Smoothing the path for patients

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Welcome

In this issue we report on our results in the 2016 NHS Staff Survey, that show many positive findings, along with areas that need improvement to ensure all staff feel valued and supported at work. It is really good to see there was a significantly increased response rate and that we are in the top 20% of trusts in the country for levels of staff motivation. This commitment is a tremendous credit to everyone, when you are working under extreme pressure in a period of change.

On that note, I am glad that so many staff were able to attend the recent briefing on the Success Regime options appraisal. The proposals have been narrowed down to two, after scorings from panels of clinical and non-clinical healthcare experts and service users, applying key criteria including quality, safety and sustainability.

More detailed planning will follow, to develop a business case and then proposals for public consultation. Throughout this process we will continue listening to staff, patients and the public, and keep everyone informed on progress.

Clare Panniker  
Chief executive

Meet Clare Culpin, our new managing director

Clare is responsible for direct operational management of our hospitals, and is part of the joint management team of the three hospital trusts in the Essex Success Regime – Basildon, Mid-Essex and Southend.

She joins us from Kettering General Hospital Trust where she worked for more than four years, most recently as acting chief executive.

A trained nurse, Clare has worked both in hospital and community services in the UK and overseas. Her leadership roles include matron at the Hospital for Tropical Diseases in London, practice development and infection prevention and control for University College London Hospitals and local primary care trusts. She has also been a director of nursing and quality, and director of strategy and corporate governance.

Clare said: “Before I arrived I knew how much BTUH staff have achieved in recent years to improve services. Now I have seen everyone in action I am even more impressed and delighted to be part of this team.

“It is a time of change for the NHS in mid and south Essex, and I’m certain that with the energy, ideas and commitment I am seeing here every day, we are in a strong position to make the most of the opportunities this will offer.

“You all work incredibly hard and deserve to have pride and confidence in what you do. I am looking forward to meeting more of you in the coming weeks and please do come and say hello and share your ideas about how we can make services even better for our patients.”

Cover photo: Patient flow co-ordinators George Hind and Louise Howell. See page 3.
Mums-to-be get wise to a calm birth

A group of parents-to-be are learning how to feel calm and in control during labour, using a new programme introduced by hospital midwives.

Rebecca Tranter was the first of 15 midwives to complete training to deliver the Wise Hippo hypnobirthing programme, which teaches women to use breathing and relaxation techniques.

Rebecca explains: “It’s not about refusing pain relief, but giving women the confidence to let their body do what it naturally wants to.”

Danielle Winters had a difficult experience two years ago with the birth of her daughter. During her second pregnancy she heard about hypnobirthing from her community midwife. Her little boy Leo was the first hypnobirth baby born at Basildon University Hospital.

Danielle said: “I didn’t know if I could face childbirth again, but this time I loved it. I had pain relief, but I felt empowered. Leo is such a chilled out little boy, which I am convinced is down to his calm birth.”

Marie Voysey-Moss, who is expecting her first baby, took the course on the recommendation of a friend.

The patient flow coordinators (PFCs) in the emergency department play a vital role in this process. Since the role was introduced two years ago, they have proved their worth so much that the team and the hours they cover are being expanded.

Three coordinators have been working in majors, from 7.45am to 8.15pm, Monday to Friday. Now a £108,000 investment means that seven full-time equivalent staff will provide cover 24/7 in majors, and in minors from 2-10pm, seven days a week.

The patient flow coordinators are based right in the heart of the majors and minors departments. They keep a constant eye on the patient ‘clock’ that records waiting time for treatment and pathways.

Andrea Holloway, service unit manager, explains: “We knew that well over half of breaches of the four hour standard for patients to be seen and admitted or discharged were occurring overnight. We submitted a business case to expand the service, which was approved by the trust board.”

Emma Nicholls, A&E matron, said: “This investment will help release precious nursing time. We notice during the day when we have a PFC that senior nurses are able to focus more on quality and safety. Overnight this can be more challenging, as we need to ensure we keep updating IT systems, so we all welcome a 24/7 PFC service.”

Andrea adds: “It’s definitely not for the faint-hearted. As well as being constantly on the ball, the PFCs need the skills and confidence to liaise effectively with very busy clinical staff, under immense pressure, about which patients they are seeing and what tests need chasing up.

“They need to know everything that is happening with individual patients, and be able to answer questions from staff, ambulance crews and anxious relatives.

“We have built an excellent team, and we think they will make a real difference for patients and staff in the emergency department.”
Annual staff survey results
The results of the 2016 NHS annual staff survey were released last month, giving an opportunity to reflect on:
How you feel about working at the Trust • Actions taken in response

**Staff engagement**

<table>
<thead>
<tr>
<th>BTUH 2016</th>
<th>3.81</th>
<th>National average 3.78</th>
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**Response rate**

<table>
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<tr>
<th>2016</th>
<th>42%</th>
<th>National average 43%</th>
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<tr>
<td>2015</td>
<td>34%</td>
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Our rating for overall staff engagement (feeling motivated, would recommend Trust as a place to be treated or work, are able to make improvements at work) is significantly improved from last year and above the national average.

Our response rate was 42%, a significant increase on the previous year and just below the national average response rate for acute hospitals.

**What we did:**

Tackling abuse against staff

- new posters and information leaflets
- updated policy on dealing with violence and aggression
- reminders to staff in Stepping Up magazine and on the Hub to report incidents

Supporting wellbeing

- Physiotherapy service for staff with sprains, strains and spinal pain. Launched as a pilot, it has been made permanent and expanded. The service has received over 300 referrals so far, with 90% reporting an improvement.
- Smoking cessation support for staff is available from trained advisers at the on-site Boots pharmacy.
- Health and wellbeing initiatives including workout@work, clothed massage sessions, walking club, Pilates, staff choir and an employee assistance programme that offers all staff free, confidential access to emotional and practical support.
- We now have 40 members of staff who have volunteered to be engagement and wellbeing champions to help spread the word about activities and support available and organise events, such as a craft club, a bake-off and Christmas fair.
- A new, secure cycle shelter for staff, with 60 spaces, next to the...
The results of the 2016 NHS annual staff survey were released last month, giving an opportunity to reflect on:

- How you feel about working at the Trust
- Actions taken in response to the previous staff survey
- Further improvement plans

Danny Hariram, site HR director said: “It’s a massive tribute to the dedication and resilience of staff that they remain motivated and committed at work, when our services have been under immense pressure and we are in a period of change.

“It is also encouraging that staff are willing to report errors and incidents and have confidence in the procedures to do this.

“But the number of staff who feel unwell due to work-related stress, experience physical violence and discrimination is concerning. Work has been going on during the past year to improve these areas, but there is clearly much more to be done.”

Future plans for improvement:

**Living our values** - we will continue to emphasise the requirement to live our values in leadership training, staff appraisals and recruitment. Our values of safe, caring and excellent are now linked with our staff awards.

**Staff experiencing discrimination** – it will be a priority across the Trust to promote an inclusive culture where staff feel able to speak up. We would like to involve staff in helping to achieve this and our staff engagement and wellbeing champions will be helping to gather feedback. This will feed into an overall Trust strategy, along with new national initiatives, to address these issues.

You can also email Harri Paddan, organisational development manager, with suggestions on this issue.
Support with the financial impact of cancer

The Macmillan welfare benefits team are attending Basildon Hospital every Wednesday. Specialist advisers spend time in the Infospace area in outpatients, and visit Orsett and Katherine Monk wards, offering specialist advice and information on welfare benefits to people affected by cancer.

The advisers can help complete forms, act on behalf of patients with benefit agencies and advise on access to a wide range of services. The service is free, confidential and impartial.

Research by Macmillan shows that four in five people are on average £570 a month worse off as a result of a cancer diagnosis.

Gillian Belsham, Macmillan adviser, explains: “People with cancer are often also affected financially. We look at their whole situation – they may have to stop work, or reduce their hours, or be eligible for support with travel or housing costs.

“Launching the drop-in service in the hospital means we can meet people face-to-face and seek patients out who might benefit from our services.

Gillian Ives, clinical nurse specialist, haematology, said: “The new service is a brilliant idea. I saw a patient recently who was worried about finances and I was able to link him up with the Macmillan welfare benefits team.”

The service, which covers most of Essex, is based at Colchester Borough Council.

Contact the team on 0800 019 6003/6065 or macmillan@colchester.gov.uk

Specialist nurses lead difficult conversations about resuscitation

Some of our specialist nurses are the first in the east of England to become fully trained to complete legal documents relating to resuscitation.

Understandably patients often find discussions around the sensitive topic of resuscitation very difficult, especially if they are facing a life limiting illness.

If the patient decides they would like to have a ‘do not resuscitate’ order put in their medical notes, the specialist nurse can complete the paperwork. This is then countersigned by the lead consultant, creating a legal document to be placed in the patient’s record.

Karen Andrews, head of nursing for Macmillan and end-of-life care, explained: “Traditionally doctors have conversations with patients about resuscitation, which take place under time pressure, and often without the patient’s family present.

“A nurse specialist being able to engage in these conversations and help finalise decisions and documentation could help to overcome some of these things which could cause the patient distress.

An added bonus is that sometimes the patients are already known to the team, which does make this a slightly less intimidating conversation to have.”

The training is part of the Trust’s commitment to the ‘Building on the Best’ programme, a nationwide initiative involving ten hospitals, to improve end of life care across the UK. A total of 12 nurses have been trained and the future aim is for them to facilitate training for more nurses in other specialities.

Karen added: “It’s all about providing the best possible patient experience, at an incredibly difficult time. As caregivers we have a duty to make that as empathetic and compassionate as possible.”
Emily Harris was seconded into a six month role as medicines management nurse in May 2016. The role has now been made permanent.

Getting the best out of medications for our patients is what my job is all about. This includes safety, compliance, storage, plus education and information for staff.

I am the link between ward staff and pharmacy. The response from staff has been really good, especially considering it was a new role and there are not many like it in other hospitals around the country. Working with colleagues I was able to make some positive changes that demonstrated the value of my role and it was made a permanent post.

The green bag scheme is one of our new projects, along with regular medicine compliance audits on every ward and pharmacy assisted technician rounds.

I decided to do my nurse training when I was a healthcare assistant on a surgical ward at Basildon Hospital. I was based on an oncology and palliative care ward at Southend Hospital for three years, while studying with Anglia Ruskin University. Then a job came up as sister on Orsett Ward at Basildon in 2014 and I successfully applied.

I’m currently recruiting medicine champions for each ward. I work part time, so the champions will help ensure the link between wards and pharmacy.

I work as a practice nurse at Great Berry Surgery in Laindon when I am not at the Trust. This gives me an understanding of what goes on in a GP surgery and how the wider healthcare system works. My practice nurse role involves more direct patient contact but both roles are about doing the best for patients, and I love the diversity each brings.

I love my job because it’s so varied and I feel I can make a difference. I can see the changes we’ve implemented having a positive effect on staff and more importantly, patients. It feels good to launch projects, such as the green bag scheme, and see them taking effect.

The best ideas are often the simple ones. I made a list of more than 500 medications that can be bought over the counter and we now give patients waiting to be discharged the choice to go and buy their meds instead of waiting for TTAs to arrive.

Working with pharmacy, we are starting to separate the drugs baskets on the wards, so those medications which have not left the hospital premises can possibly be reissued to another patient. This could potentially save the Trust a huge amount of money that we can use for patient care.

If ward staff are struggling to get something done which would help the administration or storage of medicines, I really want them to call. I don’t mind rolling my sleeves up if it helps a ward achieve a perfect compliance score. Email or call ext 3282.

When I’m not working, I’m busy being a mum to my three teenage boys, running them round to football and driving lessons and enjoying family life.
Staff awards 2017

It’s time to get glammed up and celebrate everything fantastic about our Trust at the annual staff awards evening.

A list of the three finalists for each of the 12 categories in the BTUH Excellence Awards is available to view on the Hub. The ceremony, where the winners will be announced, is taking place on 26 April, at Stock Brook Manor in Billericay.

Long service awards will also be presented to staff who have worked for the Trust for 20, 25, 30, 35 and 40 years.

Success for Prince’s Trust trainees

Welcome to three new young members of staff who completed training as part of The Prince’s Trust programme.

Matthew Forbes and Libby Wilkes are both working as catering assistants, while Ben Brindley is a porter. They came to the Trust as part of the ‘Get into Healthcare’ programme and impressed Cathy Crouch, restaurant services manager, and Michael Noakes, portering manager, so much during their two week placement they were offered permanent jobs.

Michael Noakes said: “It can be intense working as a porter because the team is under a lot of pressure. Ben’s work ethic and commitment really shone through and he has become a valued member of the team. When the new Prince’s Trust trainees begin in July, I’ve asked Ben to mentor them.”

The Prince’s Trust ‘Get into Healthcare’ programmes provide training and experience to young, work-ready people who lack specific competence in a healthcare setting, to help them get a job or an apprenticeship.

Rachel Gray, Talent for Care coordinator, said: “We are pleased to support the ‘Get into Healthcare programme and it’s great that we were able to offer these young people a chance to further develop their skills.”