

SEPTEMBER 2016  
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Sheffield Teaching Hospitals **NHS**  
NHS Foundation Trust

# Good Health

The newsletter for members of  
Sheffield Teaching Hospitals NHS Foundation Trust

## INSIDE:

Your invitation to the  
Annual Members'  
Meeting, 22nd September

Page 2



# 16,000 reasons

why your health services have been  
rated among the best

# You are invited to the Annual Members' Meeting 22nd September



I am delighted to invite you to this year's Annual Members' Meeting of Sheffield Teaching Hospitals to hear about developments over the last 12 months. You will hear about how well we have performed, where we hope to make further improvements and how we have spent the money we were given.

You will also have the opportunity to visit our interactive and informative stalls which will showcase a range of work that is going on in the Trust. This includes stalls from our Patient Safety Zone and Infection Control teams, the Hospital History project and Sheffield Hospitals Charity.

Following the formal proceedings you are invited to join us on a visit to the fantastic brand new helipad, which you can read about in this edition of *GoodHealth*.

The Annual Members' Meeting will take place on Thursday 22nd September at the Medical Education Centre at the Northern General Hospital. Registration is from 11am onwards.

This special edition of *GoodHealth* magazine also includes a summary of key information contained in the Annual Report and Annual Quality Report to provide an update

To book a place at the Annual Members' Meeting please email [jane.pellegrina@sth.nhs.uk](mailto:jane.pellegrina@sth.nhs.uk) or call 0114 271 4322 by 20th September 2016.

ahead of the event. Full versions of the report are available online at [www.sth.nhs.uk/about-us/officialpublications](http://www.sth.nhs.uk/about-us/officialpublications).

You can also read about the Trust's 'Good' Care Quality Commission rating on pages 3-4, which makes us one of only 18 Trusts in the country to be rated as 'Good' across each of the five domains rated by the Care Quality Commission.

I look forward to seeing you at the meeting and thank you for your ongoing support for Sheffield Teaching Hospitals NHS Foundation Trust.

Tony Pedder OBE, Chairman

To book a place at the Annual Members' Meeting please email [jane.pellegrina@sth.nhs.uk](mailto:jane.pellegrina@sth.nhs.uk), call Jane Pellegrina on 0114 271 4322 or complete and return this form.

RSVP: STH Annual Members' Meeting, Medical Education Centre, Northern General Hospital, 22nd September 2016

I would like to book  places at the AMM

Name(s):

Address:

Phone:

Email:

Please advise if:

You require wheelchair access: ☐ Yes ☐ No

You have any special dietary requirements: ☐ Yes ☐ No

Please state:

I would also like to visit the new helipad: ☐

Return this form to: The Foundation Trust Office,  
Sheffield Teaching Hospitals, FREEPOST NAT9274,  
Sheffield S5 7ZZ

## What's inside

Sheffield Teaching Hospitals rated 'Good' for care and services .....	Page 3
Making a difference - summary of our performance in 2015/16 .....	Page 5
Who were are - key facts about STH .....	Page 6
Making a difference .....	Page 7
How we performed last year .....	Page 8
Meet some of our patients .....	Page 9
Our priorities for 2016/17 .....	Page 10
Our finances .....	Page 11
Investing in technology .....	Page 12
Valuing our staff .....	Page 13
Listening to our patients .....	Page 14
Pioneering medical breakthroughs .....	Page 15
Results of Governor Elections .....	Page 16
Dates for your diary .....	Page 17
New helipad opens .....	Page 18
The way things were .....	Page 20

The CQC (Care Quality Commission) is the independent regulator of health and social care in England



# Sheffield Teaching Hospitals rated 'Good' by the CQC

Thanks to the hard work and commitment of 16,000 staff and volunteers, Sheffield Teaching Hospitals NHS Foundation Trust was given an overall rating of 'Good' by the Care Quality Commission (CQC), with many services rated as 'Outstanding,' following a recent inspection. This means the Trust is one of only 18 (out of 174 Trusts) to have achieved a 'Good' rating in every one of the five domains which the Care Quality Commission use to rate an NHS organisation.

**The report highlighted a number of services which inspectors rated as outstanding including: Critical Care, Maternity and Gynaecology, Community Health Services, Outpatients and Diagnostics as well as Community Dental Services.**

Sheffield Teaching Hospitals runs the Royal Hallamshire, Northern General Hospital, Weston Park Cancer Hospital, Charles Clifford Dental Hospital, Jessop Wing Maternity Hospital and a wide range of community health services.

A team of over 80 inspectors visited the Trust last December, followed by further unannounced visits. The CQC spoke to patients, carers, and staff of all levels. They also sought views and perceptions of Sheffield Teaching Hospitals NHS Foundation Trust from external organisations including Healthwatch and local NHS commissioners.

Inspectors said they saw 'patients being cared for with kindness, dignity and respect and in many services across acute and community, patients told us they were very happy with their care.'

**The other main findings included:**

- ✓ Effective leadership of the Board and across the organisation
- ✓ Appropriate systems and procedures are in place to keep patients safe
- ✓ Systems are in place to ensure that patients receive evidence-based care
- ✓ Feedback from patients and relatives is positive about the care they received.

The Chief Inspector of Hospitals, Professor Sir Mike Richards, said: 'We found the care at Sheffield Teaching Hospitals NHS Foundation Trust to be of a good standard. There is a clear vision and strategy for delivering the highest standards of patient care with quality and safety as a key focus.'

Tony Pedder, Trust Chairman said: 'We really do have 16,000 reasons why we have achieved such a positive rating from the CQC. Every one of our staff and volunteers make our organisation what it is and we are very fortunate to have some of the best people in the NHS working for us.'

Sir Andrew Cash, Trust Chief Executive said: 'All our staff and volunteers work so hard to do their best for patients and so I am pleased that this is reflected in the 'Good' rating.

I am incredibly proud and privileged to work with such a fantastic team of people. We have over 16,000 people working and volunteering across the Trust and every one of them contributes to providing high quality care, no matter what role they have or at what level. 'The report does highlight some areas where we can improve and indeed many of these are already being actioned.'

'We found the care at Sheffield Teaching Hospitals NHS Foundation Trust to be of a good standard. There is a clear vision and strategy for delivering the highest standards of patient care with quality and safety as a key focus.'

Professor Sir Mike Richards  
Chief Inspector of Hospitals



# Making a difference

A summary of our Quality Report plus key information about our performance and future priorities.



# Who we are

We are one of the UK's biggest and most successful providers of hospital and community based healthcare.

We provide comprehensive NHS services ranging from maternity services to care of the elderly. We provide services to Sheffield, South Yorkshire, Mid Yorkshire and North Derbyshire but also specialist services to all parts of the UK.

Thanks to the expertise of everyone who works at Sheffield Teaching Hospitals we are one of only 18 Trusts to be rated 'Good' in all of the five domains of: Safe, Caring, Effective, Well Led and Responsive. We are proud to have high satisfaction rates from patients and staff in national and local surveys.

We are here for people at every stage of their life. We are passionate about looking after people and enabling them to be as healthy and independent as possible. We have a history of providing safe, high quality care and we are a UK leader in clinical education and research.



**FIVE**  
HOSPITALS



**ONE OF THREE**

major trauma centres in  
Yorkshire and the Humber



OVER **16,000** MEMBERS  
OF STAFF



OVER **2 MILLION**  
PATIENTS PER YEAR



OVER **150,000** ACCIDENT &  
EMERGENCY ATTENDANCES



**£1 BILLION** NATIONAL CENTRES  
BUDGET OF EXCELLENCE

OVER **40** COMMUNITY LOCATIONS &  
CARE IN PEOPLE'S HOMES



## Sheffield

Population 560,000

All clinical services

## South Yorkshire (pop 2.2m)

- Cardiothoracic
- Vascular
- Bone
- Cancer

## National including:

- Pulmonary Vascular Disease
- Ocular oncology
- Orthopaedics
- Gestational Trophoblastic Disease
- Spinal Injuries
- Infectious diseases

# Making a difference

At Sheffield Teaching Hospitals NHS Foundation Trust we remain committed to delivering good clinical outcomes and a high standard of patient experience both in our hospitals and in the community. Thanks to the dedication and professionalism of our staff, volunteers and partners we have a strong track record in this area. We are never complacent and continually look to adopt best practice, drive innovation and most importantly learn and improve when we do not meet the high standards we have set for ourselves.

As a consequence, I am pleased to report that Sheffield Teaching Hospitals NHS Foundation Trust has continued to perform very well in 2015/16 and has made good progress against our quality priorities.

The Care Quality Commission inspected our community and acute services in December 2015, which saw more than 80 inspectors visiting our sites over a 10 day period. Thanks to the hard work of all our 16,000 staff our Trust was one of only 18 in the NHS to be rated 'Good' in all the inspection areas.

This drive for improvement is embodied within the Trust's Corporate Strategy 'Making a Difference'. The strategy outlines five overarching aims:

- Deliver the best clinical outcomes
- Provide patient centred services
- Employ caring and cared for staff
- Spend public money wisely
- Deliver excellent research, education and innovation.

In summary our priority is to do all we can to continually implement quality improvement initiatives that further enhance the safety, experience and clinical outcomes for our patients.

However, the NHS nationally is currently operating within a very tough financial climate and our Trust is also seeing unprecedented increases in demand for both emergency and planned care.

With the support of our staff and partners we are addressing these financial and demand challenges by adopting new ways of working, forging partnerships with other health and social care providers and continuing to engage our staff by actively pursuing a culture of innovation and involvement.

As a consequence, I am pleased to report that the Trust has continued to perform very well in 2015/16 and has made good progress against our quality priorities for last year.

It was exceptionally pleasing that national and local survey results



during 2015/16 consistently showed that the majority of our patients and staff would recommend the Trust as a place to receive care and to work. Indeed we were named as one of the top 100 places to work in the NHS and our staff won a record number of quality and safety awards throughout the year. The Friends and Family Test for patients and staff is a valuable insight into where our future focus needs to be.

We have also pioneered new treatments for multiple sclerosis, cancer and many long term conditions through innovative research trials and we have continued to introduce new equipment to ensure we stay at the leading edge of medical practice.

I hope you find the following pages interesting and you can be assured we will all continue to work hard to provide you with the best care possible.

**Sir Andrew Cash OBE**  
Chief Executive

## Keeping waiting times low

We know that ensuring waiting times are kept as low as possible is important to our patients. The average waiting time for care at the Trust is eight weeks or less and the majority of cancer treatment waiting time standards are consistently met.

During 2015/16 we achieved the majority of the national waiting time targets.

The national standard for diagnosing, treating and discharging or admitting 95% of patients within four hours from the Accident and Emergency Department was reported nationally for the first two quarters of the year at which the point the Trust was just slightly under on delivering the 95% standard. However, the Trust implemented an Electronic Patient

Record in September 2015 and from this point it was agreed with its Commissioners and Regulators to temporarily suspend national reporting. National reporting recommenced in May 2016 and our teams are working hard to consistently meet the waiting time standard despite rising patient demand and numbers visiting the Emergency department.



# How did we perform last year?

**Providing safe, high quality care is our top priority and most of the time we achieve or exceed our patients' expectations.**

During the year we have met almost all the national quality standards required but we want to really make a difference in the areas which we know mean the most to you and your family.

We listen to your feedback, complaints and suggestions and whilst the majority of our patients are very satisfied with their care, we also know that there are always areas where we can do even better.

That is why every year we discuss with patients, staff, Trust Governors, Commissioners of healthcare services, Healthier Communities and Adult Social Care Scrutiny Committee and Healthwatch the areas where they feel we should focus extra effort to resolve an issue or make things even better.

We have highlighted some of the improvement areas and performance in this summary but you can read more detail about all the improvement areas and standard in the Quality Report.

The Quality Report is available on the Sheffield Teaching Hospitals NHS Foundation Trust website [www.sth.nhs.uk](http://www.sth.nhs.uk) or by calling 0114 2714322.

Every year the Trust sets priorities for improvement which are monitored and compared to how we performed in that area in the previous year. Here is a progress update on the improvement priorities identified for 2015/16:

## **To improve how complaints are managed and learned from within Sheffield Teaching Hospitals NHS Foundation Trust**

Following national reports and recommendations for complaints handling the Trust carried out a full review of its complaints service. This information has been used to make improvements and create a new more streamlined and user friendly process. The main changes to the process are:

- More choice to the complainant on how they would like their complaint handled
- Improved communication with the complainant throughout the process, including an acknowledgement call within three days and keeping them up to date with any delays
- Structured email sent to staff involved with the investigation to aid a more timely and accurate response
- Escalation process for when responses from staff are not received on time

A comprehensive programme of training has been developed, underpinned by an ethos of welcoming and acting on feedback. Attending the training has enabled staff to feel more confident in dealing with complaints and incidents on the spot.

## **To improve staff engagement by using the tools and principles of Listening into Action (LiA)**

Listening into Action (LiA) was introduced in the Trust in the autumn of 2014 as a way of bringing about changes to make a positive impact for patients and for staff through high engagement strategies.

The aim was to enable staff engagement in the collective effort of making improvement.

There are eight key steps to the LiA process:

- Establish key stakeholders
- Identify a mission
- Establish a sponsor group
- Make a powerful case for change
- Get people on board
- Hold a Big Conversation with staff, patients and stakeholders
- Keep people involved and informed

The impact of LiA is currently being measured in a number of ways. Each scheme develops targets and desired outcomes at the start and these are revisited the end of the scheme. The impact of LiA is measured by a Pulse Check and results indicate that people, who get involved in LiA feel better led, more involved, motivated and positive about their work and the Trust.

One example of outcomes is a transport scheme which has enabled the Trust to decrease the length of time it takes for GP assessed patients to be transferred and assessed in hospital. A significant number of patients are now managed within a two hour timeframe.

## **To improve the safety and quality of care provided by the Trust in all settings with the aim of reducing preventable harm and improving quality**

In July 2014 the Trust committed to the three year 'Sign up to Safety Campaign'. The Trust's overall aim is to further improve the reliability and responsiveness of care given to patients to achieve a 50% reduction in harm supported by the following five goals:

- Cultural change that ensured that patient safety will be embedded within all aspects of clinical care
- Improved recognition and timely management of deteriorating patients leading to improved care
- Improved recognition and management of patient presenting with, or developing, Red Flag Sepsis and Acute Kidney Injury (AKI)
- Absolute reduction in the cardiac arrest rate
- Improved communication through the introduction of structured processes to improve the transfer of time-critical patient information

In working towards these goals the Trust has introduced an Inpatient Safety Briefing on all bedside televisions to empower patients regarding their own safety whilst in hospital. The Acutely Deteriorating Patient Pathway has been implemented across all inpatient areas during 2015/16. Care bundles for Red Flag Sepsis and AKI have also been developed and implemented during 2015/16. These will both be audited in 2016/17. Whilst there has been a positive reduction in the absolute numbers of preventable cardiac arrests further work will continue to maintain this. Work to develop improved communication continues.

The Trust has gained international recognition following the development of the 'Patient Safety Zone' concept. This ensures that the correct checks are made with patients prior to the delivery of care. It is known that incidents come from all areas of the Trust with the significant majority being classed as near misses or no harm events. The 'Patient Safety Zone' has been selected as a Quality Objective for 2016/17.

## Meet some of the patients we have cared for...



### Pioneering implant helps Richard to walk after a stroke

**Richard has struggled to walk since being paralysed more than eight years ago when he suffered a stroke.**

The condition, often known as foot drop, is when the muscles in the foot are weakened or paralysed causing the sufferer to drag their foot on the floor.

Richard said: 'For eight years I could barely walk, I would fall several times a day which meant I hardly left the house and my confidence was pretty low. I tried a number of different solutions including external devices but this reacted with my skin and was very uncomfortable.'

Specialists at Sheffield Teaching Hospitals fitted Richard with a life-changing functional electrical stimulation (FES) implant, known as ActiGait and his life took a dramatic turn for the better.

The stimulator was put under Richard's skin with an electrode being attached to his peroneal nerve. Through a series of sensors and a monitoring system worn around the waist, the device stimulates the muscles at just the right time to enable lifting and movement of the foot. Richard explains: 'Since having the device implanted I haven't fallen once. My confidence has rocketed and my walking speed has increased by over 50%.'



### World first: Robotic hysterectomy for heart transplant patient

**A heart transplant patient is believed to be the first in the world to have undergone a hysterectomy operation performed using a surgical robot**

Nicola Dixon, 46, underwent a total robotic hysterectomy at the Royal Hallamshire Hospital. There are no other cases recorded in the medical literature of such a procedure ever having been performed on a woman who has previously undergone a heart transplant. Robotic surgery is performed laparoscopically through incisions in the abdomen, making it less invasive than traditional surgery and reducing the risks inherent in operating on a heart transplant patient.

Nicola was suffering from heavy and debilitating periods which were affecting her quality of life. Nicola said: 'I had complete faith in the team at Sheffield hospitals because I have had nothing but superb service from everybody concerned.' The robot enables the surgeon, who controls the machine from a console using pedals and joysticks, to perform complex surgery through small incisions, which reduces the amount of bleeding and the risk of infection.

This was particularly important in Nicola's case, as transplanted hearts do not respond to blood loss as quickly as normal hearts, making any excessive bleeding particularly dangerous. The operation went smoothly and Nicola was allowed to return home after just one night in hospital. She said: 'It has made a massive difference. I am no longer suffering from the heavy periods and migraines I used to get, which is huge for me as they were quite debilitating.'

# What are our priorities for 2016/17?

- ✔ To further improve the safety and quality of care provided to our patients by emphasising the importance of staff introducing themselves and checking the patient's identity against documentation
- ✔ To further improve End of Life Care
- ✔ To further improve the environment at Weston Park Hospital



## Working to keep our patients safe

**Encouraging a culture of transparency and learning is important and why we became one of the first Trusts to join the NHS Sign Up to Safety campaign.**

Our safety initiatives in the last 12 months have included the introduction of an Acute Kidney Injury Team (AKIT) who are able to access the details and location of any patients who may be at risk of suffering Acute Kidney Injury (AKI).

They are then able to visit the patient on the ward and provide real time teaching to the staff caring for the patient. The AKI team have trained over 1,000 nurses and clinical support workers, 95% of the Trust's pharmacists, over 300 doctors and all F1 doctors have also been provided with an overview as part of their Trust induction. As a result 68% more cases of AKI are now identified and managed using the clinical documentation.



The Patient Safety Zone (PSZ) is another example of a staff-led safety initiative.

# Our finances

At the present time public sector finances face unprecedented challenges and the whole of the public sector has to make difficult choices to help reduce the country's overall deficit.

All hospitals are being asked to contribute to the efficiency savings that are needed by the NHS over the next five years and Sheffield Teaching Hospitals NHS Foundation Trust is no exception. The major financial concern for the Trust in 2015/16 was to maintain financial stability, while meeting the demands of increasing numbers of patients and more stringent operational targets.

Our total income last year was just over a £1 billion and the majority of our costs are associated with paying the 16,000 staff who work for the Trust.

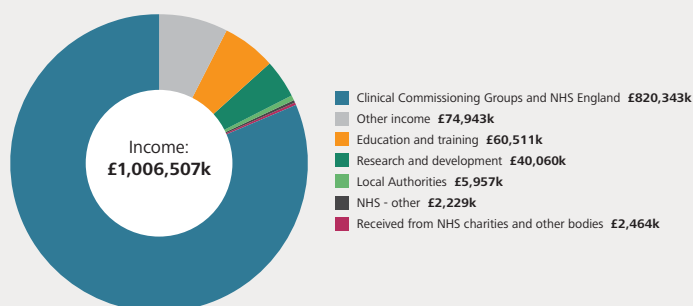
At the end of the year we were disappointed to record our first deficit in the history of the organisation albeit we improved upon our planned forecast position which was a £11 million deficit. The actual position was £7.7 million on a turnover of just over £1 billion. We are also very mindful that the next few years will be equally challenging financially.

In the last 12 months, through our Quality and Efficiency programme, we have continued to review our costs and the way in which we work in order to become even more efficient and deliver the best possible value for money.

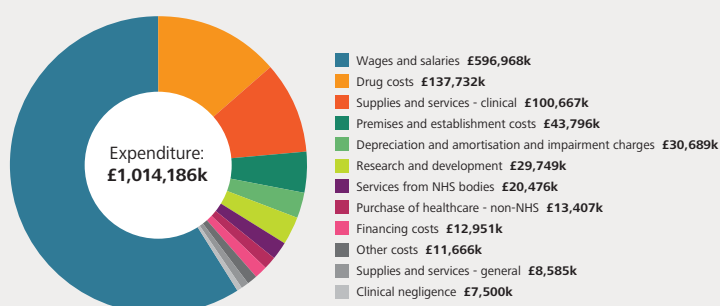


**Neil Priestley**  
Director of Finance

## Where our money comes from



## How we spend our money



## Investing in our future

**During 2015/16 we invested £34m in new facilities and developments at the Trust.**

The focus has been on investing in the Trust's physical infrastructure, modernisation of information technology systems, promoting new service developments and continuing to support medical equipment and regulatory needs in order to improve the services to patients across the Trust.

As well as the £8m spent on updating our technology, we also invested over £13m in medical equipment including a new MRI Scanner, two replacement

Linear Accelerators, two replacement CT Scanners and a new Cardiac Catheter Lab.

Around £4 million was spent on ward refurbishments, estate infrastructure, modernising the laundry and providing an improved Huntsman entrance at the Northern General Hospital.

Thanks to the fantastic efforts of the Sheffield Hospitals Charity and our local communities a new helipad has been built at the Northern General Hospital which means trauma patients get the emergency care they need even quicker.





## £35 million investment in technology to support patient care

We have implemented some key parts of our five year, £35m Transformation Through Technology programme, with the roll-out of the Lorenzo Electronic Patient Record (EPR) system and a new Electronic Document Management System (EDMS). The programme is one of the biggest change processes in the history of the Trust, and will ultimately enable the organisation to become paper light and support the work underway to develop integrated care teams and new models of care.

It includes the introduction of single sign on for our clinicians so they can access patients' results and records all on one clinical portal, the Electronic Patient Record System has the potential to deliver significant benefits for patient care and we have invested in around 100 state-of-the-art electronic white boards for our wards. The new boards enable ward staff to see the key, real-time information they need at a glance and help manage patient flow more effectively.



## Keeping patients well and independent

**The integration of hospital, community and social care services continued at pace to ensure our patients receive timely, seamless care and that wherever possible individuals are supported to live independently at home rather than be hospitalised.**

The Discharge to Assess process developed by our teams was highlighted as an exemplar by the Commission on Improving Urgent Care for Older People in their report - 'Growing old together: Sharing new ways to support older people.' Patients who no longer need hospital care are now assessed in their own home for their ongoing health and social care needs rather than in the less familiar hospital environment.

During 2015/16 this resulted in over 9,000 older patients being discharged home in an average of 1.1 days from being medically fit compared with 5.5 days three years ago. Patient feedback has been very positive with more patients able to remain independent in their home and 30,000 hospital bed days have been released for those patients who do require acute hospital care.

A successful bid to become one of seven NHS Innovation 'Test beds' will help us to take this important work even further by combining the expertise and experience of our health professionals with technology partners such as Apple and primary care colleagues. Together we will test how technological devices can support patients with long term conditions to better manage their health from home.

# Employing caring and cared for staff

**The Trust is privileged to have many skilled and dedicated staff who contribute to the success of our hospital and community services.**

This has been particularly evident during the past year when the Trust experienced challenging operational pressures including higher demand, industrial action relating to the new national Junior Doctor contract, a successful CQC inspection and significant technological changes. Many staff worked over and above their normal duties to ensure that the quality of patient care was maintained.

We recognise the importance of positive staff engagement and good leadership to ensure good quality patient care. During the last 12 months we have continued to encourage more of our staff to be actively engaged and involved in decisions. This was the key aim of the new 'Listening into Action' approach we adopted. More than 40 teams of staff made changes which benefitted patients or staff. A successful series of 'Give it a Go' weeks resulted in tests of change becoming mainstreamed across the organisation and empowering staff

to try out small improvements or ways of doing things which made a difference to patients or staff.

During 2106/17 we will be building on this with the introduction of our Making it Better quality and efficiency programme.

Our PROUD values and behaviours will continue to underpin the way we lead and deliver change in the next five years.

## Our values are what make us different

### **P**atients first

Ensure that the people we serve are at the heart of all that we do

### **R**espectful

Be kind, respectful, fair and value diversity

### **O**wnership

Celebrate our successes, learn continuously & ensure we improve

### **U**nity

Work in partnership with others

### **D**eliver

Be efficient, effective and accountable for our actions

## Give a little thanks

We feel it is very important that we value everyone who works in the organisation and the efforts they go to every day to make a difference to our patients.

Thanks to the support of Sheffield Hospitals Charity we introduced the 'Little Thank You' e-card system during the year, enabling individuals and teams to be sent an electronic thank you card by their managers or fellow colleagues. This is just one way we can encourage and recognise the excellent work undertaken by every one of our 16,000 staff.

# Working Together

with our partners

**The future shape of the NHS will see more integration and partnership working across organisations.**

This has been a feature at Sheffield Teaching Hospitals NHS Foundation Trust for some years as exemplified by the integration of community services within our organisation and the stronger interface with GPs and social care colleagues across the city that has resulted.

The benefits of new integrated care pathways and a closer working relationship are delivering tangible benefits including supporting more people to stay living independently in their own home and avoiding hospital admission.

We are also working across the wider region and in particular with our neighbouring Acute Trusts. The Working Together programme, which involves seven Acute Trusts in South Yorkshire and North Derbyshire including Sheffield Teaching Hospitals aims to share best practice and improve patient care. We believe that working together on a number of common issues will allow all the Trusts to deliver benefits that they would not achieve by working on their own.

During the year, combining our buying power has saved almost £500k on the cost of examination gloves and an information sharing agreement has enabled test results for patients to be accessed at any one of the seven partner Trusts. This enables quicker diagnosis and a reduction in duplicate tests.

During the year, Working Together was designated as one of the NHS Vanguard sites as part of the implementation of the NHS Five Year Forward Plan.

This partnership way of working will move further ahead in the coming year as we work at a sub-regional level with health and social care organisations across South Yorkshire and Bassetlaw to create an innovative Sustainability and Transformation Plan which further enhances care pathways for our patients.

As well as caring for people when they are ill, we want to keep people healthy in the first place. Our leading role in the city's Olympic Legacy Park and National Centre for sports and exercise medicine is key to achieving the aim of making Sheffield one of the healthiest cities in the UK.



## Listening to our patients

**Seeking and acting on patient feedback remains a high priority for the Trust**

**Our overall performance in national surveys consistently compares well against other Trusts. Our scores in the Friends and Family Test consistently compare well nationally and good response rates are being achieved.**

- Over 98% of inpatients surveyed as part of the National Inpatient Survey by the Care Quality Commission in 2015 said our wards were clean and over 86% said they were always treated with respect and dignity.
- Over 94% of patients surveyed expressed satisfaction with the help they received with pain control.
- 75% of patients rated their experience as 8 out of 10 or above and 27% rated their experience as 10 out of 10.

During 2015/16, the Trust launched a new complainant satisfaction survey which is carried out alongside routine audits of complaint responses and complainant interviews to ensure we have a full understanding of the complainant's experience.

We have already made improvements to the complaints process to:

- ✓ Provide more choice to the complainant about how the complaint is handled
- ✓ Improve communication with the complainant, including an acknowledgement call within three days
- ✓ Provide staff involved with the complaint with a structured email to facilitate a timely response
- ✓ Introduce an escalation process for when staff responses are not received on time

The complaints team aim to respond to 85% of complaints within 25 working days.

During 2016, a new local inpatient satisfaction survey and outpatient satisfaction survey will commence, providing even more feedback on the experience of patients who visit our Trust. In addition, the Trust will be undertaking a series of topic specific surveys throughout 2016/17, the first one being End of Life Care which commences at the end of April 2016.

# Pioneering medical breakthroughs

As one of the largest teaching hospitals in the country, we are committed to improving patient care through excellent research and innovation. We aim to be at the forefront of clinical research in order to develop new, improved treatments to benefit our patients and the wider NHS. Along with our partners in the University of Sheffield, we are proud to be leading the development of world-class clinical research.

## First patient signs up to 100,000 Genomes Project

The 100,000 Genomes Project is a ground breaking initiative, which aims to decode the DNA sequences of 100,000 genomes from people who have a rare disease or condition, their families, and people with cancer.

Sheffield Teaching Hospitals, along with Sheffield Childrens Hospital and Leeds Hospitals, are leading the new Yorkshire and Humber NHS Genomic Medicine Centre (GMC).

Patients who participate in the programme are enabling scientists to learn more about specific conditions, identifying potential genetic causes and transform future diagnosis and treatment.

## New 'technology' drive to modernise care for patients with long term health conditions

Sheffield city region is one of seven national 'Test Bed' innovation centres to take part in a major drive to modernise how the NHS delivers care. 'Test Beds' are new collaborations between the NHS and innovators which aim to harness technology to address some of the most complex issues facing the health service.

The Sheffield City Region Test Bed, known as 'the perfect patient pathway,' aims to bring substantial benefits for patients suffering from long term health conditions. By using new technology, coupled with new ways of delivering care, the intention is to keep patients with these conditions well, independent and avoiding crisis points which often result in hospital admission.

A range of home-based monitoring devices and smart phone apps will help patients manage their condition. It will include monitoring falls risk, tracking locations for dementia patients and sensors in the home (for example on televisions, kettles and fridges) to monitor mobility, nutrition and general wellbeing.



Data will then be collated to assess individual patient wellbeing and anticipate changing demands and care requirements.

## Panorama features groundbreaking treatment for MS

A pioneering treatment for Multiple Sclerosis (MS) developed at Sheffield Teaching Hospitals was featured on BBC Panorama. 'Can you stop my Multiple Sclerosis?' followed four patients with relapsing/remitting MS. The treatment, which is called autologous haematopoietic stem cell transplantation (AH SCT), destroys the faulty immune system using chemotherapy.

It is then rebuilt with stem cells harvested from the patient's own blood which are thawed and re-infused into the patient's blood to reboot their immune system.

Around 20 patients have been treated to date at the Royal Hallamshire Hospital in Sheffield.

Professor Basil Sharrack, Consultant Neurologist at Sheffield Teaching Hospital's NHS Foundation Trust, said: 'The new treatment is showing some remarkable results in the small number of patients we have treated so far.'

## £2.7 million research into diabetes education

Our researchers are leading a £2.7m research programme that aims to take diabetes education and support to a new level. It is hoped the new research will build on the already successful five day DAFNE training and education programme which helps people with type 1 diabetes to better manage their condition.

# Results of Governor Elections



This year's elections ran from 25 April to 16 June. The elections were conducted on behalf of the Trust by Electoral Reform Services in accordance with the rules set out in the Trust's Constitution using the single transferable vote electoral system.

The Trust would like to thank all the candidates for taking part and to congratulate the successful candidates. Also many thanks to all our members who took the time to vote. Now the votes have been counted and we are pleased to announce the results:

Constituency	Candidates	Vacancies	Elected
Patient	Jennifer Booth Peter Hewkin Harold Sharpe	2	Jennifer Booth Peter Hewkin
Public Sheffield West	Martin Hodgson	1	Martin Hodgson
Public Sheffield SW	Susan Taylor	1	Susan Taylor
Public Sheffield SE	Peter Bryan Nev Wheeler	1	Nev Wheeler
Public Sheffield North	Mick Ashman	1	Mick Ashman

## Governors newly elected by members for a three year term of office:



### Jennifer Booth

Patient Governor

I would like to thank members for voting for me. I am overjoyed at being elected as a Governor and feel it is a great honour and privilege.

I have been both an inpatient and an outpatient at our hospitals. I feel it is very important that the hospitals are welcoming to all and that patients feel they have been treated with respect and kindness and have had accurate diagnosis and treatment. Visitors should also be treated with respect and understanding. I have every admiration for our staff and want them to feel they are treated fairly and with respect too.

I would like to assure patients, staff and visitors that I am approachable to talk about any problems or if things have gone well, or indeed about anything that I can assist with.

Times ahead will be challenging but I feel sure that we can work together to make everyone feel valued, respected, welcome and content with their treatment and outcome of their appointments and time spent at our hospitals.



### Peter Hewkin

Patient Governor

I was born and currently live in Worksop. I have been a patient at three of the Trust's hospitals and now as a newly elected Governor I am looking forward to my first term of office. I am keen to engage with issues of end-of-life care and dementia treatment. I am a member of the Dementia Research Patient and Public Involvement Group. I have also taken part in ward inspections for Patient-Led Assessments of the Care Environment (PLACE)

Over the past eight years as a Trust member of both Sheffield Teaching Hospitals NHS Foundation Trust and Doncaster and Bassetlaw Hospitals I have attended Council of Governors' Meetings, Annual Members' Meetings and I am particularly keen to encourage members' participation in the wide variety of events and presentations offered here at the Trust.

I have experience working on committees and have strong communication skills (RAF Officer and physics teacher) but most crucially I have experience as a relative of a hospital patient and also as a patient myself. I very much hope to put more back into the hospitals which have treated me so well.



### Martin Hodgson

Public Governor,  
West Sheffield

I am very pleased to have been elected to represent members in West Sheffield, and I will work hard to ensure that I do so in their best interests. I have a background in large public sector organisations which I believe will help me.

Originally from Bradford but now living in Hangingwater, I spent almost 35 years in the Inland Revenue, at one time heading up Scotland's PAYE operations in East Kilbride, later being Regional Director for East England and finally having responsibility for quality improvement across the whole department.

In my role as a Regional Director I quickly learned that if, as a leader, you concentrated too much on processes and targets you were in danger of overlooking the most important ingredient of the mix - the people. Over time I developed the mantra: 'Take care of the people, and the people will take care of the work.' This is why my first act as a new Governor will be to volunteer for any Human Resources related activities.

I have a lot to learn about the Trust and the wider NHS, but I approach the task with relish.



## New Wheeler OBE

Public Governor, South East Sheffield

I would like to thank all the Members who voted for me. I'm looking forward very much to my new role. Prior to becoming a Governor at Sheffield Teaching Hospitals (STH) I had been a Governor with Sheffield Health and Social Care NHS Foundation Trust for nine years (the maximum time allowed) and I am now keen to find out all I can about STH now that I'm joining the Council of Governors here. I have been a patient at the Trust on many occasions and one of the reasons I wanted to become

a Governor was to say 'thank you' for all the excellent treatment I have received.

Previously I managed a semi-professional football club for many years and I am well aware of the value of teamwork. Teamwork is not confined to sports teams but all walks of life where people are working together towards a common goal. By helping to develop teamwork among Governors and Trust Members I believe that much can be achieved.

Re-elected for a further three year term of office



## Sue Taylor

Public Governor, South West Sheffield

I have been re-elected as Public Governor for SW Sheffield for a second term of office.

During my first three years, I have been the Governor on the Pharmacy Management Board and in the past year, I have carried out two outpatient surveys on their behalf to confirm that improvements have been made to the Pharmacy Service.

I am one of three Governors on the Patient Experience Committee which meets every month to discuss complaints raised by patients and any other issues associated with being a patient and receiving satisfactory treatment.

Being a Governor gives you an opportunity to be involved with any future decisions being taken by the Trust. This hopefully will make a beneficial difference to the treatment and improvements of service for all patients attending our Trust, especially during the current difficult climate with limitation on hospital finances.

I am looking forward to representing members for a further three years.



## Mick Ashman

Public Governor, North Sheffield

Mick came to Sheffield from London over 30 years ago to train as a nurse. He developed a strong affection for Sheffield and stayed in South Yorkshire.

On qualifying Mick worked as a staff nurse at the Northern General Hospital and now teaches at the School of Nursing and Midwifery at the University of Sheffield.

Throughout his time in Sheffield he has lived in the north east of the city, in Fir Vale and Pitsmoor,

and is pleased to have been elected as a Governor to represent an area of Sheffield that he feels very attached to and is looking forward to represent users of the NHS in the north of Sheffield.

Mick believes that effective governance is important in any organisation, particularly those that deliver healthcare. He considers that his experience and skills will ensure he is effective as a Governor.

## Dates for your diary



### 13 September, 5pm

Council of Governors  
Chatsworth Suite  
Rivermead Training Centre, NGH

### 21 September, morning

Board of Directors in Public  
Undergraduate Common Room  
Medical Education Centre, NGH

### 22 September, 11am

Annual Members' Meeting  
Undergraduate Common Room  
Medical Education Centre, NGH

### 19 October, morning

Board of Directors in Public  
Seminar Room 1, R Floor, RHH

### 16 November, morning

Board of Directors in Public  
Undergraduate Common Room  
Medical Education Centre, NGH

### 6 December, 5pm

Council of Governors  
Undergraduate Common Room  
Medical Education Centre, NGH

### 21 December, morning

Board of Directors in Public  
Seminar Room 1, R Floor, NGH

Trust members and members of the public are invited to attend these meetings. For more information please telephone Jane Pellegrina in the Membership office on **0114 271 4322**.

For more information about Council of Governors meetings please see [www.sth.nhs.uk/members/governors-council/governors-council-meetings](http://www.sth.nhs.uk/members/governors-council/governors-council-meetings).

For more information about Board of Directors meetings please see [www.sth.nhs.uk/about-us/board-of-directors-meetings](http://www.sth.nhs.uk/about-us/board-of-directors-meetings).

Agendas, associated papers and times for all meetings are uploaded onto the website seven days prior to the meeting.

Please visit [www.sth.nhs.uk](http://www.sth.nhs.uk) as meeting times can vary



# New £2m helipad opens at the Northern General Hospital

A state-of-the-art helipad that gives critically ill patients quicker access to life-saving medical treatment has officially been unveiled at the Northern General Hospital. The new facility has been made possible thanks to the generosity of local people, businesses and Sheffield Hospitals Charity.

When patients with life threatening conditions land by air ambulance at the Northern General Hospital, they are now just seconds away from the Accident and Emergency Department, where they can receive the urgent attention they need.

Caring people from across Sheffield, South Yorkshire and further afield have worked hard to raise the funds required and to improve the chances of survival for anyone who is seriously hurt or ill, following the Sheffield Hospitals Charity Helipad Appeal.

The helipad is now in full operation, ready to serve a population of 1.8 million people covering South Yorkshire, parts of the Humber, Derbyshire and the East Midlands.

Patients who land at the Northern General Hospital are now only a trolley push away from a consultant-led specialist team with access to the best diagnostic and treatment facilities.

Twenty five year-old Daniel Draper from Dinnington knows only too well the importance of the

ambulance and the Emergency Department Team as they helped to save his life after a motorbike accident.



Daniel said: 'I'm extremely fortunate to be here today. I have been told it would have been extremely unlikely that I would have survived if I hadn't been flown to the Northern General Hospital, due to the severity of my injuries and the amount of blood I had lost. Thankfully, I remember very little about what happened. I just know that I will be eternally grateful to all of the medical team who put me back together.'

'It's fantastic that Sheffield Hospitals Charity have helped to build an even better helipad.'

Dr Stuart Reid, Consultant in Emergency Medicine and Clinical Lead for Major Trauma at Sheffield Teaching Hospitals said: 'The new helipad provides an industry leading facility for air ambulances to land easily and for our teams to transfer patients straight into the Emergency

Department where we can start to treat them straight away. These precious minutes saved give us the best possible chance to save the life of the patient.'

David Reynolds, Director at Sheffield Hospitals Charity said: 'I'm overwhelmed by the level of support our Appeal has received locally. I'd like to personally thank everyone who has helped build this amazing facility, they can all call themselves lifesavers.'

Sir Andrew Cash, Chief Executive of Sheffield Teaching Hospitals NHS Foundation Trust, said: 'I am delighted that the new helipad at the Northern General Hospital is now fully operational. We are one of only 26 major trauma centres in the UK and the new helipad means we can provide life-saving care as quickly as possible.'



## Sheffield hospitals doctors take to the skies as part of Air Ambulance Critical Care Team

**Three doctors from Sheffield Teaching Hospital NHS Foundation Trust have joined the Yorkshire Air Ambulance Critical Care team, which means a specialist pre-hospital doctor is on board the air ambulance 365 days a year.**

Anaesthetic consultants Dr Stephen Rowe, Dr Tim Moll and Dr Neil Sambridge, all based at Sheffield Teaching Hospitals, have joined eight other consultants in emergency medicine and anaesthesia to form the new team.

Dr Tim Moll, Consultant Anaesthetist at Sheffield Teaching Hospitals and member of the Yorkshire Critical Care team said:

**'This means that life-saving procedures can be done at the scene of an incident, including critical care interventions and emergency anaesthesia.'**



Registered Charity No. 1059043

### Sheffield Hospitals Lottery

Join for your chance to win £25,000 in our weekly draw!

Play for only £1 a week

To find out more or to play the lottery visit <https://sheffieldhospitalslottery.zaffo.com> or call the charity on 0114 271 1351

# The way things were

When the NHS came into being on 5th July, 1948, the newly-created hospital authorities in Sheffield inherited around 25 hospitals, annexes and satellite units, most of which had been built in the nineteenth century or in the early years of the twentieth.

The first 25 years of the new NHS brought a number of new hospital developments to the city, beginning with the opening of the Charles Clifford Dental Hospital in 1953. The new Outpatient Department that initiated the Hallamshire Teaching Hospital development - on the drawing board since the 1930s - was opened in 1957. Weston Park Hospital, a completely new facility for the treatment of cancer patients, was completed in 1969. The Royal Hallamshire Hospital opened in 1978.

Between 1978 and 1996 over half of the hospitals inherited in 1948 were closed with work transferred to the main sites. In 2001 the Jessop Wing was opened as a replacement for the Jessop Hospital for Women.

Individual Sheffield Hospitals - old and new - will be profiled in future editions of *GoodHealth*.



The Royal Infirmary



Lodge Moor Hospital



Jessop Hospital for Women



The Royal Hospital



Nether Edge Hospital

## Support your local hospitals

As a member you can play a role in the Trust and get more involved in your local hospitals.

To become a **public member**, you must live in Sheffield.

To become a **patient member** you must have been a patient in the last five years.

Trust members can:

- participate in the election of Governors
- have the opportunity to stand for election to the Council of Governors
- provide feedback and opinion about services and possible developments
- receive information about the Trust on a regular basis
- attend special functions which may include open days, tours and healthcare seminars

Members will not receive any preferential access to actual health services, as this would be contrary to the principles of the NHS.

Please register me as a member of the  
Sheffield Teaching Hospitals NHS Foundation Trust

IT'S  
FREE!

Title ☐ Mr ☐ Mrs ☐ Ms ☐ Dr ☐ Other...

Family Name

First Name

Address

Postcode  Telephone

Email

Date of Birth  /  /

I would describe my ethnic background as:

- ☐ White British ☐ White Other (non British) ☐ Asian or Asian British  
☐ Black or Black British ☐ Mixed / Multi heritage ☐ Other Not stated

I would like to register my potential interest in standing for election as a Governor:

- ☐ Yes ☐ No

I declare that I am eligible and would like to become a member:

- ☐ Public member ☐ Patient member

Signed