services in the county."

BOARD REVIEW FROM OUR CHAIRMAN

Board Talk

Board members were delighted to learn first-hand of the new vision for our matrons after hearing from the team at public Board this month (June).

They shared their thinking for the future of the role, which was based on a belief that their role as influential leader and guardian of quality, had diminished over time.

Alison Moon, one of our non-executive directors, coined a great phrase during the discussion which really resonated: "As doctors get more senior, they get closer to the patient; nurses get further away."

The Board gave their full support to the work and hope that the team do get closer to the decisions and practice that affect our patients and their families every day. Read more on page 9.

Emma Wood, our Director of People and Organisational Development, updated members following the launch of the Health and Wellbeing Hub

Emma Wood, our Director of People and Organisational Development, updated members following the launch of the Health and Wellbeing Hub and advised that more than 70 staff had accessed the service in the first three weeks since its launch in May. Themes emerging at this early stage include mental and physical illness as being the most common reason for staff seeking support.



Professor Brian Dolan speaking at Cheltenham

Board members are delighted to see the roll out of this programme which we hope staff will continue to use and benefit from. Read more about the 2020 Hub on page 8.

The Board has often reflected on the strengths and benefit of reaching out and seeking the support of national leaders in helping us to achieve better outcomes for our patients.

Therefore members were encouraged to learn of the work that Professor Brian Dolan has led on in coming into the Trust and helping our teams of multi-disciplinary healthcare professionals improve our patient discharge and take a more holistic approach to patient care.

The roll out of Gloucestershire's new shared care record, JUYi, is now live, giving our staff access to important health and social care information about their patients, captured by colleagues in other organisations. The system has been well

received and gives us all renewed confidence in our approach to digital transformation.

The roll out of Gloucestershire's new shared care record, JUYi, is now live, giving our staff access to important health and social care information about their patients



Peter Lachecki

Finally, Board members did seek additional reassurance that recovery plans are in place to help us deliver against some key national standards, and, in particular, performance against cancer.

It is a complex issue, although the Board is absolutely determined that the sustained under achievement over a number of years should not be seen as the norm. This continues to receive a huge amount of organisational attention and focus in order to make the kind of improvements we all want to see for our patients.

Patients: in their own words

I had a lovely experience whilst at my appointment. I was seen by three lovely staff members. They treated me very well and I felt very comfortable being seen to.

I am very grateful to have staff like that within the NHS. The NHS is a life saver in itself. I do not feel judged when going to an appointment within the ophthalmology department. Thank you for a great experience.

2020 vision to care for colleagues

The new staff health and wellbeing service, the 2020 Staff Advice and Support Hub, launched on 14 May.

We were delighted that so many staff turned up to the events that were held at both sites on the day. The raffle proved particularly popular - see some of the images on this page. Most wards and departments were also visited by members of the team during the day.

Our Staff Advice and Support Hub is a value statement in our journey to improve how we care for all colleagues

You may have noticed the stickers on windows and doors around the Trust that remind colleagues that there is a place for them to find help, advice and support when they need it.

Emma Wood, Director of People and OD and Deputy Chief Executive, said: "Working in a hospital is a rewarding experience but at times we can all feel overwhelmed by either health, emotional and financial concerns.

"Our new Hub offers staff a single point of contact to gain advice and access the many services we offer staff in a simple and speedy manner.

"We recognise the importance of health and wellbeing in the workplace and our Staff Advice and Support Hub is a value statement in our journey to improve how we care for

all colleagues. It's a recognition that our staff are our best asset and to improve their experience, we want to help them better when they need workplace support."

Research shows that healthy staff and good health provisions increase employee attendance, commitment and morale. Every year over 170 million days are lost to sickness absence. The Government's Black Review of the health of the working age population reported the cost to the economy is estimated to be £100bn each year. In the NHS alone sickness rates are estimated to cost more than £1bn a year.

Research also shows that the longer people are off sick, the less likely they are to make a successful return to work. A key priority for the Hub is to improve the way that reasonable adjustments in the workplace are made. Almost 500 staff have self-declared as having long-term physical or mental health conditions. Ensuring these staff can work in the right environment with the right support and adaptations is an important message to colleagues.

In the NHS alone sickness rates are estimated to cost more than £1bn a year

Colleague Coral Boston said: "We know that we are only beginning to breakdown some barriers in relation to speaking up about mental health worries. Promoting a staff service and culture with a focus on mental health in this way is hugely encouraging. I'm sure it'll be really well received by colleagues."

The story so far...

- › One month since it launched, there have been more than 90 points of contact with the Hub.
- › There have been 16 emails, 2 in-person meetings, 67 phone calls and six other mixed-media contacts
- › The most contacts to date have been for mental health concerns and support, followed by physical health and reasonable adjustments

On the staff intranet, as well as the physical, mental and financial pages, there is also a noticeboard that has latest news and offers. Recent news has included a healthy eating day, a running club at Victoria Warehouse and news about a dedicated fridge for mums who have returned to work and are breastfeeding.

We will be featuring more stories about the Hub in coming issues of *Involve*.



Matrons pledge to get closer

The traditional role of the matron ceased to exist after 1967, but in 2002 the NHS plan sought to bring back the role.

Currently at our hospitals there are twenty one operational matrons across nursing and midwifery and in December 2017, our Director of Quality and Chief Nurse Steve Hams met with our matrons to discuss the future of the role.

Following this meeting, the Foundation of Nursing Studies (FoNS) were commissioned to facilitate several sessions with our Matrons to develop a pathway to realise their ambition and potential.

Our Matrons felt that the role had become 'diluted' by competing operational priorities

Our Matrons felt that the role had become 'diluted' by competing operational priorities and that this affected their ability to carry out their roles as they perceived them.

A small-scale study was conducted that collated quantitative and qualitative information from band 8a operational matrons and lead nurses as well as information gathered from discussion groups and surveys for ward colleagues from bands 2, 5 and 6.

Patients and nursing colleagues were also approached for their feedback on the role of the Matron which informed a



series of changes. The team developed a Matron's Pledge, the uniform has changed to ensure a clear identity and increase visibility and the team has worked with our Communications team to develop welcome banners and posters on each ward.

The team formally launched the new approach at the Main Board meeting earlier this month following which our Chief Executive Deborah Lee said:

"The stimulus for their work was a belief that their role as influential leader and guardian of quality, had diminished over time. Alison Moon, one of our non-executive directors, coined a great phrase during the discussion which really resonated with me 'as doctors get more senior, they get closer to the patient; nurses get further away'.

"I am looking forward, therefore, to seeing our Matrons getting closer to the decisions and practice that affect our patients and their families every-day. Look out for them, you can't miss their new look uniforms!"

The team have more plans to develop objectives in line with our Trust priorities and patient and staff survey feedback.

They are working with the national Matrons Network to raise the profile of their work at our Trust nationally and are working with colleagues across our nursing and midwifery teams to develop the matrons of the future as well as making the Operational Matrons Group a more formal platform to progress innovative ideas, leadership and to inspire their teams.

Our Matrons



✓ We listen

✓ We care

✓ We improve

We're here for you

Building work at Cheltenham ED

Refurbishment work to improve Cheltenham General Hospital's emergency department is underway.

Contractors King's Builders moved on site in June and are expected to be here throughout the summer renovating the main reception and waiting area of the ED at CGH. The improvement work is part of a wider £920,000 investment to improve facilities at CGH.

During this period the ED reception and waiting room area will be relocated to the old fracture clinic

During this period the ED reception and waiting room area will be relocated to the old fracture clinic in College Road wing, where the GP out of hours operates.

Temporary access for walk-in patients, between 8am – 10pm, will be established and clearly signposted. Patients being blue lighted will still use the current entrance for ambulances. Walk-in patients between 10pm – 8am will also use this access.

What difference will the changes make?

For patients: Patients will be seen in a more effective and timely way as a result of services being more integrated.

The out-of-hours GP service will share a new joint reception with the ED and in due course patients will be able to receive an appointment to see a clinician via NHS 111, reducing waiting times in the Emergency Department.

For staff: There have been a wide range of benefits for staff both from a clinical as well as clerical and administrative perspective. These include integrating emergency care provision through closer working with the GP Out of Hours service, an updated and redesigned reception and waiting room and improved pathways through collocation of the ambulatory emergency care service alongside ED.

What has the project involved?

As well as the physical improvements to the Emergency Department, the money has helped support a series of service moves/relocations behind ED which combined will improve the way emergency patients are streamed and how planned care is provided. In total, 21 separate moves have been completed as part of the improvement work. These include:

- Relocation of Pre-operative Assessment into a dedicated department space in St Pauls, including the creation of three new consulting rooms.
- Relocation of orthopaedic admissions suite to Hazleton Ward including the establishment of a 23-hour stay ward within the department.

- With the assistance of the FOCUS charity, creation of a dedicated Urology Outpatients Hub in Oakley, allowing urology clinics to be established in CGH (allowing patients to receive cancer diagnostics in a single outpatient appointment), and collocating the consultant offices and admin support on-site for improved communication and access to clinical support for Cancer Nurse Specialist clinics and Continence Clinics (also both now located within the new urology hub).

In total, 21 separate moves have been completed as part of the improvement work

- Conversion of an administrative area into a new clinical outpatient department for the Ante-Natal Clinic – located adjacent to the birthing suites for improved clinical adjacencies.
- Relocation of the Fracture Clinic to St Pauls, establishing a larger footprint for the department including an increased number of clinical rooms for the service.



Action for dementia

Every three minutes someone in the UK develops dementia. Despite almost all of us knowing someone who's affected, two-thirds of people living with dementia report feeling isolated and lonely.

This Dementia Action Week, the Alzheimer's Society encouraged people to start a conversation; whether it's with a patient or visitor, calling a relative with dementia or visiting a neighbour.

The Abbey Pain Scale is an instrument designed to assist in the assessment of pain in patients who are unable to clearly articulate their needs

During Dementia Action week in May, all clinical areas at both our hospitals received visits from the dementia team,

who distributed adapted Abbey pain Score tools, 'Think Pain' posters, and additional Dementia Care resources.

The Abbey Pain Scale is an instrument designed to assist in the assessment of pain in patients who are unable to clearly articulate their needs.

Chief Executive Deborah Lee commented:

"One of the things that often impacts on patients with dementia is their inability to communicate as effectively as they once had and with this context, Carole Webster, Deputy Chief Nurse and her team used Dementia Awareness Week to draw attention to the adapted version of the Abbey Pain Scale.

"Carole and team held some 'micro-teaching' sessions for staff and displayed posters around the hospital entitled Think Pain."



Deaf awareness week

One in six people in the UK experiences some form of hearing loss. To raise awareness of this, Deaf Awareness Week ran in May this year, with a range of events and displays taking place in both GRH and CGH.

Deborah Lee, Chief Executive, wore bespoke ear moulds created by the Hearing Services Department. These mimicked the effects of profound hearing loss and affected her daily tasks and routines.

These mimicked the effects of profound hearing loss and affected her daily tasks

Displays featured in both hospitals' main entrances. Leaflets, posters and infographics from Joanne Dutton from our Hearing Services team, Carol McIndoe from our Patient Experience Improvement team and various campaigns were available for staff and patients alike to read or take away.

Meanwhile Reg Cobb and Gilson Sly from the GDA and the Trust's Diversity Network ran a special drop-in session in the Redwood Education Centre.

Attendees tried their hand at a lip reading challenge, watched a screening of The Silent Child, and found out about the GDA's work



and best practice for communicating with people with deafness or hearing loss.

If you would like to find out more about deaf awareness or get involved:

- Action on Hearing Loss has some excellent tips to ensure your communication skills and meetings are suited to people with hearing loss.
- British Sign Language courses in Gloucestershire are run by Gloucestershire College and BSL College

Organ donation transforms lives

With the passing of Max and Keira's Law on the 15th March 2019, resulting in the introduction of deemed consent in Spring 2020, the hope is that donation numbers will continue to increase and the lifesaving gift of organ donation will benefit many more lives.

At our hospitals, there was not a single missed opportunity for following best practice associated with the 61 patients who were potential donors in 2018/19. This resulted in 11 donors transforming the lives of 25 patients and their families; this compares to 4 donors last year.

The 2018/19 period was a record year for organ donation in the UK

The 2018/19 period was a record year for organ donation in the UK with 1600 patients donating organs following their death. In the South West 317 people benefited from a solid organ transplant. However, 26 people died on the transplant waiting list during this time and 418 people were still waiting as of the 31 March 2019.

Reflecting on no missed opportunities at the Trust, Dr Mark Haslam, clinical lead for Organ Donation at the Trust, said: "There is a huge amount of work going on to ensure that we continue to keep high awareness



levels of organ donation among colleagues and we should all be rightly proud of the work that we are doing which is reflected in no missed opportunities in the last year.

"Every donation is a reflection of the altruism of the patient and their family and testament to the care and professionalism of colleagues across our hospitals who facilitate this complex and lifesaving process."

Deborah Lee, Chief Executive, added: "Our approach to organ donation and transplant has always been something that has stood out to me since I arrived in the Trust. We are phenomenally lucky in both the professional staff that we have that support potential donors and their family members to our volunteers that act as Trustees for the Organ Donation Committee.

"I am especially heartened to learn that there

has been no single missed opportunity for following best practice associated with the 61 patients who were potential donors.

"This amazing achievement comes about from the profile of organ donation throughout the Trust and wider county and equally, the skills and courage

of staff to have the most difficult of conversations, at the darkest of times."

This amazing achievement comes about from the profile of organ donation throughout the Trust and wider county

Latest figures from NHS Blood and Transplant show that nearly half the population of Gloucestershire have signed up to the Organ Donation Register. Forty five per cent (282,203) of the county's population are on the register, compared to 36% or 23.6 million nationally.

Patients: in their own words

My daughter went in with a badly hurt ankle/foot. She was sent straight for a scan by the triage nurse, which saved so much time! After this, she saw the doctor who gave her a boot and crutches to use before we are seen in the outpatients department.

Thank you and well done all to the staff.

Pharmacy homecare

Homecare is the ability to provide and deliver specialist hospital-only medication to appropriate patients suffering from a variety of illnesses and conditions, ranging from simple medication delivery, to specialist nursing care.

The purpose of the homecare medicines service is to improve patient care and the choice of their clinical treatment.

Homecare patient numbers have significantly increased over the years

At our Trust, homecare patient numbers have significantly increased over the years. In 18/19, the Pharmacy Homecare team processed 3,539 patients via homecare in comparison to 1,648 in 14/15. On behalf of the Trust, Homecare providers have made over 16,800 deliveries to our patients in 2018/19.

As well as benefits to patients and clinical staff, processing dispensing medicines via Homecare is more cost effective. In 2018/19 more than £3.5m savings were made by using Homecare to provide medicines which was reinvested into frontline services.

One of the greatest achievements in 2018/19 was the transition from the Humira brand to adalimumab biosimilar after its introduction in November 2018. Our pharmacy led on this



project and working closely with the clinical teams, ensured over 420 existing Humira patients (>95% of adalimumab patients, first among our peer groups) were switched over to biosimilar adalimumab within 5 months. Early adoption of the biosimilar resulted in a saving of over £1.27m for the Trust.

There is a video about home care on [YouTube](#)

For more information about homecare, please contact Idris Bobat, Lead Pharmacist for Homecare.

New ERAS

We undertake approximately 2000 hip and knee replacements each year in the Trust and are one of the largest units in the country.

In order to utilise our wards efficiently we have embraced the Enhanced Recovery After Surgery programme. Now that elective hip and knee arthroplasty surgery has been centralised at CGH we decided to re-look at our ERAS programme in order to reduce our length of stay (LOS) and improve patient experience under the leadership of Sarah Price, one of our Advance Nurse Practitioners.

Patients have a more rapid return to normal function

The programme was re-launched in December 2018 at CGH, looking at the whole patient pathway following a period of reconfiguration. ERAS programmes have been established for other specialities for a number of years and have the potential to significantly reduce post-operative complications. Patients have a more rapid return to normal function, a reduction in length of stay and in many cases are found to be more satisfied with the service.

ERAS lead Sarah Price says: "One of our early aims is to reduce length of stay following surgery. As of March 2019, our latest results show a reduction from 5.2 days to 3.8 days with no increase in readmissions.



"We have also introduced preoperative nutritional drinks which have been shown to improve perioperative nutrition.

"Going forward, our patients are invited to attend pre-operative hip and knee school run by the therapy department to prepare them better for surgery. These have been very well received with 30 patients attending weekly. Our standardised, evidence-based patient pathway is being further refined and is supported by the multidisciplinary team which allows for nurse-led discharge."

Patients are now well supported following discharge with access to the Nurse-led wound clinic daily and accessible telephone advice line every day.

Sarah continues: "Empowering the patient at every part of the patient journey has been vital to early mobilisation and satisfaction."

The team are dedicated to improving the entire patient pathway and reducing length of stay has been one element of that.

HUG walkabout for intrepid explorers

Finding your way around our large and sprawling hospitals with their many narrow corridors, lifts and stairs is a challenge for anyone but is particularly challenging if you have a learning disability or other cognitive impairment.

We planned to see how easy it was for our own Learning Disability Hospital User Group (HUG) to manage this difficult task. The HUG had done this once before at GRH a couple of years ago, this time it was the turn of CGH.

Intrepid explorers Jules, Helen and Christopher were given their instructions to find three departments at CGH

Learning Disability Nurse Carol Forbes told us: "On an overcast day in May, we met in Sandford Education Centre and our intrepid explorers Jules, Helen and Christopher were given their instructions to find three departments each in the grounds of the hospital.

"These included East and West Block outpatients, Chedworth Suite, Orthopaedic Preadmission and X-ray imaging 1 amongst others. They were each tailed by a member of staff (not in uniform) in case they got in to any particular difficulties



but otherwise it was left to them.

"They had to get a slip of paper signed at each destination to prove they had made it and make their way back to Sandford Education Centre where we then compared notes."

It will not surprise many readers that all of the participants found it difficult to navigate their way around Cheltenham Hospital. Carol continues: "Christopher came up with the idea of taking a photo of the hospital map so that he and his carer (Christopher is a wheelchair user) had a constant memory aid but even then finding his way from one area and department to another was not easy.

"They all had to resort to asking for directions; Jules managed to enlist the help of a porter who cheerfully took her to all the departments she had been allocated to find and she made it back to Sandford in extra-quick time.

"Helen and Chris were approached on several occasions by hospital staff, seeing they were lost and offering their help, some would give directions and some even more helpfully would take them part or all of the way to their required destination. Chris and his carer somehow got the most spread out of the departments and had to get from one end of the hospital to the other, which was an understandably tiring exercise for them, but realistic in terms of what patients might be expected to do."

Once everyone got back to Sandford Education Centre, they compared experiences. Similarly to their experiences in GRH; the signage is difficult to follow but helps up to a point, but more often than not, people attending the hospital rely on the kindness of staff offering to help.

Carol said that they were pleased to hear that nearly all the staff that the HUG encountered were thoughtful, so thank you to all of them!

The HUG members said: "Coming into hospital is a stressful experience and trouble finding the right department in the hospital adds to the stress. It is important to help patients and family or carers trying to find their way in our hospital 'maze' and make them feel welcome."

Carol concludes: "Thank you to all those who helped in the organisation of this event, Sheila who got the most exercise that day and a special big thank you to the HUG – never scared to take on a challenge!"

Hospital Passports

The new Hospital Passports for patients with learning disabilities are now available on [our website](#). Patients or carers can fill these in so that staff can understand their needs when they come into hospital.

Staff will also see the new bedside magnets to help to identify patients with additional needs.

Hospital Passports
for patients with learning disabilities

This Learning Disability Week (17-23 June), if a patient in your care has a learning disability, look out for their Hospital Passport. This can tell you valuable information about their care. The new bedside magnets will also help you to identify these patients.

NHS
Gloucestershire Hospitals
NHS Foundation Trust



Positively speaking

We get reviews and messages every week across our social media channels. This is just a selection of those received over the last two months.

Facebook:

Nick: In a word - brilliant. Have to use more words though. No complaints whatsoever. Just looking lost in the corridors will prompt someone to go out of their way, ask where you need to be and escort you. Truly amazing place!

Doctors, surgeons, Nurses and HCAs; they all do a fantastic job and don't get enough credit

Andy: Wonderful helpful staff, there when you need them. There is never enough positive feedback regarding the wonderful NHS

Mark: I have experienced private health and the treatment I have received today from the Orthopaedic department has been outstanding!

The moment I arrived at 730am all the staff that dealt with were CARING and COMPASSIONATE with a professional friendly attitude. Brilliant!

Steph: Having being admitted to CGH on Mother's Day I have received excellent service of care and treatment. I would like to thank all members of staff from

A&E, ACUC, Woodmancote ward. I hoping to be home soon but my care has been very well managed. Thank you

Andrew: Would like to pass on my thanks to all the staff who took wonderful care of my daughter today at A&E. Professional and caring - couldn't ask for more... Thank you

Nicky: I have spent time in a&e and on wards 5a and 5b and staff are amazing. From start to finish the care and attention has been fantastic.

Doctors, surgeons, Nurses and HCAs; they all do a fantastic job and don't get enough credit, so thank you all and keep up the good work.

Twitter:

Jennie: If you want to know how wonderful the people who work in our NHS are, look no further than my oncologist who turned up this afternoon @JimmysTouch to support me and my son, bringing his three kids too - made me cry! @gloshospitals #NHS #aboveandbeyond

Michael: On Wednesday 5th June, I finished 8 weeks and 37 sessions of radiotherapy at the Oncology Department, Cheltenham General Hospital. This was a long, arduous and scary time. I have to thank the radiographers; people I met who were also having treatment; family and friends.

Sophie: Feeling thankful for our wonderful #NHS. From our #GP to paed's & the surgical team @gloshospitals, everyone has been amazing at looking after my brave little soldier who had emergency

surgery tonight. Back on the ward and doing well I'm pleased to report.

Louise: My lovely boy is 6 today. He wouldn't be here without the fantastic maternity and neonatal care we received @gloshospitals. There is never enough words to express how grateful I am. You made my dreams of finally becoming a mum come true. Thank you #thankyouNHS

I wanted to tell you what kind staff you have working there; nothing was too much trouble.

NHS UK

Dilys: While visiting my son in Gloucestershire, I had a fall. I went to your hospital on a busy Monday morning and was shown nothing but respect, kindness and care. I wanted to tell you what kind staff you have working there; nothing was too much trouble. We are thinking of moving to this area in the near future and would be more than happy for this to be our local hospital!

Anon: I have this morning been treated at the Cheltenham Endoscopy gastroenterology dept. The care and support I received was absolutely superb. Friendly, supportive, extremely efficient and courteous.

The consultant and supporting staff members were first class in their level of care and attention to every need. I can't thank you all enough and I can say that this level of care and attention is



universal across the whole of Cheltenham hospital..I am eternally grateful.

Anon: arrived for my operation at 7.30am. Discovered I was last on the list... Someone has to be! But the staff were excellent and kept me fully informed all day. Prep for surgery was friendly and competent, I can not praise the Anaesthetic team too highly, their warmth and humour relaxed me completely.

On the ward I was made comfortable and checked regularly. Help arrived within one or two minutes of requesting and all my questions were fully answered.

The next morning I met the Physiotherapist team who encouraged me to move and do as much as I felt able to. I was more than willing, but I did notice how they gently cajoled the more reluctant patients to get out of bed and move! I can not praise the staff too highly, I went home within 48hrs of surgery and I am sure that my speedy exit was due in a large way to their care.

STAFF STORIES: CAVELL STAR AWARD

Recognising the brilliance of star nurse Khoboso

A nurse from Cheltenham has become a winner of a Cavell Star Award. Khoboso Hargura, Chief Nurse Junior Fellow at Cheltenham General Hospital was nominated for going above and beyond for her patients.

Khoboso retrained and qualified as a nurse in 2016: "I just love the job! Seeing someone coming into hospital and not being able to get out of bed, then supporting them and giving the care that is needed and seeing that person able to walk, I think wow, I am making such a difference!

"I feel like I am doing the right thing now, giving so much back to society. I have been given such an opportunity and I need to give something back."

Khoboso was nominated for a Cavell Star Award for going above and beyond for her patients. Liz Fenton's elderly mother-in-law was a patient on Khoboso's ward and she witnessed the professionalism and dedication Khoboso showed towards her relative.

I have been given such an opportunity and I need to give something back

"My mum-in-law looked forward to her coming on duty" remembers Liz,

"Khoboso would always say hello, let her know when she was ending her shift and when mum-in-law would see her next."

Liz visited her mother-in-law regularly on the ward but what Khoboso didn't know then is that Liz is also a nurse. Actually Liz is the Deputy Chief Nurse at Health Education England (HEE), the part of the government that leads and co-ordinates education and training within the health workforce in the UK. Liz was impressed,

"As a nurse I felt it a privilege to observe Khoboso in action. She was kind, calm, compassionate and managed to encourage with just the right level of push and good humour. Probably the best example of holistic care I have observed, truly person-focused. She taught and encouraged others, including students, to look at the whole person."

Nursing charity Cavell Nurses' Trust launched the Cavell Star Awards in 2018 in partnership with Lloyds Pharmacy Clinical Homecare. Nominations are being sought from nursing teams throughout the UK for that special team mate who has shown exceptional care for either their colleagues or their patients and patients' families.

Each Cavell Star Award winner receives a medal, presentation case and pin badge as well as invites to attend special Care & Cake parties, celebrating of the nation's nursing professionals.

Khoboso reacted to receiving her award,

"I was shocked! I didn't know Liz was an influential nurse leader at HEE but that tells me that you never know who people are when they come into hospital, so it's important you treat them the same and give them and their relatives the very best care you can.

"Winning a Cavell Star Award means the world to me. It makes me more proud of the nursing care I'm giving every day. I'd also like to thank my colleagues on the Woodmancote ward, especially my former manager Sister Julie who has supported me since I started my nursing role."

You never know who people are when they come into hospital, so it's important you treat them the same and give them and their relatives the very best care you can

Healthcare professionals wishing to nominate a nurse, midwife or HCA for a Cavell Star Award can find out more at <https://www.cavellstarawards.org>



Khoboso with Deborah Lee and Sue McShane



Steve Hams and Liz Fenton with Khoboso, Deborah Lee and Sue McShane

STAFF STORIES: CHIEF NURSE JUNIOR FELLOWS

Our new Chief Nurse Junior Fellows

Our Chief Nurse Junior Fellowship programme were introduced last year as another way for us to develop and engage front-line nurses to drive care excellence and based on a model trialled by Nottingham University Hospitals NHS Trust.

We opened this exciting career development opportunity earlier this year through NHS Jobs to registered nurses in adults, children or mental health, radiographers, physiotherapists, occupational therapists and midwives.

The successful candidates were appointed at the end of March

The successful candidates were appointed at the end of March including midwives Samantha Trumble, Abigail Blakeman, Nikki Delpont-Riches and Charlotte Harford. Adult nurses Samantha Mcshane from ED, Karr Marie Garcia from Ward 8a, Elizabeth Abraham from Ward 4b, Emma Thompson from ED, Sophie Finch-Turner from Cardiology and Charlotte Hall from Ward 9b. Paediatric Nurses Ewout van Sabben and Annette Reid were also appointed, as was Physiotherapist Victoria Glanville.

Developed in partnership with our Chief Nurse, Director of Quality, Professional



Education and Leadership Departments this role provides the opportunity to work in a chosen role (depending on the profession) whilst securing the equivalent to one day a week dedicated fellowship time.

On the programme through our Gloucestershire Safety, Quality and Improvement Academy, the CNJFs are gaining skills, knowledge and have the support to undertake a project which directly contributes to patient safety or makes improvements in the way we provide patient care in our hospital.

Additionally their development journey includes a leadership qualification, and through an action learning set and coaching they are also able to determine other development opportunities relevant to their individual aims.

Elizabeth Abraham from Ward 4b said: "The topic which I chose to present on was handovers. I am looking forward to see

how much total quality improvement can be made to our service and patient care by following a very effective handover".

Midwife Charlotte Harford said on starting the role: "The QI project I will be undertaking is a 'natural' Caesarean section, improving patient experience if elective Caesarean sections.

"I am excited to start my new role and work alongside the Obstetric team that have already started a specific policy for ladies wanting a 'natural' Caesarean section."

Meanwhile Cardiology Nurse Sophie Finch-Turner said: "I am extremely excited about starting this role, I think it is a great opportunity and I'm interested to see where it will lead. The interview involved me doing a pitch for a quality improvement project to a panel. Mine was based on reducing incidents of hospital acquired pneumonia, through improved oral hygiene. The Health Education England

initiative 'Mouth Care Matters' campaign is about to launch within our Trust and I hope to do my project alongside this."

Congratulations and good luck to all the new CNJF's!



Charlotte Harford



Sophie Finch-Turner

Celebrating our wonderful volunteers

In June, our hospitals joined in national celebrations for Volunteer Week. We are lucky to benefit from the support of over 500 dedicated volunteering freely giving their time to offer help to our patients, staff and visitors.

The week saw coffee and cake events at our two main hospital sites, both being supported by our CEO, chair and senior colleagues who took the opportunity to chat with volunteers about why they choose to volunteer. Some of our senior leaders and non-executive directors shadowed volunteers so they could see first-hand the value volunteering brings to the organisation.

We proudly displayed storyboards showing why people volunteer and what personal benefits this brings to them

We proudly displayed storyboards showing why people volunteer and what personal benefits this brings to them. Several of our wards and departments talked about the reward their volunteers bring to their patients and staff.

Chief Executive Deborah Lee said: "We marked the start of the week with tea and cakes in Foster's Restaurant, where I had the chance to chat to a number of our volunteers.



"As far as NHS Trusts go, we have many more volunteers than is typical and we have very many who have served us for two or more decades.

"I spoke to a number of volunteers about their motivations for giving up valuable time and the answer was incredibly consistent – a desire to 'give something back' – either to an organisation (or institution) that has looked after them or their family or an organisation that had employed them and of whom they were incredibly fond and proud. What was a common theme was not what they give to us but what they get from being volunteers.

"The evidence tells us that those who volunteer generally live longer on average and are less likely to suffer from depression and social isolation and many volunteers confirmed that the contact with colleagues

and patients was the main draw.

"We have more than 500 volunteers and amongst them over 70 chaplaincy volunteers; the range of things they do is phenomenal from manning reception desks, to making beds and even weeding our flower beds!

We have more than 500 volunteers and amongst them over 70 chaplaincy volunteers

"A huge thank you to Sarah Brown, Voluntary Services Manager who does an amazing job, recruiting, training, deploying and supporting our many volunteers and who is clearly hugely valued by our volunteer workforce – everyone I spoke with went out of their way to say how fantastic Sarah is."



Sarah Brown

Best in class

The Little Oaks Day Nursery at Gloucestershire Royal Hospital (GRH) has been rated 'good' by Ofsted.

Children make "good progress during their time at the nursery" and are "motivated and confident learners who concentrate and engage in activities well," an independent report by Ofsted said.

Overall Ofsted rated the quality and standards of early years provision as 'good' with each of the four main areas inspected receiving a score of 2 or 'good' rating.

The four areas inspected were:

- Effectiveness of leadership and management
- Quality of teaching, learning and assessment
- Personal development, behaviour and welfare
- Outcomes for children

Each area scored 2 or a good rating.

The report said: "Parents are complimentary about the care their children receive and the progress they make in their learning. Staff regularly exchange information with parents, which keeps them up to date and involved in their children's learning."

"Staff capture children's starting points well. Staff plan effective activities that follow children's interests and support what they need to learn next. They gather

information about children from their parents and from observations they have made. They use this to plan what they will provide for children. Staff build on children's communication skills. For example, they give good commentary of their play and use sign language to help toddlers communicate.

Staff regularly exchange information with parents to keep them up to date

"Staff build on children's imaginations and creativity. For example, in the pre-school staff act out stories about bear hunting and children use real tools to make wooden aeroplanes that they have designed themselves.

"Children enjoy activities that improve their physical skills, and babies pull themselves up on low furniture and take steps with support from staff."

Sarah Penston, Senior Nursery Manager, said:

"On a very personal level I want to thank the team who have worked tirelessly to provide the best possible environment for the children, so that they can thrive and reach their potential.

"I'd also like to thank the parents who have put their faith and trust in us. Working with children is an immense privilege - seeing them develop, and being part of that development, is incredibly fulfilling and satisfying."



Emma Wood, Director of People and Organisational Development added:

"The team at The Little Oaks Nursery are absolutely committed to the children and their development which is why I am so happy for them to receive this recognition.

I am so happy for them to receive this recognition as they are absolutely committed to children

"Our nurseries at Gloucestershire Royal and Cheltenham General are well used and much appreciated by staff. They are a value statement and token of appreciation for the outstanding service staff continue to

deliver to patients every day of the week." The full Ofsted report can be [read here](#).

CT Scanner Appeal reaches its target!

Our CT Scanner Appeal has been gathering more and more momentum since our Hospitals Charity launched the appeal in November.

The incredible care that our teams deliver every day across the hospitals is one of the key reasons that donors and the media have been so behind the appeal.

It can now be revealed that we have now hit our target, with over £1.2Million raised since we launched and £2.4Million overall donated to the appeal!

This is great news, with the funds providing three new CT Scanners and two digital mobile X-ray machines

This is amazing news, with the funds providing three new CT Scanners and two digital mobile X-ray machines to transform imaging for so many of our patients.

Chief Executive Deborah Lee said: "I know how much our charity team have appreciated the support from staff, and thank you to all of you who have got involved by raising funds, endorsing the appeal in the media or sharing posts on social media. This is an achievement we have made together and really shows how much the local community value our work.

This is not the end of the story and the Charity are aiming to continue the momentum with the scanner appeal by raising funds for more digital mobile X-ray machines across the hospitals – watch this space!

This is not the end of the story and the Charity are aiming to continue the momentum with the scanner appeal

Share the news on twitter @CGHospCharity
Facebook @hospitalscharity

The Charity team really appreciate the support from staff for the appeal, and thank you to all of you who have got behind their fundraising.

If you would like to get involved by raising money or sharing your story in support of the appeal then please contact them on:

gghn-tr.fundraising@nhs.net or call extension 3231.



Rise and recline

A huge thanks to members of The Gloucestershire Malayalee Association (GMA), Cheltenham Unit who have kindly continued their support by donating £2,000 to fund Rise and Recline chairs for Ryeworth Ward and Guiting Ward.

The chairs will support patients with conditions such as vascular illness and dementia, as well as family and friends who visit and need to stay overnight to be close to their loved ones.

Many of the Association's members have roles as staff at our Trust in a diverse range of services

Vascular disease affects more than 4 million people in the UK, and can be a devastating and debilitating disease which can affect anyone at any time. However, we are fortunate that state of the art technologies have enabled us to discover new treatments; this has resulted in Guiting Ward at Cheltenham General Hospital becoming the centre for vascular surgery for Gloucestershire and Swindon.

It is estimated that over 9,000 people are living with dementia in Gloucestershire, a number which is increasing every year. Through our Dementia Appeal we aim to improve the hospital environment and experience we offer by funding new



Malayalee members

equipment and projects which can make the most impact; from rise and recline Chairs to new 'remembrance therapy' technology which enables staff to help patients communicate and be as active as possible.

The Gloucestershire Malayalee Association are continuing their support of the hospitals having donated £1,000 last year in support of a new ECG machine for Avening Ward, which is now benefitting local respiratory patients receiving treatment on the ward.

Many of the Association's members have roles as staff at our Trust in a diverse range of services, including front line and support services.

GMA is a non-profit organisation working towards the improvement of the social life style of Malayalee people, who originally migrated from Kerala in southern India but are now living in Gloucestershire. Their continued support of the Hospitals Charity is greatly appreciated and will make a real difference for patients and their families.

Best foot forward

Focus volunteer, Lesley Cameron, is putting her running shoes on in support of local cancer patients. She completed the challenging Race to the Tower marathon and raising funds for Focus.

Over the last year, Lesley has been part of the Focus Support Centre team giving reflexology and Indian Head massage treatments to cancer patients at the Gloucestershire Oncology Centre. She has been touched by the wonderful people she has met and will be running a marathon to show her support for them all.

The team are there for our patients at every step of the way

Our Focus team are funded by donations and, along with a committed team of volunteers like Lesley, they play a vital role in giving support to cancer patients.

The team are there for our patients at every step of the way; from a diagnosis of cancer to advice during and beyond their treatment. They give varied support; from advice on side effects such as hair loss, to financial planning or help with talking to children. The Focus Centre is a supportive place where patients can go with any questions or worries they have no matter how big or small.

Lesley says: "I have loved helping at the



Lesley Cameron

Focus Unit this year and feel privileged to provide treatments for the lovely patients who use it. When I have to dig deep, I will be thinking of them all...whatever discomfort I go through will be nothing compared to them. Just hope I can walk afterwards!"

As well as volunteering at the Focus Centre, Lesley has been personally affected by cancer as her friend, Dave, sadly lost his fight against cancer last year. Several more of her good friends have also been battling or had a recent diagnosis. This, as well as the patients she has met at the Focus Support Centre, inspired her to take on her first ever marathon as she is determined to raise funds for Focus.

Well done Lesley, who raised over £1000 for Focus.

Patient's Choice



Our Patient's Choice Award has officially launched for 2019. While it is open all year for patients to nominate staff, each year we have a big push on publicising the award as we lead up to our Staff Awards in November.

Patients can nominate anyone who has been involved in their care at Gloucestershire Royal or Cheltenham General Hospitals, Stroud Maternity and the surgical unit at Cirencester.

This can be an individual or a team and each year we shortlist some of the best for our Staff Awards. There have already been 44 fantastic entries, so it is

shaping up to be a tough choice for the awards panel once again this year!

There have already been 44 fantastic entries, so it is shaping up to be a tough choice for the awards panel once again this year!

This is a golden opportunity for patients and their families to ensure that other people know how wonderful our staff are! They can [nominate them here](#).

Safety huddles

Avening Ward and Ward 7a introduced safety huddles on their wards earlier this year. We spoke to Senior Sister on Avening Ward, Sue Macklin to find out more.

"On Avening, we introduced a larger more comprehensive whiteboard where visibility to the whole multi-disciplinary team is available. We identify falls risks and the need for social work, therapy input or if a relative requests meetings.



Sue Macklin

On our ward we are taking part in a discharge improvement project called Golden Patient

"Each day the nurse in charge and consultant discuss any deaths from the previous day, we discuss the sickest patients and immediate priorities prior to the main board round.

"On our ward we are taking part in a discharge improvement project called Golden Patient, so we highlight patients who can be successfully discharged before midday the following day.

"At every nurse handover shift to shift we highlight any issues whether it might be potential risks, equipment shortages, teaching etc so the whole Team is aware rather than just the Nurse in Charge.

"We write this up on a white board so

that it is visible for all. We touch base later in the day to review any concerns.

"I am also looking into adopting the Safety check initiated in DCC which Sister Sarah Mather and Deborah Elliott developed as part of an action plan."

FOCUS ON OUR GOVERNORS

Talking governors

This month, Outline asked staff governor Charlotte Glasspool about her motivation for becoming a governor.

Charlotte says: "I have worked within this Trust for over 12 years, first as a Staff Nurse and then as a GI Physiologist and I became a registered Clinical Scientist around 4 years ago. I then became a Staff Governor in 2017.

"I developed an interest in becoming a Staff Governor after seeing an advert for the post in Outline. I was interested in finding a new challenge for myself and had always been intrigued about how the various different parts of our Trust function together."

Governors are regularly consulted on important matters within the Trust and I aim to put forward the views of my constituency

Charlotte explained that her background in healthcare has included both Nursing and Allied Healthcare roles, inpatient and outpatient work, which has given her a sound understanding of the range of different clinical roles that operate in our Trust.

"My training through the Scientific Training Programme involved spending time in a number of different clinical environments which really made me appreciate the vast array of clinical knowledge and expertise within our Trust and also the importance

of departments having a greater understanding of each other's roles.

"I attend the regular Council of Governor meetings and sit as a Governor observer on the Workforce and Organisational Development Committee. Governors are regularly consulted on important matters within the Trust and I aim to put forward the views of my constituency at these meetings and to represent the range of Allied Health Professionals in our Trust.

"Through attending these meetings I've been able to gradually gain a greater understanding of the depth of work that goes on to keep a Trust running effectively beyond the clinical side of things. I was also part of a group to review the Trust's Constitution to ensure that it was in line with best practice and good governance."

All Governors encourage their constituents to contact them with any enquiries or issues.

We have a wide range of experience and knowledge in our group of Governors



Charlotte Glasspool

Charlotte concludes: "If we are not able to help ourselves we will always do our best to signpost you to the correct place or pass your query on to one of our colleagues who may be able to help.

"We have a wide range of experience and knowledge in our group of Governors and in our Corporate and Executive teams and we're all keen to hear more from Trust members."

Read more about our governors on [our website](#).

Council of Governors meetings: upcoming dates

- > 21 August, Redwood Education Centre, Gloucestershire Royal Hospital 17:30
- > 16 October, Sandford Education Centre, Keynsham Road, Cheltenham 17:30
- > 18 December, Redwood Education Centre, Gloucestershire Royal Hospital 17:30

FOCUS ON OUR GOVERNORS

Governor focus event

We were invited to present at a national NHS providers Governor focus showcase.

Natasha Judge, Corporate Governance Manager and Alan Thomas, Lead Governors, were flying the flag for the Trust. Our stand presented our work on Building Governor Confidence and Capability. It quickly became apparent that our governor materials, handbook and approach to governor development and support count amongst the best.

It quickly became apparent that our governor materials, handbook and approach to governor development and support count amongst the best

In order to develop governor confidence and capability, governors and the Corporate Governance Team identified a number of supporting actions to be progressed and subsequently monitored through the 18 month development plan. These included:

- Creation of a "Governor's Handbook" – a collection of expansive resources and guidance which outline the role of a governor, updated on a six monthly basis.
- Governor development sessions – Quarterly development sessions were established, with each session providing an in-depth look at topics such as finance, risk and external audit.

- Governor quick guides of Do's and Don'ts were created to clarify the boundaries of the governor role
- Engagement guidance was provided through a *governor script*, which supports governors in feeling confident in their approach with the public
- Governor-Member pamphlets were created, explaining governor/member relationships, what governors do and how they represent the views of members.
- A comprehensive yearly calendar was created to provide clear oversight of all governor activities including meetings, governor walkabouts (where governors tour different areas of the Trust) and events.

By building governor confidence and capability; our governors now clearly understand their roles and are better equipped to undertake their duties. The Trust is now able to support governors in moving on to raise their profile and engage with existing members.

Progressing through the development plan and its associated actions has and will continue to support our Journey to Outstanding, providing members and the public with a greater voice and connection with their hospitals and services.



These changes have enabled governors to:

- Have a greater presence and involvement at the Annual Members Meeting, sharing information on their role and undertaking active engagement
- Submit regular pieces to our Trust's internal and external newsletters, sharing information regarding their role and news within the Trust, as well as raising their profile and prompting engagement
- Communicate with members via our Trust's *Contact a Governor* system: a form through our website where members can submit queries to Trust governors



The big picture

Facial prosthetics on display for Healthcare Science Week

Much love to wonderful @gloshospitals who looked after my mum & Nan this week. Mum, who has metastatic breast cancer in spine & liver had a fall as her legs are getting weak. MRI on Sat & Radiotherapy blast on Sun - never let it be said we don't have 7 day services. Thank you.

Cheerup, Twitter, 2 June 2019