

SEPTEMBER 2017
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Sheffield Teaching Hospitals
NHS Foundation Trust

Good Health

The newsletter for members of
Sheffield Teaching Hospitals NHS Foundation Trust

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A summary of
our Quality Report
for 2016-17

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Okay to Stay

A better way to support
patients at home

You are invited to the Annual Members' Meeting 21st 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 marketplace of stalls showcasing exciting research studies and new initiatives from across the Trust.

This year you will also be able to choose to attend two out of three themed sessions focussed on innovative work in key areas:

- **Perfect Patient Testbed** - using technology to support new ways to help patients manage their long term health conditions.
- **Dementia matters** - exploring the work being undertaken in partnership with patients on dementia care and facilities.
- **Life in a Trauma Centre** - an insight into the work of our Trauma Centre

The Annual Members' Meeting will take place on Thursday 21st September at the Medical Education Centre at the Northern General Hospital. Registration and marketplace is from 10:30 am and the meeting begins at 12 noon. A light lunch will then be served followed by the themed presentations.

This edition of GoodHealth magazine also includes a summary of key information contained in the Annual Report and Annual Quality Report to provide an update ahead of the event. Full versions of the report are available online at www.sth.nhs.uk/about-us/official-publications.

You can also read about the successful partnership work to enhance the care of elderly patients, the launch of a new free Wi-Fi service and the opening of a new Sheffield Hospitals Charity fundraising hub.

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, Chairman

To book a place at the Annual Members' Meeting please email 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, 21st September 2017

I would like to book places at the AMM

Name(s):

Address:

Phone:

Email:

Do you require wheelchair access? ☐ Yes ☐ No

Do you have any special dietary requirements? ☐ Yes ☐ No

Please choose two sessions to attend:

☐ Perfect Patient Testbed

☐ Dementia Matters

☐ Life in a Trauma Centre

Return this form to: Jane Pellegrina

The Foundation Trust Office, Clock Tower Building,
Northern General Hospital, Sheffield S5 7AU

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Would you like to receive Good Health by email? Just send your email address to jane.pellegrina@sth.nhs.uk and you'll receive the next edition electronically.

Patients praise Sheffield Teaching Hospitals in national survey

The majority of of ten inpatients at Sheffield's adult hospitals said they were treated with respect and dignity during their stay, a national inpatient survey for the Care Quality Commission has found.

More than nine out of ten also agreed the hospitals were kept clean.

The Trust also scored well when it came to staff explaining what would be done during an operation or procedure.

James Kirk, 35, of Oughtibridge, said: "The care I received was excellent. The staff were helpful and attentive throughout my stay and I was kept well informed."

Chief Nurse Hilary Chapman, said: "Our staff work extremely hard on a daily basis to deliver the best possible care and the survey results are testament to this dedication. However we are never complacent and we will continue to make improvements in response to patient feedback."



Free Wi-Fi launched

The Trust has launched a free Wi-Fi service available to all patients, staff and visitors.

After listening to feedback from staff and patients the service has been launched across all five sites within the Trust and allows patients to browse the web for free on their phones and other devices.

Patients have already said that the Wi-Fi availability has enhanced their stay in hospital. Mark Wilson, 37, from Upperthorpe, Sheffield, is being cared for at the Royal Hallamshire Hospital. He said: "I think it's great. The speed's been really good and it's free! It's a good way to pass the time and you can even get a bit of work done if you feel up to it. People feel lost without the internet nowadays, so it's a big thing."

Another patient, Stephen Conroy (left), 62, of Hunters Bar, Sheffield, added: "You are cut off a little bit when you are in hospital, and I've been using it to keep in touch with family and friends on social media and messaging apps.

"It means you don't have to use your own mobile data as well, so it's really helpful and the service has been spot on."

Chris Morley, Deputy Chief Nurse, said: "We hope that the launch of free Wi-Fi will further enhance the patient experience. We recognise how important Wi-Fi is for keeping our patients connected with family and friends particularly when people are in hospital for longer periods, so we are delighted to be able to provide this facility."

Working together to help ensure patients are ‘**Okay to Stay**’ at home

Community nursing teams work with GP practices and Age UK to enable more people to manage their condition at home.

The Trust’s community nursing team is working with GP practices and Age UK to help prevent unnecessary hospital admissions in Sheffield.

Sheffield Teaching Hospitals NHS Foundation Trust is leading on the Okay to Stay plan, a collaboration with 21 GP surgeries and Age UK.

Individual Okay to Stay plans are drawn up for each patient by a community healthcare professional in partnership with the patient, their carer or relative and GP.

It includes information about medication, mobility and who supports them. It is reviewed every three months and can be accessed by health professionals such as paramedics or out of hours GPs, and where appropriate can help them make decisions to avoid unnecessary hospital admissions.

Rebekah Matthews, Integrated Pathway Manager at Sheffield Teaching Hospitals, said: “The plan is a simple document drawn up with the patient.

“It paints a picture for any visiting health professional of how the patient manages at home and also helps the patient to recognise an exacerbation of their condition.

“We involved patients from the very beginning. During our evaluation, patient representatives interviewed patients and their families. Patients said they felt more confident, supported and more aware of when they needed to go to hospital and when they could stay at home with support.”

The plan was initially piloted with 36 patients, and led to a 40% reduction in hospital admissions in that group. There are now more than 50 patients, and the aim is to have 200 by the end of the year. It is estimated that up to 2,000 patients in Sheffield could benefit from an Okay to Stay plan.

The scheme was a finalist in the Health Service Journal Patient Safety Awards, and is also a finalist in the Nursing Times Awards which take place in November.

New £6.7 million Eye Centre to open at the Northern General Hospital

The construction of a new £6.7 million state-of-the-art eye centre is underway at the Northern General Hospital.

The purpose built unit which will open in April 2018, will provide a ‘one stop shop’ for specialist eye care for thousands of cataract patients every year.

The new facilities and ways of delivering care will enable patients to be assessed, diagnosed and given an appointment for surgery all within one visit to the Centre.

Carolyn Wilkie, Operations Director for Head and Neck services at the Trust, said:

“We are very excited to be able to open the new Eye Centre next year.

“It will have such a positive impact on patient care, as many patients will now experience a ‘one stop shop’ when they attend for their assessment and preparation for surgery. Patients will be cared for by one highly specialist ophthalmology team brought together in this lovely new facility.”

Tony Pedder, Chairman of Sheffield Teaching Hospitals NHS Foundation Trust, said: “The new Unit is an example of an on-going programme of work we are doing to re-design our facilities and the

way we deliver care to be even more efficient and convenient for our patients. We have been listening to patient feedback and we see this development as a great example of how we can continue to provide patients with the best care within a really improved overall experience.”



Collaboration between **surgeons** and **geriatricians** enables elderly patients to return home sooner

A collaborative approach between our surgical staff and geriatricians is enabling elderly patients to return home from hospital more quickly.

Staff at the Surgical Assessment Centre (SAC) are working together with geriatricians (doctors specialising in the care of older people) to identify elderly patients who can return home soon after they are admitted for surgical assessment, providing that the necessary support processes are in place.

Consultant Geriatrician Dr Rosie Lockwood said: "A lot of elderly patients come in to hospital with a surgical problem, but once they are surgically fit for discharge they end up remaining in hospital because of perceived problems about their ability to cope at home or outside of hospital.

"By working together with staff on the SAC to quickly identify these patients within an acute setting, we are able to get the support in place to enable them to leave hospital sooner."

Nursing staff identify patients who have already been seen by a surgeon and refer them to a consultant geriatrician for review.

If appropriate they may then be referred on to the Front Door Response Team (FDRT), which acts as a link between hospital and community staff, and can provide expert advice on the support available.

The approach can be the difference between a few days in hospital and several weeks and enables patients to return to the comfort of their own home much sooner. During a three month pilot, 55 patients were screened with 32 receiving a full geriatric assessment while in the SAC.

The project has enabled some patients to leave hospital 2.5 days earlier on average and a 20% increase in the number of patients able to return to their home.

Doreen Norris, 86, of Fulwood, Sheffield, was assessed on the SAC after being admitted. She was able to return home just three days later having been given help to arrange support.

She said: "I can't find fault with the treatment I've had in hospital, but I love my home and I do get homesick, so I want to get back as soon as possible.

"We have discussed my care needs and what help is available, and if I need anything I know I can ring up for advice."

General Surgery Nurse and Service Improvement Manager Sharon Grady said: "You don't always need to keep someone in hospital to give them the best care.

"If we can assess them and discharge them with the confidence that they have the right support, then it is better for everybody."



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 and the surrounding area.

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



Stroke specialists give advice to the public

Members of Sheffield Teaching Hospitals' Strokes Services team gave out advice to members of the public as part of Stroke Awareness Day.

The stroke team handed out information at the Royal Hallamshire Hospital, took blood pressures, talked to people about the Sheffield Stroke Service and provided advice on how to prevent strokes and what to do if you suspect someone is having a stroke.

Stroke is the UK's fourth biggest killer and one of the main causes of disability. It is caused when part of the blood supply to the brain is shut off, due to a blockage or a bleed.

The team also found that as many as one in four of the people they spoke to on the day wouldn't know to call 999 if they suspected someone was having a stroke.

Amanda Jones, the Clinical Lead for Stroke Services, said: "In Sheffield we are fortunate to be able to deliver cutting-edge treatments which can make a significant difference to patient recovery and outcomes, but these produce the best outcomes if performed as soon as possible after the stroke has happened, so it is important that people know what to do if they suspect someone is having a stroke."

If you think someone is having a stroke, you need to act FAST and call 999. The signs are: Facial weakness (can the person smile?); Arm weakness (can they lift both arms?); Speech problems (can they speak clearly?). Time to call 999 if they have any of these symptoms.

Out of change for car parks?

The Trust has introduced a new 'cashless' parking option with the launch of a new parking app.

The new 'pay by app' parking option allows visitors to pay for parking at the Trust via a mobile application.

Kevin O'Regan, Director of Hotel Services, said: "We have been listening to feedback from our visitors, patients and staff and understand that when visiting a hospital you don't always have change for parking with you, which is why we are so pleased to be able to introduce a 'cashless' payment solution."

"The new parking app will allow our visitors and patients to pay for parking on their mobile phone, and they will also be able to 'top-up' their parking time via the app without going back to the car park if they should need to stay longer than anticipated."

The new app will be available at the Trust's hospital sites where pay and display parking is in operation including the Northern General, Weston Park and Jessop Wing.

The 'Park Indigo' App is available to download for free from the iTunes App store and on Google Play for Android devices. After creating an account and filling in the payment method, visitors simply select the car park they are in and choose their parking time as needed.

Not only is the app a quick and easy way to pay for parking, it also includes other helpful features such as 'find your nearest car park' and the option to save your favourite locations.

The traditional pay and display parking method will still remain available and the app is being introduced alongside this as a convenient alternative option for those who wish to use it.





MAKING A DIFFERENCE

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

PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



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 standards we have set for ourselves.

In 2016 we received our results from the Care Quality Commission inspection of our community and acute services which took place in December 2015. More than 80 inspectors visited our sites over a 10 day period. Thanks to the hard work of all our 16,500 staff our Trust was one of only 18 in the NHS to be rated 'Good' in all the inspection areas of Safe, Responsive, Well Led, Caring and Effective.

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 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 Sheffield Teaching Hospitals NHS Foundation Trust has continued to perform very well in 2016/17 and has made good progress against our quality priorities.

It was exceptionally pleasing that national and local survey results during 2016/17 consistently showed that the majority of our patients and staff would recommend the Trust as a place to receive care and to work.

Indeed 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 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.



Andrew Cash

Sir Andrew Cash OBE
Chief Executive



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.

We have a long history of providing high quality care, clinical excellence and innovation in medical research and we are proud to have been awarded an overall rating of 'Good' following the latest Care Quality Commission inspection.

With around 16,500 employees working within our hospitals and out in the community, we are one of the biggest employers locally. We aim to reflect the diversity of local communities and are proud of our partnerships with local people, patients, neighbouring NHS organisations, local authority and charitable bodies.

Through our partnerships with the University of Sheffield, Sheffield Hallam University, other health and social care providers and industry we remain at the forefront of advancements in clinical services, teaching and research.



FIVE
HOSPITALS



ONE OF THREE
major trauma centres in
Yorkshire and the Humber



OVER 16,500 MEMBERS
OF STAFF



OVER 2 MILLION
PATIENTS PER YEAR



OVER 150,000 ACCIDENT &
EMERGENCY ATTENDANCES



OVER £1 BILLION BUDGET

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

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 in the Quality Report.

The Quality Report is available on the Sheffield Teaching Hospitals NHS Foundation Trust website www.sth.nhs.uk or by calling 0114 271 4322.

Every year we set 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 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

During 2016/17, the Renal Unit and Brearley 7 aimed to achieve certification as Patient Safety Zones (PSZ). These areas were selected as they expressed interest in the project during a staff feedback event called 'Listening into Action'. In addition, the Renal Unit represents a microcosm of the hospital's patients, such as acute admissions, long stay surgical patients and patients who are receiving long term care.

Whilst five outpatient areas have achieved Patient Safety Zone compliance during 2016/17, the Renal Unit and Brearley 7 demonstrated that the more complex environment of inpatient areas presents additional challenges. For example, many interactions take place at the patient's bedside rather than in a private room and this makes reducing interruptions more difficult. Therefore, during 2017/18, further work will be undertaken to ensure the applicability of the Patient Safety Zone to inpatient areas.

The Patient Safety Zone project has been recognised as exemplary practice by the Care Quality Commission and UK Accreditation Service. In November 2016 the Trust's Patient Safety Zone project team were winners of a Trust 'Thank You Award' in recognition of their work.

For 2017/18 there will be continued roll out and embedding of the Patient Safety Zone across the Trust, aiming to have 10 new areas certified. Work to adapt the Patient Safety Zone to inpatient areas will continue but the primary focus for 2017/18 will be on outpatient areas. This objective is therefore being rolled over and expanded to be completed during 2017/18.

To further improve End of Life Care

The Trust developed new local guidance aiming to ensure a personalised approach to caring for patients who may die in the next few hours or days. Following implementation of the guidance on three wards, it was our aim to roll it out across the Trust. During 2016/17 an audit of patients' hospital notes was carried out on the three wards where the guidance had been implemented to assess its impact. Whilst some improvements were noted, overall there was not a significant change demonstrated following the introduction of the guidance and therefore the guidance was not rolled out as planned during 2016/17. Instead, staff will now be consulted to assess their views on the use of the guidance and, during 2017/18, the guidance will be reviewed and changed as necessary.

A Trust End of Life Care Strategy was developed in 2016/17 and is central to our vision and ambitions for end of life care. The next step is to develop an implementation plan to put the principles of the strategy into practice. Two newly appointed clinical leads for End of Life Care will take forward the implementation plan which has been developed in consultation with staff across the Trust during March 2017. The plan is now being rolled out with the aim of getting key elements in place by October 2017.

Monitoring and evaluation will be built into this plan in order to provide evidence of implementation and outcomes.

A survey of end of life care was undertaken in May 2016 covering all aspects of end of life care. The survey was given personally to the next of kin of deceased patients when they collected the death certificate. The results will be carefully reviewed during 2017/18, and actions will be agreed in relation to any areas for improvement which are highlighted.

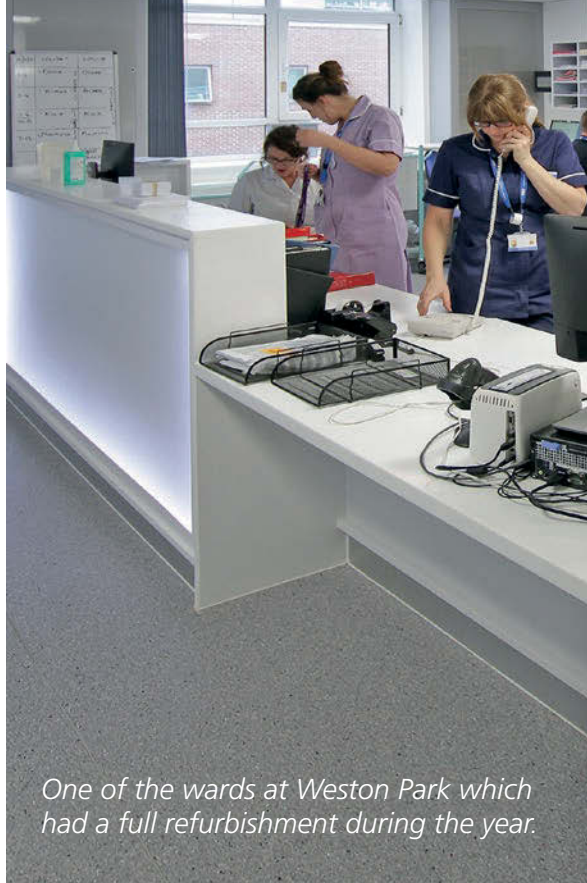
Our work to improve end of life care involves a longer term programme and this objective is therefore being rolled over and expanded throughout 2017/18 and 2018/19, reviewing the End of Life Care Guidelines and implementing the End of Life Care Strategy.

To further improve the environment at Weston Park Hospital

In response to the feedback from patients and the Care Quality Commission, a programme of work has begun to update and refurbish clinical areas. The programme started in 2015 with the development of an Assessment Unit at Weston Park Hospital. The unit provides a bespoke environment for the clinical assessment of acutely unwell patients.

The focus of the current phase of the programme is the refurbishment of the two inpatient wards. Ward 2 refurbishment was completed in December 2016, now providing a modern, bright environment with artwork chosen by patients. The refurbishment of Ward 3 has commenced with completion scheduled for September 2017.

The design will largely mirror that of Ward 2, but with some specific adaptations such as the inclusion of a HEPA (high-efficiency particulate arrestance) air-filtered single room for immunocompromised patients.



One of the wards at Weston Park which had a full refurbishment during the year.

Improvement work in the theatres area has also been completed during 2016/17. This has included improved signage and storage, a refurbished recovery area and including improvements to the décor, updating of the seating area plus new flooring.

Going forward, plans for the further improvement of the environment at Weston Park Hospital will focus on outpatient areas.

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 2016/17 we achieved the majority of the national waiting time targets.

Whilst we did not consistently achieve the national 95% 4 hour wait time standard due to high demand for care, on average we did treat, discharge or admit 8 out of 10 patients who came to the emergency department within the required 4 hour timeframe. During 2017/18 this performance has continued to improve with nine out of every ten patients seen, diagnosed and admitted or discharged within 4 hours of their arrival at A&E.

MEET SOME OF THE PATIENTS WE HAVE CARED FOR...

New lung surgery technique cuts patient recovery times

Nick Ross is one of many patients to benefit from a new, minimally invasive technique which is enabling patients to recover faster and go home sooner after lung surgery.

The technique, known as a single port VATS, has allowed patients who have undergone major surgery to mobilise within two hours and return home after just four days in hospital.

Rather than open surgery or two or three separate incisions, it requires just one 4cm incision for surgical instruments and a camera to be inserted. Video monitoring is then used to carry out the operation. Using the technique, a lung cancer patient could have a third or half of a lung removed and return home from hospital after four days. Using traditional surgery, this would have been eight days.

The whole thoracic surgery unit is now using the technique and about 70% of operations are carried out this way, compared to just 18% in 2012.

Mr Ross said: 'I've received an amazing turnaround, which is very important because I believe the recovery process is greatly enhanced by being able to go home as quickly as possible after treatment.'

"From being able to have the operation to be medically fit to go home so soon is just brilliant and greatly appreciated by both myself and my family."



Prosthetic bone helps Julie use her arm again after cycling accident

Julie Martin fractured her elbow when she fell off her bike in 1998 and, despite numerous operations, has not been able to use her left arm normally since. The injury and pain led to her leaving her job as a careers advisor.

But cutting-edge surgery at the Northern General Hospital to replace her humerus with a bespoke prosthesis has now given back left-handed Julie significant function, enabling her to once again perform simple actions such as use a knife and fork and hold a cup of coffee.

The initial injury happened when Julie fell off her bike while out for a summer cycle-ride with husband Ray in 1998 and suffered a fracture at the elbow. She said: "It completely changed my life. I couldn't lift my arm above waist height and I had to support it with my right arm."

"I had to give up driving, which was a big thing for me as I was quite an independent person. I was spending a lot of time in hospital and convalescing, and although my employers were very good eventually I had to give up my job, which I had loved."

Following the accident, Julie underwent more than 20 operations including bone and skin-grafts. A bone graft in 2010 was a success until a fall in the garden damaged the arm again. The new injury and large number of previous operations meant Julie had only a small amount of bone remaining in her upper arm and, consequently, the latest injury could not be treated with any routine procedure. This left Julie facing the prospect of being unable to use her arm at all, and therefore the decision was made to totally replace the lost bone in the upper arm with a custom made metal prosthesis. The operation, carried out by Consultant Shoulder and Elbow Surgeon Mr Amjid Ali, lasted about seven hours.

She said: "I am immensely grateful to the surgeons and the team that looked after me, not only for their skills but also the kindness and respect with which I was treated. I now have so much more movement in my arm and this has made a real difference to my everyday life. The level of pain has reduced drastically."

WHAT ARE OUR PRIORITIES FOR 2017/18?

- ✓ Introduce Electronic Care Planning across the Trust to further improve the quality of care planning.
- ✓ To further improve the safety and quality of care provided to our patients through initiatives such as the Patient Safety Zone and Safety Huddles.
- ✓ To further improve End of Life Care.

WORKING TO KEEP OUR PATIENTS SAFE

Rigorous infection prevention and control and clean facilities are fundamental to our care standards. We continue to work hard to minimise the chances of patients acquiring hospital acquired infections, such as Norovirus and MRSA. During 2016/17 we had only two cases of MRSA bacteraemia and the number of cases of C.Difficile remained relatively low although slightly higher than the previous year. During the year we successfully managed and contained a measles outbreak which originated in the community and which had a significant impact on our patients and staff.

During the winter months, flu can pose a real health risk for patients and so during 2016/17 we vaccinated the highest ever number of our staff (76%) so that we limited the risk of spreading the virus. We also offered patients who came in as emergencies the vaccination and our district nurses vaccinated almost all of their patients. We intend to build on this approach in 2017/18.

During the last 12 months, a small cross directorate team of Consultant Microbiologists, Emergency Department

Consultants and nurses have been working to raise awareness of sepsis. They have introduced a 'BUFFALO' sticker in the Emergency department to promote timely initiation of the 'Sepsis 6' process for identifying and treating sepsis.



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 2016/17 was to maintain financial stability, while meeting the demands of increasing numbers of patients and more stringent operational targets.

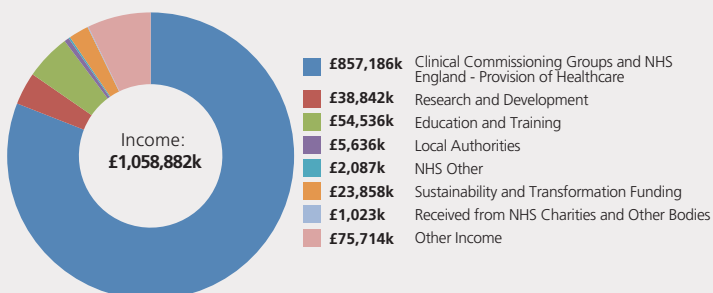
Our total income last year was just over a £1 billion and the majority of our costs are associated with paying the 16,500 staff who work for the Trust.

At the end of the year we achieved a small surplus of £5.8m but the efforts of all staff to achieve this should not be underestimated given the current climate and the fact that our Trust has already delivered significant efficiency savings over the past few years.

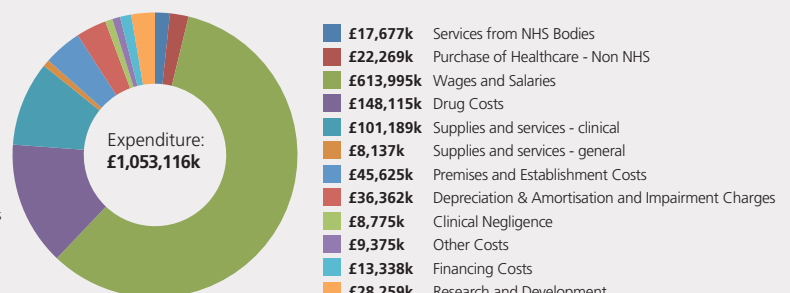


Neil Priestley
Director of Finance

Where our money comes from



How we spend our money



In total, over £30million has been spent improving our facilities and developing our services across the Trust during the year.

The main entrance at the Northern General Hospital was re-developed and as well as additional disabled parking, drop off zones and emergency access the Huntsman entrance also benefitted from new catering outlets and a pharmacy. Opposite the Huntsman entrance we also opened a new GP facility which is able to offer emergency advice and treatment for patients who do not need the level of emergency care provided by the main A&E department.

During the year the Board of Directors also agreed to fund a re-development of theatres at the Hallamshire Hospital. The £30m project which will take place over the next five years will mean all 14 theatres on A floor will be re-developed and there will be a new four theatre complex on Q floor.



IMPROVING THE PATIENT EXPERIENCE

We recognise how important keeping connected with family and friends is to our patients particularly when staying in hospital for longer periods of time.



After listening to patient suggestions we launched free Wi-Fi access in all areas of the Trust in June 2017 to help keep our patients entertained and connected during their stay.

Bringing Patients Together

One of a number of 'social eating' schemes to support our frail and elderly patients to eat well, has recently been launched on Brearley 5 at the Northern General Hospital. The scheme enables patients to be brought together with the help of additional therapists so they can enjoy interacting at meal times away from their beds.

This is not only encouraging patients to improve their nutritional intake and providing mental stimulation; it is also helping to improve mobility and supporting independence. Whilst the patients are eating, the staff encourage discussions about popular topics such as favourite films and music, which helps the patients to feel at ease and socialise.

£35 MILLION INVESTMENT IN TECHNOLOGY TO SUPPORT PATIENT CARE

One of our biggest investments in patient care is through our five year 'Transforming Through Technology' programme. Building on the introduction of a new Patient Administration System (PAS in 2015), we have increased the use of electronic whiteboards linked to the PAS to improve patient flow, handover and observation recording. We have successfully delivered enhancements to tailor the whiteboards to certain areas. For example we have enhanced the Jessop Wing maternity boards to capture observations for mothers and automatically calculate and manage the patient's MEOWS (Modified Early Obstetric Warning Score). In addition, the maternity wards are able to use patient card icons to track and manage the birth status and birth type for each mother. We have also begun to pilot electronic prescribing. E-prescribing aims to reduce errors due to handwritten prescriptions, flags up any reasons why the patient cannot have certain drug and enables quicker turnaround of prescriptions and discharge from hospital.



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 for our services. Many staff worked over and above their normal duties to ensure that the quality of patient care was maintained. Nevertheless, more staff than the national average would recommend the Trust as a place to work according to the latest NHS staff survey published in 2017.

We know that looking after our staff's health and wellbeing is just as important as looking after that of our patients. We have therefore launched a number of initiatives in 2016/17 including a free health MOT for all staff aged 40 and over, and free flu vaccinations for all staff not just those on the 'front line'. A fast track physiotherapy service to resolve musculoskeletal problems quicker has been welcomed and every member of staff has been given free access to the Headspace mindfulness app.

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 developing services and driving innovations in both clinical and non clinical services.



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. 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 atient-first	Ensure that the people we serve are at the heart of all we do
R espectful	Be kind, respectful to everyone and value diversity
O wnership	Celebrate our successes, learn continuously and ensure we improve
U nity	Work in partnership and value the roles of others
D eliver	Be efficient, effective and accountable for our actions



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.

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 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.

In 2016 Sheffield City region was announced as one of seven national 'Test Bed' innovation centres to take part in a major drive to modernise how the NHS delivers care through creating new collaborations between the NHS and innovators.

Involving more than 30 partners including the region's NHS, Social Care, Industry, Academic and Voluntary organisations, the aim is to bring substantial benefits for patients suffering from long term health conditions, such as diabetes, mental health problem and other chronic conditions. By using new technology, coupled with new ways of delivering care, the intention is to keep patients well, independent and avoiding crisis points which often result in hospital admission, intensive rehabilitation and a high level of social care support. A range of home-based monitoring devices and smart phone apps mean patients can be supported to understand their condition and how they can manage it at home.



The Innovation Hub at the Hallamshire Hospital is testing new ways of supporting patient's using smart technology.



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 83% said they were always treated with respect and dignity.
- The Trust scored better when compared to other Trusts in a number of areas, including:
 - being given the right amount of information about their condition or treatment whilst in the Emergency Department
 - and not feeling threatened during their stay in hospital by other patients or visitors.

During 2016, a new local inpatient satisfaction survey and outpatient satisfaction survey was introduced, providing even more feedback on the experience of patients who visit our Trust. In addition, the Trust carried out a series of topic specific surveys, the first one being End of Life Care which you can read more about on page 10.

Results of Governor Elections



This year's elections ran from 26 May to 23 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	Barbara Bell Steve Jones Tony Merrygold Brendan Molloy Sahar Zandy	2	Barbara Bell Steve Jones
Public Sheffield North	Michelle Cook Dante Lloyd Newton Enid Wadsworth	2	Michelle Cook Enid Wadsworth
Public Sheffield South West	Sally Craig	1	Sally Craig
Public Sheffield West	Wendy Bradley Andrew Senior Bob Smith	1	Wendy Bradley
Public Outside Sheffield	Jacque Kirk	1	Jacque Kirk

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



Barbara Bell

Patient Governor

I would like to thank all those members who voted for me. Now retired from a career as a probation officer followed by a period working as an executive clerk to a Supreme Court judge, I am now looking forward to my new role as a governor at Sheffield Teaching Hospitals.

Prior to being elected as a governor at Sheffield Teaching Hospitals I had been a governor at Sheffield Health and Social Care Trust. I live in Doncaster but have been a patient at Sheffield Teaching Hospitals for many years and I believe that being a governor will enable me to give back to the Trust a little of what the Trust has given to me over many years.

As a patient I am particularly interested in after-care, and this is an area I would like to be involved in. I am keen to help the Trust to continue to provide excellent care and expertise to the wider population.



Steve Jones

Patient Governor

I worked as a senior lecturer at Sheffield Hallam University between 2004 and 2017, specialising in school leadership in highly disadvantaged communities, educational policy and internationalisation. I have spent much of my working life as a secondary school teacher in South Yorkshire before completing a PhD at Sheffield Hallam University. I have also served as a member of Sheffield City Council, representing an inner city area for the Labour party, also having been council deputy leader and chair of the South Yorkshire Pensions Authority.

I aim to utilise my lifelong personal commitment to the NHS, close knowledge of Sheffield communities, and experience of working in partnership with local organisations in my role as a patient governor. I am keen that our Sheffield hospitals continue providing high quality care, innovative practice, an excellent everyday patient experience, and a close involvement with partners in our city communities.



Michelle Cook

Public Governor
North Sheffield

I am delighted to have been elected governor at Sheffield Teaching Hospitals. I am from Sheffield and I am passionate about the NHS.

I am also an elected Sheffield City Councillor for the Broomhill/Sharrow Vale ward, Cabinet Assistant for Health and Social Care and have worked for many years in the voluntary sector as well as being a family carer. I have been a Trustee of a number of local and national charities over the years mainly concerned with disability/equality issues, housing and prisoner welfare.

I am looking forward to learning how the Trust works and being involved.



Enid Wadsworth

Public Governor North Sheffield

I am proud and honoured to have been elected to be a Governor for Sheffield North and thank all the members who supported me with their vote.

Born in Keighley, Yorkshire shortly after the birth of the NHS I have been brought up in its culture with my mother and later my sister becoming State Registered Nurses. Over the years I have been a patient a few times and always found that the NHS was there when needed. I became a Nursing Auxiliary for a few years in Cardiff and later, after a stint in retail management for Singer Sewing Machines and then Littlewoods Organisation, I worked for a Fundholding General Practice in South Wales managing the Fund Accounts on their computer.

Yorkshire beckoned me back though and I took up a post at the Northern General Hospital in the Clinical Audit Department for the remaining 19 happy years of my working life. Recently I have again been a patient again so have experience to draw on from 'both sides of the fence' and intend to continue serving the NHS and the public in a different way now. I retired in October 2016 and I look forward to being a Governor for the next three years.



Wendy Bradley

Public Governor West Sheffield

Thank you to those members in West Sheffield who voted for me. I am honoured to be representing you and I hope I can do so effectively.

I am a writer on tax and on science fiction. I grew up in Sheffield but spent most of my career in London as a tax inspector and impact assessment specialist.

I was treated for uterine cancer at the Hallamshire in 2014 and am so grateful for the exemplary care I received. Of course no organisation can be perfect all the time and I am interested in how best practice can be spread so that the merely good departments in our hospitals can match the many truly excellent ones.

I have a particular interest in communications, in the sharing of good practice, and in the uses of impact assessment in decision-making. I can be found on twitter @wendybradley and I blog at wendybradley.com.

Re-elected for a further three year term of office



Sally Craig

Public Governor,
South West Sheffield

I am very pleased to be representing members in the South West of Sheffield for a further 3 years. Since first being elected in 2014 I have been involved in a number of Trust workstreams and committees, including the Patient Experience Committee, the Mental Health Committee, the Psychology Board and the End of Life Care Project Working Group. I have also joined the Council of Governors' Nominations and Remuneration Committee which appoints the Non-Executive Directors, including the Chairman, and sets their terms and conditions.

I know that there are plenty of challenges ahead and I am keen to continue my involvement serving the populations of South West Sheffield.



Jacquie Kirk

Public Governor Outside Sheffield

I am delighted to be able to continue in the role of Public Governor representing members who live outside Sheffield for a second three year term.

I would like to continue with my current committee responsibilities including the Carers Strategy Group, Organ Donation Committee, Patient Experience Committee, Sheffield Hospitals Charity Management Group, Patient Entertainment Group and as link governor to the Emergency Care Directorate and also seek additional opportunities to represent my constituency and contribute towards enhancing the experience of patients and to the continuing success of the Trust.

Dates for your diary **2017**

5 September, 5pm

Council of Governors
Undergraduate Common Room,
Medical Education Centre, NGH

20 September, Morning

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

21 September 10am

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

18 October Morning

Board of Directors
Seminar Room 1
R Floor, RHH

15 November Morning

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

6 December, 5pm

Council of Governors
Undergraduate Common Room,
Medical Education Centre, NGH

20 December Morning

Board of Directors
Seminar Room 1
R Floor, RHH

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

Council of Governors meetings

[www.sth.nhs.uk/members/
governors-council/governors-
council-meetings](http://www.sth.nhs.uk/members/governors-council/governors-council-meetings)

Board of Directors meetings

[www.sth.nhs.uk/about-us/
board-of-directors-meetings](http://www.sth.nhs.uk/about-us/board-of-directors-meetings)

**These meetings are open to
members of the public, so
please come along.**

For more information about
any of these meetings please
contact [jane.pellegrina@sth.
nhs.uk](mailto:jane.pellegrina@sth.nhs.uk) or ring the Membership
Office on **0114 271 4322**.



Charity fundraising hub opens at the Northern General

A striking new charity fundraising hub has been unveiled at the Northern General Hospital.

The hub, based at the entrance of the Huntsman Building, has become a focal point for patients and families seeking to find out more about how they can help patients by supporting Sheffield Hospitals Charity appeals, projects and fundraising.

Staff and volunteers are on hand to explain the charity's work, outline how people can get involved and to sell branded clothing, mugs, key rings, pens and other items, with money going directly towards projects that enhance patient care.

David Reynolds, director at Sheffield Hospitals Charity, said: "We want to make it easier for people to find us, and give them the ability to donate and find out more about how they can make a difference."

The hub is open from Monday to Friday, 9.30am to 5.30pm.

The way things were

Whilst technology and techniques in healthcare have developed hugely over the years, many basic principles have remained the same.

These photos from different parts of the 20th century illustrate how some procedures carried out in decades gone by are still familiar today.

These photographs were kindly supplied by the Hospitals History Group, which will be having a stall at the Annual Members' Meeting.

