



TrustNews



When
Craig met
Owen
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YOUR STAFF NEWSPAPER

SEPTEMBER 2015

Chance to be a theatre star

DID you know it costs about £1,200 an hour to run one of our theatres?
We have 17 theatres at the Trust and the running costs are obviously huge so, in these challenging times, it is vital we get the best use out of them for our patients. We want to be **SUPER**:

- Starting on time
- Using all available theatres
- Patient flow and experience
- Effective turnaround
- Recovery

With this in mind, we are staging a Theatres Action Week from Monday October 5 to Friday October 9 to have a close look at the way our theatres currently run and how we can ensure we offer the best, safe, compassionate care to our patients and at the same time we get the maximum use from our theatres.

At the end of the week we want to know what works well and, where it doesn't, what we can do to improve through quick, simple change and where larger scale transformation is needed.

We shall be looking at the whole theatres pathway system including:

- patients on wards needing to go to theatres
- patients on admission units waiting to go to theatres



Our theatre teams gearing up for the big week



- patients in pre-assessment
 - patients coming through Emergency Departments and how we prioritise trauma patients
- We want to be able to pinpoint areas where there are currently delays which means sometimes we are having to work longer hours to complete the list or cancel operations at short notice. As back-up and for support we'll have bronze, silver and gold commands

(as we did for our previous Perfect Week) so there is an escalation process in place to tackle any arising issues instantly to ensure the lists run as smoothly as possible. Trusts in other areas of the country have already run similar weeks and learning has included looking into improvements for patients waiting a long time on the day of their surgery, as well as how their theatre system can be better used to audit and measure

timings for all surgical procedures. Lead Kathryn Aldous, said: "With everyone pulling together this should be a defining week for theatres and the learning from it should be the start of a new era." The week is being backed by the Theatres Productivity Board which meets every Wednesday at 7am to assess our performance and is made up of key clinicians and managers.



Ofsted praise for HRI nursery



SPRING Cottage, the on-site nursery at HRI underwent an Ofsted inspection in August, and received some fantastic comments. The nursery received an overall rating of "good". Cath Manning, manager, said: "Children benefit from the effective key-person system – that measures personal development – which helps them

feel settled, safe and secure. Overall, all children are forming good attachments with staff who know them well." Good health is promoted by Spring Cottage, and the nursery provides the children in their care with enjoyable healthy meals and snacks, and access to an outdoor play

area for fresh air and to exercise. Spring Cottage is a part of 'Children's Place' Day nursery chain who aim to provide high quality care and education in the early years and prides itself on having staff who are skilled and capable of providing outstanding care and education.

Proud finalists



COLLEAGUES in our palliative care team were in jubilant mood after reaching the finals of the International Journal of Palliative Nursing Awards ceremony. Michelle Lake, one of the team, said: "The judging panel said we could be proud of our achievements improving care for our patients

through working together and, as a team, we really are proud of ourselves and each other." The core team has successfully trained in excess of 100 nurses providing good geographical coverage across the relevant organisations. This has led to a improvement in quality of care which is evidenced by case studies.

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compassionate
care



When Craig met Owen...

MANY of you will have been on the Work Together Get Results (WTGR) course... and there's no bigger backer of it than our CEO Owen Williams. But what is it all about?? Craig Jones, Physiotherapist Intermediate Care met Owen to find out why it's such a passion.

Craig, is based at St John's Health Centre, Halifax, and has worked for CHFT for more than seven years. He said one of the most rewarding things about working at our Trust is the teamwork. "I love being part of a cohesive team looking out for each other. It really boosts morale".

Craig - I've heard of the Work Together Get Results pillar, but what's the toolkit designed to do?
Owen - How often have you found yourself in a situation that you know needs fixing but for all sorts of reasons change doesn't happen? Or you know that something needs to be done differently, but often you'll feel you don't have the time to invest in making things better, or you are not quite sure how to do it?

Our Work Together Get Results toolkit provides 16 tools to help colleagues achieve a breakthrough. The toolkit was designed directly from feedback around the staff survey and colleagues are already using it. I'd like more of us to use it every day so that it becomes part of how we operate as a Trust and people recognise the language we use.

Craig - How have you been able to



use it in your role as Chief Executive?
Owen - I try to use the toolkit every day.

Just one good example is the Three R's, which helps teams work through a problem or change - however small. A good place to start is looking at how we want things to be in the future - or the Result. It's a great way of not getting stuck in the here and now and can also help with new ideas. Then we'd look at

how things are now, or the Reality, understanding the things we need to focus on. That's when we'd think about how we'll move from reality to result by providing a Response.

If enough people apply this consistent approach we'll have a culture at CHFT where we all understand how we can become more efficient and patient quality and safety will improve.

Craig - it all just sounds like common

sense now you've talked through it. What's the one thing you'd want people to know about the toolkit?

Owen - I'm convinced that if we all adopt the same approach consistently in our Trust it will deliver significant patient benefits, and will make our lives easier in the provision of care to our patients.

It's going to help us move from a 'keep on doing' to a 'continuous improvement' organisation, where

we have time to make great things happen, and where we can create a seamless experience for patients.

● All the resources can be found on the intranet - just search WTGR. There is also a training programme on offer. Although training is not strictly necessary, it's often a good way of learning how to use all the resources together in a group environment. If you have any questions please contact WTGR@cht.nhs.uk



Left: colleagues on a recent course
 Below: Craig Jones, Physiotherapist Intermediate Care, meets Owen Williams



Your views matter – NHS Staff Survey

THIS year's annual NHS staff survey period starts soon, and colleagues are encouraged to have their say about what it's like to work at our Trust if they're randomly selected to take part by our survey provider.

Now in its 13th year, the survey will be run by NHS England and every trust in the country will participate. The results will not only allow us to look at the things which are important locally at CHFT, but other organisations including our commissioners, the CQC and NHS England will be able to use the results at a national level.

Since our last survey we've introduced a number of new initiatives aimed at making working at our Trust a better experience including:

- Adding Health & Safety and Equality & Diversity training (key themes from last year's survey) to our refreshed approach to mandatory training
- Improved internal communications such our weekly bulletin CHFT Weekly, our new monthly director-led Big Brief sessions - giving colleagues a chance to meet directors and hear what the key issues are for our Trust, and directors taking part in Go See Fridays
- We've also continued our focus on appraisals - lots of support is available on the Trust's website

It's vital colleagues give us their views so we can understand what

"It's vital colleagues give us their views so we can understand what matters to them"

matters to them, what works well and where we can improve their working lives. Like last year there will be some local questions relating to our Trust which Owen is keen to find out more about from colleagues.

Our survey provider Picker Institute Europe will again be co-ordinating the survey which is completely confidential. They will randomly select 850 colleagues to receive it. No individual from our Trust will have any access to any information which could identify them.

To make sure we have a clear steer on what matters to you please do take time whilst you are at work to complete it if you receive a copy (your manager should allow you time to complete the survey). The more colleagues who complete it means we are better informed to support improvements in future.

- The survey runs from early October through to 30 November 2015 - don't delay in having your say.

CHFT-Weekly
Staff eNewsletter

**Catch up
on our latest
Trust News**

"The team are welcoming women ... to come to the group in a safe, friendly, confidential environment"

COMMUNITY NEWS

Meet the Immunisation Team

THE Immunisation Team can be found at St Johns Health Centre in Halifax and are part of the newly formed Community Division

The team is responsible for the planning and delivery of the Department of Health school aged immunisation programmes within Calderdale. This is according to current national campaigns.

The vaccination programmes are primarily carried out in a school based setting; although these can also be offered in other community settings depending on individual need.

The team can provide expert advice to children, families, schools and other professionals regarding vaccination and immunisation issues. Vaccinations currently being offered are as detailed in the table on the right.

The immunisation team have a website immunisation.cht.nhs.uk please take an opportunity to view and share. And a twitter account Calderdale immunisation team @immunisat

Year 8	Human Papilloma Virus (HPV)	Girl's only
Year 9	Diphtheria, Tetanus and Polio (Td/IPV)	Boy's and Girl's
Year 9	Meningitis ACWY (Men ACWY)	Boy's and Girl's
Year 1&2	Nasal Flu Spray	Boy's and Girl's
Year 10	Meningitis ACWY (catch up programme)	Boy's and Girl's



Back row from left: Maria Sutcliffe (clinical manager immunisation lead), Jo Greidanus (staff nurse), Janet Kendal (staff nurse), Vanessa Bull (administrator) and Michelle Brady (staff nurse). Front row from left: Annette Scaife (staff nurse), Justine Blenkarn (staff nurse), Jayne Thompson (staff nurse) and Annalisa Dance (administrator)

PRaMS supporting mums

TWO specialist midwives are setting up a new service to help women with complex needs during their pregnancies.

Our Substance Misuse midwife Kim Walsh who works for CHFT and Donna Kershaw (Calderdale Recovery Steps) are hosting the service called PRaMS - Positive Recovery and Midwife Support.

They are holding information sessions that are open to everyone and is aimed at showing that support is available to women who are pregnant and how they can achieve a substance-free life style.

The PRaMS group will be held at The Women's Centre, Silver Street, Halifax on a fortnightly basis, with a rolling programme of topics and discussion.

Kim said: "This is a great opportunity to support women, babies and



families for a brighter future."

The PRaMS group is a result of partnership working with Calderdale Recovery Steps, which is the Drug and Alcohol service provided in Calderdale.

The group is essentially aimed at women who are currently in treatment recovering from substance misuse or need help and support reducing alcohol and drug use. Evidence shows that women who misuse substances can also have issues with domestic abuse, mental health or feel isolated, so the team are welcoming women who may need additional support with these issues to come to the group in a safe, friendly, confidential environment at The Women's Centre.

Kim Walsh and Donna Kershaw

Face facts... Paul Moore, Associate Director of Nursing for Surgery

Paul Moore has recently joined CHFT after 25 years' experience within the NHS in Manchester, Leeds and London.

What is your position?

Associate Director of Nursing for Surgery.

Tell us about your career background?

I have worked in senior roles in risk and quality governance and been a clinical tutor and Emergency Nurse. I have won awards for innovation, governance and safety management. I have specialised in helping boards and senior leadership teams increase their capacity to handle risk, and supported a number of NHS trusts to resolve regulatory concerns.

What are the best bits about your job?

Working as a team and learning. Two of the most important aspects of my role involve enabling talented clinical teams to make a difference for our patients, and continuous quality improvement. I value openness, honesty,

integrity, and above all a focus on high quality and safe patient care.

What is the highlight of your career so far?

I could talk about speaking at the UK Presidency of the European Union Patient Safety Summit, or studying risk at Harvard. All of them have shaped who I am today and have been highlights in their own way. Highlights encourage us to look back. But I'm more interested in looking forward and to being a dependable member of our team, making a difference for our patients, becoming a better person and helping people solve problems.

Sum up your role in three words?

That is difficult – the role covers almost everything! 'Help-people-improve'.

What did you want to be when you were growing up?

I've not finished growing up. I aspire to be effective and successful in everything.

Who is your hero/heroine and why?



Sir Thomas More, left, because he was courageous, stood up for what he believed in and was a 'man for all seasons'.

More opposed King Henry VIII's separation from the Catholic Church and refused to acknowledge the King's annulment from Queen Catherine of Aragon. He paid the ultimate price for his beliefs.

When you are not at work how do you relax?

I love to relax but don't have much time for that these days! My hobbies include hill walking, amateur golf, motorcycling and my latest project involves learning to fly an aeroplane – a great way to learn about risk and safety management!



Paul Moore, centre, with Sarah Bray, left, and Maria Snowball

What is your favourite place?
There's no place like home.

What would people be surprised to know about you?

When I left school I worked as a butcher for a while. My greatest achievement, to this day, is selling a rack of lamb to a vegetarian customer! Give that a try!



Con-graduations

BELINDA RUSSELL, right, and Suzanne Drew, who were students at the University of Huddersfield, have graduated together with support from the Trust to study on the top-up programme.

After graduating and receiving a BSc Hons in Nursing studies, Belinda said: "It was really good to study alongside another Trust staff member, as we have been able to support each other and learn about each other's areas of interest".

As the only two students to graduate this year, this is a great achievement, and Belinda a full time working mother of three, has also overcome dyslexia to succeed.



From left: Paula, Linda and Kim

● Congrats also to Family Support Assistants on SCBU at CRH Paula Wood, Linda Hall and Kim Jaskolski who have

all attained the NVQ Level 3. Their ward manager Wendy Kilner said: "This unit could not function without them."

Surgeon a winner at BMA book 'Oscars'

OUR consultant Maxillofacial Surgeon David Mitchell was amongst the top prize winner at the BMA Book "Oscars" in London.

Mr Mitchell has been associated with the Maxillofacial Team at HRI for more than 20 years and is one of the leaders in his field.

His clinical guide – titled An Introduction to Oral and Maxillofacial Surgery – was highly commended at the Book of the Year awards out of 637 entries.

The textbook, co-written with colleagues from Germany and America, covers the whole specialty and is wide ranging from undergraduates to specialists about to take their Fellow of the Royal College of Surgeons exams after up to 20 years of training. Maxillofacial specialists are trained doctors, dentists and surgeons which makes the training one of the longest there is.

He said "I am proud to be part of a team with such a marvellous record in the field. There have



David with Maxillofacial colleagues

been huge advances for patients and complex surgery has become routine so we can offer better

reconstruction than ever before which is so much better for the patients we care for."



Felicity receives Fellowship

FELICITY ASTIN holds a joint clinical academic position as a Professor of Nursing and Applied Health Research, and spreads her time across the Human and Health Sciences at the University of Huddersfield and CHFT. After being invited to the

European Society of Cardiology Congress, Felicity presented work of hers about informed consent for coronary angioplasty.

This led to her receiving the award for Fellow of the European Society of Cardiology.

Feel fab – have that jab

FLU Fighters are poised across our Trust, ready to attend wards, team meetings and other events such as training – all with one purpose in mind – to protect patient care. And having the jab sooner rather than later means you can cross it off your to-do list this autumn.

It's not just our patients who will benefit from colleagues having the vaccination. Ward Manager Ward 8ab, Linda Denham said "The reason I am a flu fighter is to ensure not only are staff protected but also their families. As ward manager I want to keep staff fit and well, so able to work, but as a wife and mother I want to keep my family safe and well too."

Immunisation sessions start at the beginning of October and as usual we'll be keeping colleagues updated with information and progress through the intranet and CHFT Weekly. This year our aim is to shrink the flu bug on the intranet – the more people we vaccinate the smaller it becomes.

Assistant Director of Infection Prevention and Control, Carole Hallam said: "Just a couple of seconds out of your day really can keep the doctor and other nasty bugs away. I'd urge colleagues to grab the opportunity for their vaccination. It really will help us keep flu locked out of our Trust keeping patients safe."

"And don't be surprised if next time you turn up for a meeting a flu fighter will be there to give you your vaccination!"

Please contact Occupational Health if you would like a flu fighter to come along

and immunise your teams in a group environment. And more information including how to order supplies of the vaccines is on the Occupational Health section of the intranet.

Just three easy steps can help us all fight flu this winter:

- 1. Get your vaccine**
Having your flu jab protects yourself, your family, colleagues and patients. It's a serious illness that can result in death. So be a flu champion and have the jab.
- 2. Wash your hands**
As well as getting your jab, you can help reduce the spread of flu by regularly washing your hands, particularly after sneezing or coughing. You can pass flu on without having any symptoms, so wash your hands regularly.
- 3. Stay away**
If you have flu, please stay away from work until you are better. The virus is highly infectious and outbreaks can happen quickly. So do everyone a favour and don't add to the spread of flu.



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Farewell to Ward 4's Julie after 40 years

AFTER 40 years of dedication to the NHS, sister and ward manager Julie Hepworth has hung up her nursing uniform for the final time.

Beginning her training in 1975, Julie has worked across many departments including Orthopaedics and Coronary care, and her final 10 years were spent as a sister and ward manager.

Julie plans to spend her retirement amongst friends and family whilst enjoying her hobbies.



Building bridges in South America

OUR consultant anaesthetist Richard Johnson is back after taking part in an international community bridge-building project in Peru.

Richard, above right, a scout leader in Halifax travelled to the Sacred Valley region along with 17 West Yorkshire scout leaders as part of Project Peru. They built two reinforced concrete bridges in only 12 days to replace wooden bridges washed away by winter flood waters.

He said: "The project was an amazing experience, and it is heartening that the work of our team will make a huge difference to the quality of the villagers' lives. When the building work was complete, both bridges were blessed at an inauguration ceremony, followed by a village feast and party."

App's the way to do it!

HELEN HARRIS, one of our Huddersfield Nursing Team leaders, completed the 5km Kirkwood Trail Run after taking running up in March

with help from the 'Couch to 5K' app and came 11th of 49 runners.

She has gone from never running as a form of exercise, to competing in races for enjoyment. She reckons it's the way to get fit. She said: "If the hip holds up, I might think about the 10km next year".



A grand effort in Great North Run



OUR Great North Runners are back after raising an amazing £1,000 driven on by jelly babies and ice pops.

All notched up personal bests and want to thank everyone for sponsoring them in their run for Multiple Sclerosis Society.

Vicky Wood ward, said: "To sum it

up it was a brilliant day! The people of the North East really make the day, they are amazing... Handing out everything from jelly babies to ice pops!"

Left: Vicky Woodward left, with Lucy and Doug Thomson

Above: Emma Hurst, Vicky Woodward, James Battye, Lucy Thomson, Doug Thomson and Helen Battye

Board level

There is a summary of the key discussions between the executive board (EB) and Board of Directors (BD) during August 2015.

INTEGRATED BOARD PERFORMANCE REPORT

The key areas to note are:

Responsiveness

- The Trust delivered the 95% target for patients waiting no more than 4 hours in A&E
- Appointment slot issues continue but actions have been identified.
- Cancelled operations performance has deteriorated
- Elective activity continues to be below plan.

Caring

- Complaint response performance continues to improve
- Patient Friends and Family Test remains challenging

Safety

- Falls continue to be a concern
- Full compliance with the Duty of Candour requirements

Effectiveness

- HSMR has increased and is a key source of concern with specific improvement actions ongoing 1 MRSA attributable to the Community Division in July
- Excellent performance on C.Diff continues
- Emergency readmissions within 30 days remains a challenge
- #Neck of Femur, time to theatre deteriorated in July, however a lot of work has been done to improve our performance

Well led

- Sickness remains higher than target in all but two areas
- Appraisal and Mandatory training metrics remain a concern and have been the focus of individual Divisional meetings led by HR
- Hard Truths data has improved, however there was an increase in areas RAG-rated red by 1 in comparison to the month of June for qualified nurses (day) with average fill rates of less than 75%.

FINANCIAL POSITION

Month 4 position – Our forecast for the year end is now £22 million deficit against a plan of £20 million.

- The year-to-date deficit is £8.23m versus a planned deficit of £7.15m, this includes release of £0.35m contingency reserves
- The adverse variance of £1.08m from plan is due to clinical activity under-performance and high pay spend
- Elective and daycase activity is significantly behind planned levels in month. Non-elective long stay activity has slowed
- Pay expenditure has not followed the activity downturn, remaining high in spite of a reduction in open bed capacity

- Capital expenditure year-to-date is £6.11m against the planned £6.99m with slippage primarily on Estates schemes
- Cash balance is £7.92 against a planned £7.57m. £10m of loan funding for capital expenditure was drawn down in April
- CIP schemes delivered £4.00m in the year to date against a planned target of £3.30m
- The Continuity of Service Risk Rating (CoSRR) stands at 1 against a planned level of 1

Summary forecast:

- The forecast year-end deficit (excluding restructuring costs) is £22.23m against a planned £20.01m, an adverse variance of £2.22m. This position includes full release of remaining contingency reserves and delivery of £16.16m CIP against the original planned £14m

DIPC REPORT

There had been one case of C.Diff and 3 cases of E.coli bacteraemia (probable cause urinary tract) in July.

AUDIT OF CLINICAL RECORDS

Good record keeping is really important for safe, effective, compassionate care and must remain a focus in every part of the Trust particularly as we prepare for a CQC inspection. The CRAS audits will now be available in web-based format to facilitate completion and will be monitored through a performance management framework which is currently under development.

POLICIES

The Executive Board ratified the following policies:

- Non-patient Visitor Policy
- Discharge Policy (final agreement awaited from partner organisations)
- Criteria-led Discharge Policy
- Mixed Sex Accommodation Policy
- Uniform Policy
- Staff Performance Management Policy

The Executive Board ratified the following Medicine Codes:

- 1 (V11) - Introduction to Medicine Code (including Equality Impact Assessment for Medicine Code sections)
- 27 (V7) - Out of hours Medicines
- 28 (V6) - Medical Gases
- 30 (V4) - Handling Medicines in Operating Theatres
- 38 (V5) - Contact with Representatives from Pharmaceutical Industry

FEEDBACK

We would welcome feedback from your Team Brief meetings as to whether this briefing is helpful or if we need to make any further changes. Please send any comments to communications@cht.nhs.uk

Short and Tweet *



Keith Smith @
thekickingmule:
@CHFTNHS Thanks for
all the help today at
HRI. Got completely
lost, and everyone was
really nice and helpful.

Cristina George @Crissietoff:
@Gemmawilson31 @CHFTNHS
Hope he is OK and Mum
has survived the trauma.
The staff are magnificent
aren't they? Good old HRI.

Neeraj Bhasin @8NBX:
Thanks to my fantastic
medical, nursing, secretarial,
ward and theatre team
colleagues @CHFTNHS
for making my 40th at
work a brilliant day!

*tweets about us from the past month.

TrustNews

Heidi Hawkins, pictured left, has now replaced Lucy Mulcahy on student placement with the Comms team. Send all your news to: Heidi.hawkins@cht.nhs.uk; call her on ex 5253. Next deadline is October 16.

