

Special edition!



Doncaster and Bassetlaw Teaching Hospitals
NHS Foundation Trust

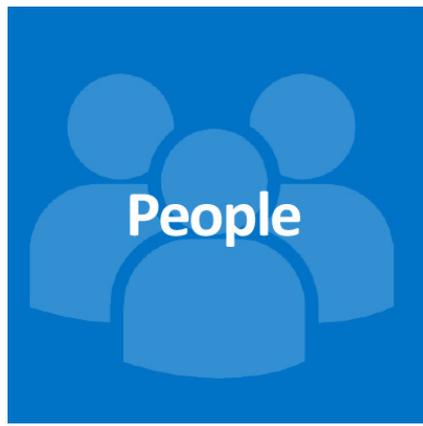
Do you have some exciting news? Call us on **644244** or email us at **dbth.buzz@nhs.net**



DBTH buzz



A look back on 2017/18 Celebrating your achievements



A message from your Chief Executive and Chair

Hello and welcome to this annual version of the Buzz. The last financial year was filled with many achievements and improvements for the Trust. Not only that, but it was a time of consolidation, maintaining the good progress that we have made in terms of patient care, treatment and experience.

2017/18 marked our first full year as a Teaching Hospital, a transition that we always knew would benefit our local communities and staff, and we have received some [fantastic feedback from learners](#) and visitors alike. Indeed, the positive response from our medical, nursing and allied health professional students has been extremely encouraging, particularly as we look to our future workforce.

As an organisation, we have also been extremely proud of the excellent improvements made in terms of the quality of care. These developments - such as further reductions in [avoidable pressure ulcers](#), a substantial improvement in mortality rate and an increase in our overall Emergency Department performance - have all been pleasing.

Following this theme, our financial performance has seen similarly good progress. Thanks to our identified savings and drive towards improved 'Efficiency and Effectiveness', we have been able to meet our control total, ending the year £5.2m ahead of plan. This position ensures we are on a sound footing for the challenges ahead in 2018/19.

As ever, Trust staff and services have been shortlisted for a number of local, regional and national awards. This recognition is a testament to the collective commitment and hard work of our colleagues, who continue to amaze us as they strive, each-and-every-year, to develop and innovate for the betterment of patients.

The past 12 months also marked the completion of our first full year in post, with the organisation's Executive Team refreshed and fully established as [Moirira Hardy](#) took up the position of Director of Nursing, Midwifery and Allied Health Professionals (following a period as Acting Director).

Following this, we managed to redevelop the [Trust's five year strategy](#). Our vision for 2017 to 2022 was formulated with substantial staff and stakeholder input. We believe that this will serve us well as we approach the next few years, which promise to be exciting, challenging and full of opportunities for the Trust.

All in all, we would like to thank staff, governors, members, volunteers, partner organisations, commissioners, regulators and everyone else who has worked with us over the past year. Your positive support has been overwhelming and has contributed to what has been another successful, as well as challenging, year for the Trust.



Richard Parker
Chief Executive

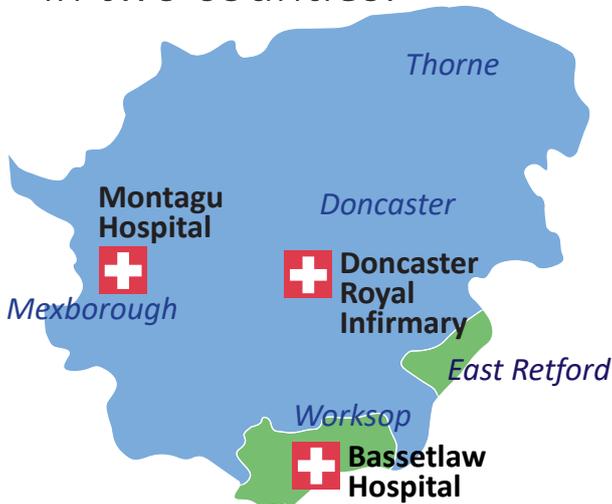


Suzy Brain England
Chair of the Board

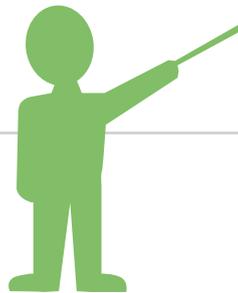


A few stats from the last financial year

Across our **three hospital sites** in two counties:



We are one of **five teaching hospitals** in the region

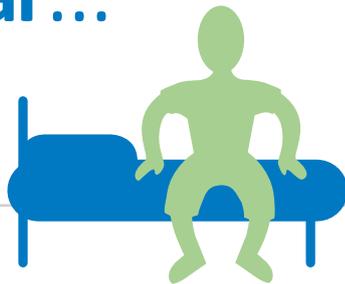


We had a budget of over **£380 million**

We have over **6,600 staff** and **16,000 members**

Last year...

We cared for **63,825** inpatients



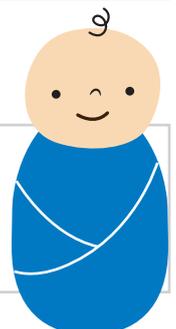
Our **Emergency Departments** cared for over **165,000** people



We cared for **547,000** outpatients



We delivered over **4,900** babies



Financial Performance

Reflecting upon 2017/18, we have much to be proud of, and while we undoubtedly remain on the recovery journey we began two years ago, we have maintained a crucial focus upon delivering high quality care.

Thanks to our positive financial performance in the past year, we managed to meet our control total, as set by our regulators, of £16.4 million deficit.

This figure was achieved thanks to our focus upon Efficiency and Effectiveness, as we managed to squeak over the line, £6,000 ahead of plan.

Thanks to good performance both financially and within aspects of care, we managed to go beyond our control total, receiving £4.3 in extra Sustainability and Transformation (STF) bonus funding. This meant we ultimately finished the year ahead of plan, achieving a final position of £11.52 million deficit.

A 'thank you' from Richard



Our promising financial position at the end of 2017/18 would not have been possible without the support and hard work of members of Team DBTH.

Care Groups made significant cost-savings within their own areas and services, amounting to around £1.4m, with lots of ideas and plans in the pipeline, as we look to work more efficiently and effectively well into the future. Thank you for your continuing efforts and ideas. Let's carry this on in 2018/19.

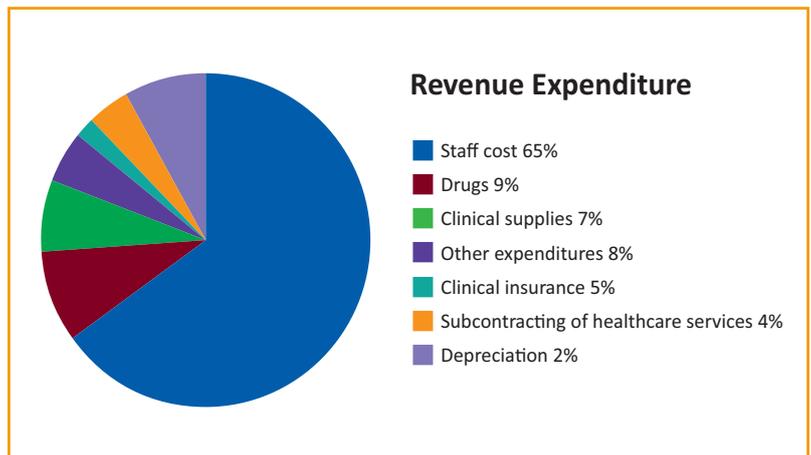
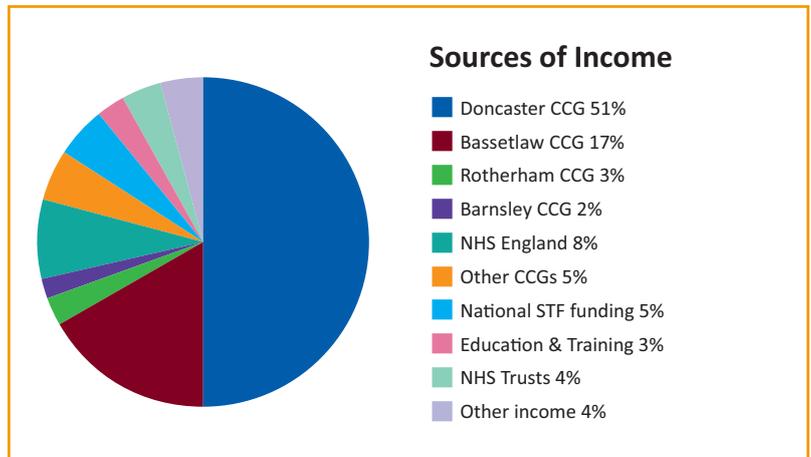
What we spent and how we spent it

During the year the Foundation Trust spent a total of £394m.

As in previous years, the vast majority of our expenditure was on pay budgets (staffing) at £259m, with nursing and medical staff continuing to be our biggest areas of expenditure. For 2017/18 an increased proportion of our staffing spend was on non-substantive staff, reflecting both the national challenges in recruiting in a range of key areas, and the in-year increase in staffing requirements in response to the growth in demand.

The major capital schemes in year were:

- Fire and Electrical Enhancements: £2.127m
- Emergency Department Front Door Service at Doncaster Royal Infirmary and Bassetlaw Hospital: £1.361m
- Medical Equipment Replacement Programme: £1.703m
- IT Infrastructure and Improvement Programme: £1.974m.



Stronger Together - our new strategy

Over the past two years we have gone through substantial change as a Trust. As we came to the end of our previous five year strategy, we needed a future vision which reflected our position, as well as the environment we now find ourselves in as an NHS organisation.

We have set out in our new strategy 'Stronger Together' our goals and ambitions for the next five years and how we intend to get there. In developing this vision, nearly 700 of you gave your thoughts, feedback and suggestions on this direction, through clinical governance meetings, our various communications channels and by completing and returning feedback postcards.

Stronger Together outlines our plans for the future, working with stakeholders and partners. This will help us implement our plans and facilitate high quality services for the communities we serve.

Key Trust publications

Access the latest Trust publications using the links below:

[Strategic Direction](#) for 2017-2022

[Annual report](#)
2017/18



Department strategies

As well as the overarching strategy we have set out departmental strategies which cover how your areas fit into the five year plan:

- [Clinical Governance](#)
- [Clinical Services](#)
- [Communications and Engagement](#)
- [Patient Experience and Engagement](#)
- [People and Organisational Development](#)
- [Quality Improvement and Innovation](#)

W

We always put the patient first.

e

Everyone counts – we treat each other with courtesy, honesty, respect and dignity.

C

Committed to quality and continuously improving patient experience.

a

Always caring and compassionate.

r

Responsible and accountable for our actions – taking pride in our work.

e

Encouraging and valuing our diverse staff and rewarding ability and innovation.



Working with patients to continue to develop accessible, high quality and responsive services.

Butterfly volunteers comfort patients in final moments



Introduced in August 2017, specially trained helpers at Doncaster Royal Infirmary called 'Butterfly Volunteers' provide comfort and company to hospital patients at the end of life.

The volunteers spend time with patients when medical and clinical staff cannot. They will sit and talk, run errands and also help the patient's loved ones, giving them valuable time to be able to go home for a few hours, safe in the knowledge that their friend, parent, child or significant other is not alone.

Last year the Royal College of Nursing released a study which described how many hospital patients were dying alone, due to the time constraints facing clinical and medical staff. Recognising that more should be done for palliative patients and their families, the End of Life Care Team at the Trust have been working hard to improve the experience of those in the final stages of life.

Julie Taylor is one of 14 volunteers currently at the Trust, she said of her experiences as a Butterfly Volunteer: "I believe that this is one of the most important things I have ever done, and I really consider it a privilege to spend time with patients during their final moments. While you often think of this time as being very sad, there is such warmth being shared by families and friends and being able to help during this time is hugely rewarding. When patients are very poorly, often they just want company and to know that they are not alone."

For these volunteers, we have adopted the image of a butterfly due to its close symbolism with endurance, change and renewal, making this association to end of life care as well as the profound effect this has on the patient and their family and loved ones.

Achieving Reliable Care and getting patients home

A number of areas at the Trust have implemented an 'Achieving Reliable Care' (ARC) strategy meaning patients are spending less time in hospital.

The aim is to make every day of a patient's journey more productive, with clear milestones communicated throughout. Following this new method enables wards to reduce any unnecessary delays, getting patients home both safer and sooner. Using ARC, a visual strategy is produced whenever a patient is admitted to a bed. This bespoke plan details all of the actions that are required for an individual to be successfully discharged, in a timely and safe manner. By allocating timescales, ARC makes it clear to staff what needs to happen and when, so that clinicians can work together to ensure that essential tasks are completed on each day of the patient's care.



The project has been so effective that the Mallard ward managed to decrease their length of stay by 33%.

CQC Inpatient Survey

Over 1,000 inpatients across our sites completed the CQC inpatient survey this time round and the results highlighted lots of positives for DBTH.

- 8.9/10 patients staying in our hospitals said that they had confidence and trust in the doctors treating them
- 9/10 of our inpatients said that they would describe the hospital room or ward as clean
- 9.1/10 patients staying at DBTH said they were offered a choice of food.



New mums praise our maternity services



Our midwifery services at both Doncaster and Bassetlaw received fantastic feedback in 2017/18.

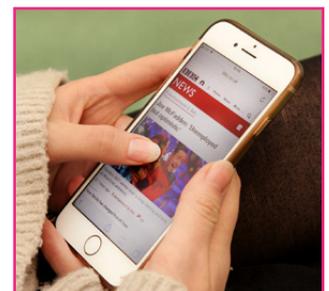
Mums who have used the services completed a CQC poll about their experiences. Far above the national average, 91% of DBTH mums said that their midwives listened to them during their ante-natal check ups, with 93% confirming that their partner was encouraged to be involved in their care.

The Trust has since set-up the 'Maternity Voices' group, which is a forum for local parents (old, new and expecting) to discuss their care, what they think is helpful and what additional support we could provide to make these services even better, guided by the needs of the families using them.

Launch of patient wifi

Late last year we launched our free wifi service enabling our patients to easily stay in contact with their loved ones while in hospital.

Launched in two formats, 'Public' and 'Ward', wireless Internet is available to visitors of the Trust waiting for appointments, allowing them to browse sites such as Facebook and BBC News. In addition, a more substantial service is open to those staying at the hospital for an extended period of time, allowing them to stream films as well as make video calls in order to speak to relatives and friends if they can't easily visit.



Innovations in orthotics



In the last financial year, our Orthotics team worked with partners to introduce a revolutionary new brace.

Known as a Blunt Knee Ankle Foot Orthoses (or KAFO for short), the innovative brace allows for the wearer to undertake normal activity without too much discomfort. The piece of kit allows for leg ailgnment, negating the need for surgery in certain cases and Team DBTH were one of the first providers to offer it for patients!



Focus on People

We are committed to continuously developing the skills, innovation and leadership of our staff to provide high quality, efficient and effective care.

Leading the way for training and education

Annually, our doctors-in-training, health professionals and mentors take part in the General Medical Council's (GMC) Training Survey, which helps us to monitor the quality of medical education. In 2017, this engagement highlighted huge improvements for the Trust.

Acute Internal Medicine, General Internal Medicine and General Surgery, all scored as best in the region and other areas including Endocrine, Diabetes and Gastroenterology were close runners-up in South Yorkshire with notable improvements seen in Emergency Medicine, Obstetrics and Gynaecology and Paediatrics.

Additionally, Core Medical Training and Geriatric Medicine came in for particular praise, not only leading neighbouring organisations but placing us joint fourth nationally.



Our first Professor of Cancer Surgery



Ms Lynda Wyld, a Consultant Breast Surgeon at DBTH, was awarded Professor of Cancer Surgery by the University of Sheffield, becoming the first ever person to hold the position at the Trust.

Professor Lynda Wyld, Consultant Breast Surgeon, was awarded the title of Professor in recognition of the research she has undertaken around breast cancer and for teaching and training in cancer surgery in the UK and Europe.

Lynda and her team are developing a predictive tool to help to tailor treatment options for elderly patients with breast cancer, accounting for factors such as fitness and frailty.

New maternity training technology

A new piece of equipment, called the SIM-MOM, came to the Trust in 2017/18 and has been providing scenario training for maternity emergencies.

The mannequin, which simulates birth scenarios from normal births to more complex births needing intervention, has not only been used to train midwives at DBTH but also in the Emergency Department to ensure staff there are prepared for pregnant women attending the ED in emergency situations.



The 'SIM-MOM' has an accurate anatomy and enables birthing training for many staff groups including midwives, Doctors and support staff. The model breathes, bleeds and fits and her baby even gets stuck. She can be cannulated and has both automatic and manual delivery modes.

Official opening of The Hub at Bassetlaw Hospital

To aid in our education ambitions, 2017/18 also saw the official opening of The Hub at Bassetlaw Hospital.

Formally the Management Suite, the new area was opened following a £30,000 refurbishment. This new purposely designed facility encompasses training, education and library services under one roof offering a seamless service for students, doctors-in-training and staff. The facility is supporting us in the delivery of high quality education and training and continuous development for all of our staff and students working in the Trust.



Supporting an innovative workforce



In 2017/18, the Assistant Practitioner role was introduced as part of an 18 month pilot scheme, jointly funded by Health Education England and the Trust, to better meet the needs of the region's workforce.

The new role helps to bridge the skills gap between an experienced Health Care Assistant and a Registered Nurse. The first group of 22 trainees embarked on their 18 month development programme at the end of January 2017, with a further five starting 30 March. At time of writing, we are happy to report that a number of this cohort have since qualified!

Supporting National Apprenticeship Week

During National Apprenticeship Week, DBTH supported a nationwide effort to raise awareness of apprenticeship opportunities.

Focussing on opportunities within healthcare, we showcased some of our current apprentices and their roles. Those highlighted gave very positive interviews about their experiences working at the Trust and were pleased with what they were getting from their roles. Along with cohorts of work experience students that the Trust has been welcoming on site, we can open the minds of the next generation of healthcare workers to what is available for them in the NHS, whether they want to be in a clinical role or otherwise. This followed a particularly successful year for apprenticeships, with a large number placed throughout the Trust.



Top marks for library service



Our Knowledge, Library and Information Service achieved a perfect score of 100% for Health Education England's (HEE) annual NHS library assessment, for the second year running.

The service supports staff and students in their continued professional development, eLearning and research activities, in addition to catering to the various educational needs of staff.

Focus on Performance

We will ensure our services are high performing, developing and enhancing elective care facilities at Bassetlaw and Montagu and ensuring the appropriate capacity for increasing specialist and emergency care at DRI.

Emergency Department waiting times

In 2017/18 the number of our patients waiting over four hours in our Emergency Department decreased by 0.1%, a small improvement over performance last year. While the national picture remains challenging, with increased attendances seen within services nationwide, we remain one of the best performing and consistent Trusts in the region.

In order to improve our four-hour access performance, we continue to work with our partners in South Yorkshire and Bassetlaw, as well as our commissioners in both Doncaster and Bassetlaw. Further improvements are also being planned and implemented within emergency care, such as the introduction of Smart-ER (more below) which will undoubtedly benefit patients and further develop our performance.



Introducing Smart ER



'Smart ER' began its pilot at Doncaster Royal Infirmary in 2017/18, bringing home-grown innovation and tech to the Trust.

Infusing the urgent service with innovative technology, patients are now asked to complete a short, digital form within the Emergency Department's waiting room, describing their ailment or injury as well as providing general health details.

The patient is able to explain the reason for their visit, while also disclosing previous medical problems, all of which becomes part of their medical record. By completing this step, it improves communication in the Emergency Department, aids clinicians and also uses the patient's waiting time more productively, reducing overall waiting times.

The project, led by Dr Amjid Mohammed, has been successfully piloted at Montagu Hospital, with feedback stating 95% of patients find the new system to be a good use of time, with 98% of staff asked in agreement.

Improving our urgent cancer referral wait times

Last year, the Trust moved over to an Electronic Referral System (ERS) for urgent cancer referrals.

In 2017/18 we narrowly missed out two-week referral target, achieving 89.2%. Now that all GP practices within Doncaster and Bassetlaw have moved over to the electronic system, we hope to improve the numbers of our patients seen within two weeks from the date of their referral to the date they are first seen.

The Electronic Referral System is also providing us with a safer, more efficient way to send referrals and book appointments. The benefits of the new service include secure processing of clinical information, a clear audit trail for GPs and our commissioners receiving more accurate data for better reporting.



Improvement for our mortality rate

2017/18 saw our lowest rate of recorded Hospital Standardised Mortality Ratio (HSMR) for a number of years.

With an expected level of 100, in 2013, this rate was at a high of 111, however with new ways of working, better protocols and patient care, this has significantly reduced to 84.42 by March of this year.

This is a fantastic achievement for the team and an indicator that we are safer as a Trust.



Reduction in agency staffing



Controlling our rates of agency spend is hugely important in ensuring we make the most of every spent.

Thanks to collaborative work with other trusts within the region, as well as our Procurement Team leading the charge in getting a better deal, we saw a substantial drop in the amount of money we spent on temporary staff.

From a high of £1.476m in June 2017, this figure reduced to just £707,000 in January 2018. While there is still work to do, this has been a fantastic achievement. Let's keep going!

CQC rate us good for 'Well-Led', 'Responsive' and 'Caring'

In late 2017 and early 2018, the Trust was visited by the Care Quality Commission (CQC). Overall, 72 per cent of the services inspected at Doncaster Royal Infirmary and 77 per cent at Bassetlaw Hospital were judged to be 'Good', with no service at DBTH rated as 'Inadequate'. The overall rating was 'Requires Improvement'.

The CQC assessed whether the Trust's services were safe, effective, caring, responsive and well-led across the four core services of Urgent and Emergency Care, Medical Care, Children and Young People and Maternity Services.

As an organisation, we recognise that there are areas of improvement and it is our vision to reach CQC 'Outstanding' in the near future.



Reduction in length of stay



Ensuring our patients get home safe and in good time is hugely important.

With various improvements in the way we work, teams across the Trust managed to reduce the length of stay for patients, meaning they were able to return to their comfort of their home. In doing so, we saved around £840,000 for the Trust.

We will increase partnership working to benefit people and communities.

Bringing new catering services to the Trust

To improve facilities for our workforce, in October, the Trust partnered with Sodexo.

The ten year contract has already seen a number of investments and improvements to our catering services and we believe that it will offer significant benefit to our patients, such as the introduction of a new electronic ordering system, the purchase of brand new and temperature-controlled meal trolleys, as well as the opening of a Costa Coffee, Subway and a number of refurbished eateries and kitchens at Doncaster Royal Infirmary.



Working together for safe staffing



The Trust began working with Care1Bank, a collaborative NHS initiative consisting of five NHS trusts: Barnsley Hospital, Chesterfield Royal Hospital, Lincolnshire and Goole and Sheffield Children's Hospital.

By taking part in this partnership, we will be able to draw from a collective bank of skilled staff to cover busy periods and staff absences within the Trust, reducing our reliance on agency workers. It allows us to pool our staffing resources to ensure we have safe staffing levels, improve patient safety and avoid high agency costs.

Keep it, Cancel it or Rearrange it

Last year, we worked with Healthwatch Doncaster, Doncaster Clinical Commissioning Group, and other partners in Bassetlaw and Nottingham to understand why patients miss their appointments.

Nationally, around one in 10 appointments made are missed every year in England, costing the health service millions of pounds. Unfortunately, we are within the top 25% of all trusts in the country for patients not attending appointments, recording around 140 missed a day last year.

Equating to around £6 million in lost funding annually for DBTH, in real-terms this wasted cash is the equivalent of 200 nurses, 747 hip replacements or 22,388 MRI scans.

The project involved surveying more than 1,600 residents and the report reveals that around 36% of those asked have previously missed appointments without trying to rearrange the time or letting staff at the Trust know.

The findings from the report are being used by a project team at DBTH to take forward actions in order to reduce the number of missed appointments in the future and, ultimately, improve the quality of care for local patients.



Integrated Care System



The South Yorkshire and Bassetlaw Sustainability and Transformation Partnership (STP) was named as one of the first Integrated Care Systems (ICS) in the country. Known as Health and Care Working Together in South Yorkshire and Bassetlaw, the ACS is a partnership of 25 organisations looking after the health and care of people living in Barnsley, Bassetlaw, Doncaster, Rotherham and Sheffield.

In 2017/18, a number of work streams were identified as priorities for the ICS: Mental Health and Learning Disabilities, Urgent and Emergency Care, Primary and Community Care, Cancer, Maternity and Children, Elective and Diagnostic and Healthy Lives, Living Well and Prevention. Additional work streams are set for further planning and development in 2018/19. The ICS has helped secure additional funding into South Yorkshire and Bassetlaw health and care services thanks to the Government pledging additional funding for capital and transformation schemes. For the Trust, this is likely to lead to the purchase of a new CT scanner and an expansion in capacity at DRI, to improve stroke and cancer care.

One of the biggest pieces of work commenced in 2017/18 by the ICS was a review of all acute hospital services. The review looks at how current hospital services are provided and what needs to happen to future proof them, taking into account local and national issues such as rising demand, workforce and resource challenges and consistently delivering quality standards. Related to this work, the Trust is also a key organisation within the Working Together Partnership Vanguard, a group which has now saved over £3.6m through joined-up procurement exercises.

Good nutrition – together

A team of nutrition link nurses at DBTH teamed up with Healthwatch Doncaster to promote the importance of good nutrition and hydration for patients while they are in hospital, which often helps speed up recovery.

They held a half day educational event to showcase how each ward makes sure its patients are getting what they need from their diet, to support them through their treatment. Staff were able to see examples of intravenous nutrition and hydration as well as share highlight specialist diets for patients with dysphagia, which is a difficulty or discomfort when swallowing.



Healthwatch Doncaster sponsored an award for the team with the best presentation, with the money being used by the winning ward to purchase additional nutrition and hydration resources for their patients.

Partnership project to help mums and babies



A health and social care partnership programme to help expectant mothers scooped first place in a national award this year.

Melissa Simpson, the Doncaster Children's Services Trust lead on the multi-agency Pregnancy Liaison Meeting (PLM) team, and Debbie Rees-Pollard, midwife at DBTH, scooped the Partnership Working title at the national Royal College of Midwives' awards.

Debbie came up with the idea for the PLM four years ago, when she felt many mums in need of help were falling through the net. The PLM is held to discuss clients who are less than 16 weeks into pregnancy, who have current or historic safeguarding concerns. It can involve universal and early help services and social care, which improves the safety and outcomes for unborn babies. Allowing for clear communication between agencies involved with the family, the initiative entails having monthly meetings with all relevant health and social care professionals to ensure that information is shared effectively and in time to aid the best possible care for mothers and babies.

Since launching, the project has been so successful that neighbouring local authorities and clinical commissioning groups are looking to replicate its approach in other areas.



Focus on Prevention

Support the development of enhanced community based services, prevention and self-care.

New equipment to save vital diagnosis time

Funded by the Fred and Ann Green Legacy, in May 2017 we purchased FilmArray, a specialist piece of equipment which can diagnose causes of meningitis and encephalitis with an hour, compared to traditional testing which can take up to seven days.

One of the few trusts to have such technology, FilmArray is a further example of our commitment to ensuring patients receive the best possible care. Viral infections such as meningitis remain big killers, with a 10% chance of mortality in those affected.



By making use of this device, patients will be diagnosed much sooner, leading to prompt treatment and a better chance of full recovery.

Fighting the flu: First to 75%



2017/18 saw DBTH win the flu vaccination race for the second year in a row.

We managed to vaccinate 75% of our frontline staff against the flu in just five weeks, making us the fastest acute trust in the country.

This achievement is a real testament to all of our frontline staff who vaccinated themselves to help prevent the spread of flu last winter, protecting their patients, particularly those who are vulnerable.

Diabetic Eye Screening reaches 2,500 in Bassetlaw

This year, our Diabetic Eye Screening Programme, which runs clinics at Bassetlaw Hospital and Retford Hospital screened its 2,500th patient after running for just six months.

Eye screening checks for diabetic retinopathy, which is a complication of diabetes that is caused by high blood sugar levels damaging the back of the eye. This can lead to a loss of sight if not detected and treated early.



This landmark achievement forms part of a more holistic approach to diabetes care in Bassetlaw, which combines screening and diabetes education into an all in one service for our patients.

Urging women to talk about ovarian cancer

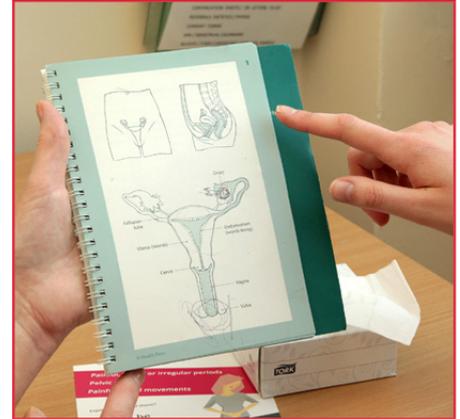
The Gynaecology team at Doncaster Royal Infirmary each pledged to talk to 50 women about ovarian cancer and what to look out for, in the hope that more cases can be caught early-on.

Their pledges, in support of Ovarian Cancer Awareness Month, were aimed at helping women understand the potential symptoms so that they would also pledge to pass the message on to another 50 women.

The sooner ovarian cancer is detected, the easier it is to treat. Recovery can be up to 90 per cent for women in the UK diagnosed at an early stage.

Sandra Nevett, Senior Sister at the Trust's GOPD, said: "We see so many ladies come through our doors who have been diagnosed with ovarian cancer at a late stage when it is harder to treat. We really need to reverse this trend, ensuring all women know the early signs and symptoms of ovarian cancer."

"Symptoms to look out for include an increased abdominal size or bloating, feeling full quickly, unexplained abdominal or pelvic pain that doesn't go away, loss of appetite and unexplained weight loss. We urge all ladies who have experienced any of these symptoms for the last three weeks to speak to their GP today, chances are it will be nothing serious, but it's always better to get it checked out."



Reduction in pressure ulcers



This year we have seen another significant reduction of severe avoidable pressure ulcers at the Trust, with 8.5% less than reported last year.

This improvement has been the crowning achievement for our Musculoskeletal and Frailty Care Group, which recently passed more than 18 months without occurrence of such an ulcer on their 14 wards. Confirming this success, the department was nominated for the Nursing Times' Care of Older People award.

A common problem in hospitals, pressure ulcers can develop when a patient's skin and underlying tissue becomes damaged, usually as a result of being confined to bed for a long period of time.

The sores can range in severity from patches of discoloured skin, to open wounds, but the more serious occurrences can be very damaging. If undetected, they can become painful, make patients susceptible to infections and heal slowly.

However, with the correct skin care, knowledge and expertise, the sores can be prevented. Routinely going beyond 'normal' ward care, the team at DBTH have been working hard to reduce unnecessary injuries, including falls and avoidable pressure ulcers. To that end, staff at the Trust have put a great deal of emphasis on the individual, pioneering 'person centered care' which means tailoring treatment to specific patient needs, ultimately improving a hospital stay.

This hard work has clearly paid off, as out of the 14 departments, four have gone two years without a sore. Meanwhile, two others have managed three years, while another trio are on their way to five years without a severe HAPU.



Looking towards the future

As a Trust, we look at what comes next from Team DBTH and how we can develop further.

Making the most of every penny spent

Similar to last year, it is incredibly important that we are as cost-effective as possible.

Our goal for 2018/19 is £6.6m deficit- while we know it will be challenging, if we work to make the most of every penny spent, we believe we will achieve this target. Every member of Team DBTH can help in this ambition by working as efficiently as possible.



Enhancing our approach to Quality Improvement



You may be aware that we are one of only seven trusts that have been successful in applying to be part of a national programme to boost the Trust's existing Quality Improvement (QI) Team.

This will mean working with a number of services in order to build upon good practice, looking at how we work in different and innovative ways, ultimately improving care.

A Foundation School for Health

In the summer, we finalised our partnership with Hallcross Academy. In October, we will officially announce them as our 'Foundation School in Health'.

We hope this is just the start of many exciting educational developments, keep an eye out for the Buzz as we reveal more details about the exciting venture!



Going 'Above and Beyond' - DBTH Charity



In May, we were pleased to announce the launch of Doncaster and Bassetlaw Teaching Hospitals Charity (DBTH Charity) – the official charitable fund for the Trust.

In the coming weeks and months, we are aiming to simplify the process of bidding for funds, as well as to announce some exciting fundraising campaigns for the Trust!



**Doncaster and Bassetlaw
Teaching Hospitals**
NHS Foundation Trust