



Celebrating our achievements

This is our annual edition of the Buzz which explores and celebrates the past 12 months, and a little bit beyond, for Team DBTH. Take a few minutes to read on!

A word from

Richard Parker OBE, Chief Executive



I am pleased to share with you the past 12 months (and a little bit beyond) for the Trust which have been filled with achievements, improvements and innovations. As an organisation we have consolidated the good progress we have made in patient care, treatment and experience in recent years, whilst further strengthening our links with partners both locally and nationally.

This year we have also had the opportunity to reflect upon our vision, values and objectives, clearly laying out where we want to head as an organisation. This has resulted in a revised vision for DBTH, which is 'to become the safest Trust in England, outstanding in all that we do'. While undoubtedly ambitious, we feel that with the skill, expertise and dedication we can count on amongst our colleagues, this is an entirely achievable destination for the Trust.

Throughout the past 12 months, we have implemented a number of campaigns and projects such as 'Making Mealtimes Matter', 'Sleep Helps Healing', increasing visiting times and our 'Sharing How We Care' conference and newsletter, all with the aim of ensuring that patients remain at the heart of everything we do. While we do not have quantifiable data to understand their impact at this time, we are confident that the focus on getting the fundamental things right, ensuring our patients eat well, sleep soundly and staff learn from innovations, improvements and challenges will pay dividends in the not-too-distant future.

Throughout the year we have also seen significant capital developments and infrastructure improvements, totalling £11.2 million to improve patient care, services and facilities. With partners we have also been able to

see notable improvements including the opening of a Costa Coffee and further dining facilities at Doncaster Royal Infirmary, as well as a refurbishment of the site's 'Gate Four' entrance, which now features a brand-new Patient Advice and Liaison Service (PALS) office.

As ever, Trust staff and services have been shortlisted for a number of local, regional and national awards. These improvements and achievements have been made as a result of our collective commitment and hard work, and members of Team DBTH continue to amaze us as they strive, each-and-every-year, to develop and innovate for the benefit of patients.

Overall, as we reflect upon 2018/19 and preceding years, we believe it is clear that our development as an organisation has been substantial. This is a testament to the hard-work and dedication of members of Team DBTH and speaks volumes for the talent, care and innovation we can count on amongst our colleagues.

In the following pages, we have selected a few highlights as well as snapshots of crucial information to help you explore our performance last year, and how we're doing as a Trust.

Please take a few minutes and read on.

Richard Parker OBE
Chief Executive

2018/19 in brief



Fantastic feedback

We received a range of positive patient and colleague comments, daily:

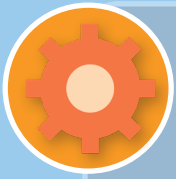
- ★ This included 335 official compliments
- ★ 99% of patients said we are caring and compassionate
- ★ 99% of patients said they were extremely likely to recommend our services.
- ★ The Trust is rated four stars out of five on NHS Choices.
- ★ The Trust is rated 4.1 out of 5 on Facebook.
- ★ Hundreds of staff share notes of thanks via social media regarding both work and the care received by friends and family.

Incredible staff



We have some of the most talented colleagues in the UK, and this year:

- ★ Two colleagues were elected President of their national professional associations for [ENT](#) and [Laryngology](#).
- ★ Another was awarded a [honorary fellowship](#).
- ★ One colleague was awarded an [OBE](#) and another a [British Empire Medal](#).
- ★ Another member of Team DBTH was recognised for [exceptional contributions](#) to digital imaging informatics.
- ★ In all, the Trust was nominated for more than 20 national awards.



Highly specialised

We have some of the best, specialised services in the country, delivering:

- ★ [UKAS accredited](#) Pathology services.
- ★ JAG accredited Endoscopy services.
- ★ [BSE accredited](#) Echocardiography services.
- ★ High performing vascular surgery, one of the few in the North of England.
- ★ Our Stroke services will soon provide [Hyper Acute Stroke Service](#) (HASU) for the region.
- ★ This is in addition to the highly specialised and skilled staff we count on each and every day.

Best performance



We are amongst the best in the country for high performing services:

- ★ Within top 20% highest performing Emergency Departments in the country.
- ★ [Region-leading results](#) for Patient Led Assessment of the Care Environment (PLACE).
- ★ Recently enhanced Cancer Rapid Diagnosis services.
- ★ The first to reach [75% staff flu vaccination](#) in the country for the fourth year running.
- ★ Low HSMR (mortality) rates, reducing from a high of 114.
- ★ Soon to be enhanced by [Digital Transformation](#).



2018/19 in brief



New facilities

This year, we invested over £12 million in our sites, which included:

- ★ Multi-million pound investment in [new catering facilities](#).
- ★ Refurbishment of DRI's Gate Four entrance and installation of 'living wall'.
- ★ Opening of two '[Changing Places](#)' restrooms, one at DRI and another at Bassetlaw Hospital.
- ★ The official unveiling of the [Butterfly Garden](#).
- ★ Breaking ground on the new [CT Suite](#) at DRI.
- ★ This is in addition to countless repairs, maintenance tasks and other changes to our sites.

Safety and Quality

We have made excellent progress across our quality and safety indicators:



- ★ [Zero cases](#) of MRSA for almost 700 days.
- ★ 25% reduction in occurrence of [C.Diff](#) since last year.
- ★ Implementation and adoption of better sepsis diagnosis in NEWS2.
- ★ Introduction of a number of projects with an emphasis on patient-centered care including: [Making Mealtimes Matter](#), [Sleep Helps Healing](#) and increasing [visiting times](#).
- ★ Further expansion of '[Sharing How We Care](#)', including second-ever conference.



Training, Development and Research

As a Teaching Hospital we have nationally recognised educators and researchers:

- ★ SET Training rate at 82.5%.
- ★ 47 additional research projects approved by the Trust and support for colleagues to undertake further development.
- ★ Award-nominated mentoring and region-leading feedback.
- ★ We trained 25% of all junior doctors as well as 30% of all other health professionals in the area.
- ★ Introduction of innovative new roles.
- ★ We have begun to roll-out our Leadership programme to help colleagues Develop, Belong and Thrive Here.

Quality Improvement (Qi)

We now host an innovative and pioneering Qi service at the Trust:



- ★ 300 staff are now involved in 190 improvement projects.
- ★ Over 2,000 staff are trained in our Qi way.
- ★ Improvement is embedded in all forms of training such as 'Leading to Outstanding'.
- ★ Outcomes from this work include enhanced pain relief for Trauma and Orthopaedic patients as well as better waiting list management within our Antenatal Clinic.
- ★ This work will continue in 2019/20 and is now part of what we do as Team DBTH.

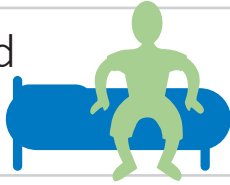


Our performance

What we did, and how we did it.

In 2018/19 we had one of our busiest-ever years. Despite this, as a Trust we delivered really strong performance, reaching most of our targets while delivering high quality care.

We cared for around **123,200** inpatients



We cared for approximately **472,000** outpatients



Our performance indicators 18/19



We recorded only **21 cases** of **C.Diff** in year.



We recorded **zero cases** of **MRSA** in year.



We achieved **six** of **eight cancer targets** in year.



We achieved **92.64%** for our **four hour access target**.

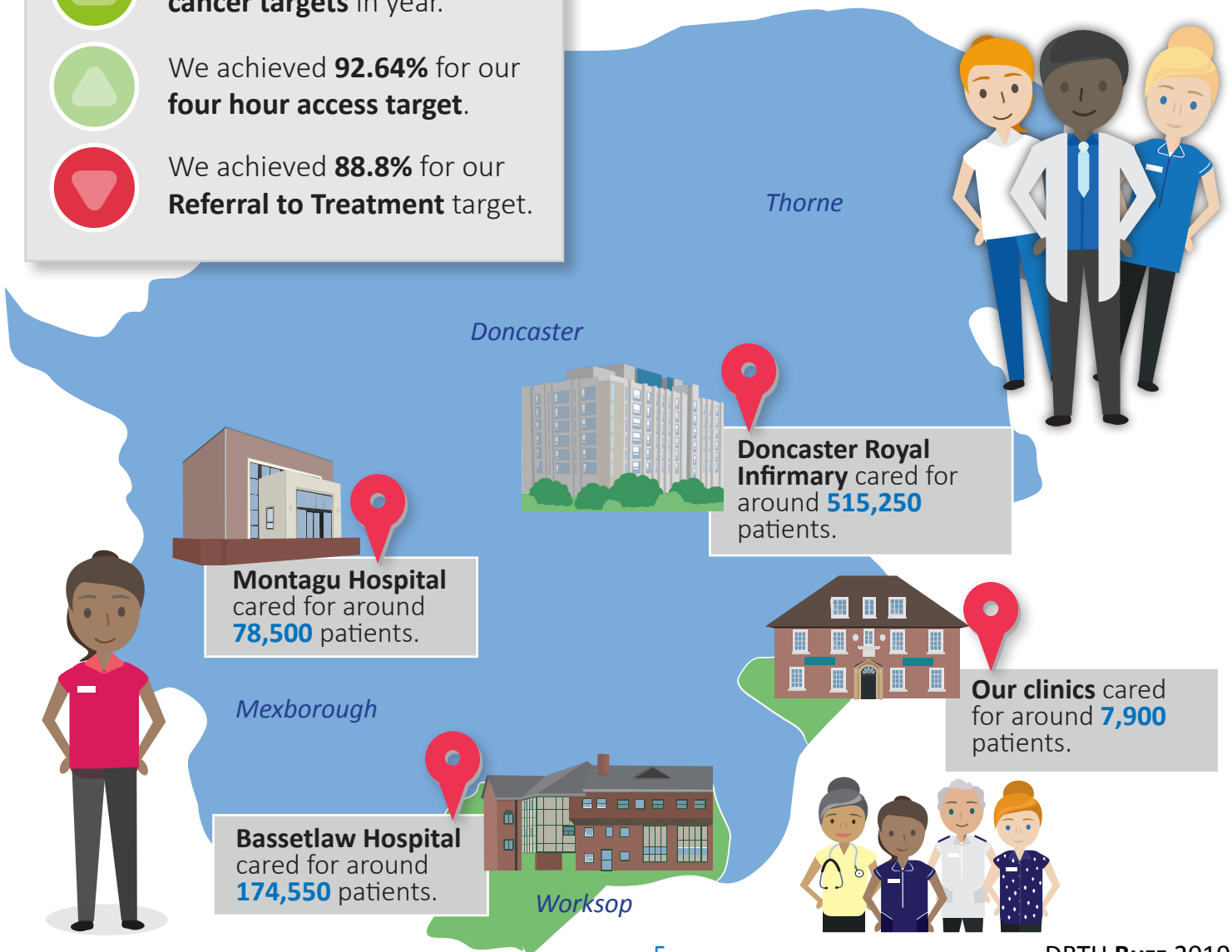
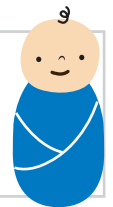


We achieved **88.8%** for our **Referral to Treatment target**.

We cared for approximately **175,200** emergencies



We delivered approximately **4,700** babies



Our workforce

Improving **recruitment** in 18/19

- **Service Assistant recruitment** – We have developed a one stop shop recruitment day to reduce the time to employment.
- **Medical Imaging** – 12 newly qualified colleagues to join us in September.
- **Student nurses** – We have increased placements to support the increase in cohorts of student nurses from various universities.
- **Apprentices** – We have increased the number of colleagues learning-on-the-job with us.
- **Pharmacy** - Has a development programme in place at an apprenticeship level and at Band 4 to ensure staff are ready to move into more senior vacancies as they arise.
- **Clerical and Admin** – Following the Admin Review, we are now recruiting and filling substantive posts, and training programmes are being put in place.
- **Consultants** – We have strengthened links with doctors who are towards the end of their training programme in order to encourage them to return to us as a Consultant.

Improving **recruitment** in the years to come

- **Service Assistant recruitment** – We have developed a one stop shop recruitment day to reduce the time to employment.
- **Healthcare Support Workers and Associate Nurses** – We are developing cohort recruitment for each division, as well as apprenticeships.
- **Student nurses** – We are exploring a range of options for student nurse training – a case of need is being developed jointly between the Education and Nursing teams.
- **Apprentices** – Entry level posts will be an apprentice unless the service can demonstrate it is unable to support an apprentice.
- **Pharmacy** - Emphasis on recruitment of newly qualified pharmacists, to mitigate pull of community work.
- **Midwifery** – Discussions are in train with universities to offer year 3 students Band 3 work as Midwifery Aides (bank workers).
- **Consultants** – We are exploring options for a recruitment campaign for those posts which are proving difficult to recruit which will include whether international recruitment is suitable.

We have around **6,500** staff



Our SET rate was **82.5%**



Sickness absence **4.39%**



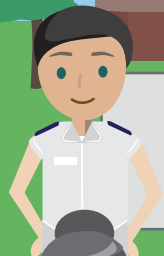
Appraisal rate was **79%**



Vacancy rate was **7.9%** Average is **8.5%** in UK.



We have around **2,000** nurses and midwives.



We have around **1,400** clinical support workers.



We have around **600** medical and dental colleagues.



We have around **2,000** office-based colleagues.



We have around **500** 'other' skilled colleagues.



We have around **300** volunteers.



Read our two year **Workforce Plan**



How we intend to **secure our future**



Workforce establishment

This summer we have introduced the Nursing Care Tool (SNCT) at DBTH. Although we had a similar system in place before, the SNCT is endorsed by NICE and now freely available to all acute trusts. This tool will be used on all adult inpatient wards, adult assessment wards and children's ward twice a year to give these areas an average establishment, ensuring staff levels are safe and consistent.

Our feedback

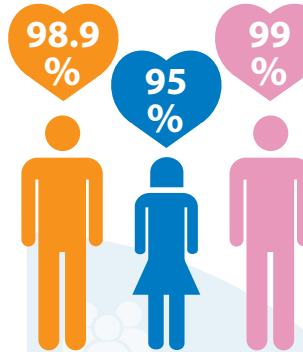
DBTH Patient Experience Activity & Feedback 2018/19

Annual Inpatient Survey (Picker)
497 responses



What our patients said:

- Treated with care & compassion
- Informed about care & treatment
- Opportunity to ask questions.



Monthly Inpatient Patient Experience Surveys completed

3342

98.7% were treated with care and compassion.
46.3% had help to eat meals.

Feedback

NHS choices 30 Posts
Patient/Relative Feedback

222 Advice/Comment/questions

335 Compliments

Top 3 compliment themes

- The Care was excellent.
- The staff have done an outstanding job.
- Patients and families felt supported while under the care of the hospital.



Annual End of Life Survey

National summary scores compared with submission summary scores

	National summary score	DRI submission summary score	BH submission summary score
Recognising the possibility of imminent death	9.1	9.7	9.1
Communication with the dying person	6.9	8.9	8.9
Communication with families and others	6.6	8.9	8.8
Involvement in decision making	8.4	9.0	9.0
Needs of families and others	6.1	8.7	8.1
Individual plan of care	6.7	7.6	6.6
Families and others experience of care	7.1	-	-
Governance	9.5	10.0	10.0
Workforce/specialist palliative care	7.4	9.2	9.2

784 Concerns

412 Formal Complaints

Top 3 complaint themes

- Diagnosis. Unsure of their diagnosis and what to expect next.
- Communication. Don't feel listened to or have been unable to speak to someone who can tell them what is going on.
- Poor Staff attitude and behaviour.

WHAT A DIFFERENCE A SAY MAKES

Family & Friends 14,146

Monthly Inpatient Responses

Top 3 areas done well

- Helpful staff
- Made to feel at ease
- Nurses a credit to the NHS.

Top 3 areas for improvement

- Poor state of food served
- Discharge process
- Poor environment.

99% of Inpatients extremely likely to recommend our services to family & friends.

99% of A&E patients extremely likely to recommend our services to family & friends.

Maternity responses

Top scores

- 94% Were provided with relevant information about feeding baby
- 80% Found partner could stay for as long as wanted
- 46% Were given choice about where to have check ups.

Bottom scores

- 76% Told to arrange post-natal check up with GP
- 75% Felt they were given appropriate advice and support at the start of labour
- 47% Were discharged without delay.



109



Our estate

Improving our estate in 2019/20

As a Trust, we have increasingly aging sites, and with this comes a series of challenges. Unfortunately, we can't make these issues disappear overnight. We are investing in our estate, however the level of backlog maintenance required (standing at around £60 million) is so large that the money we are able to make available each financial year maintains the estate rather than enabling us to undertake substantial refurbishments.

To address this issue, we are hard at work quantifying whether our strategy should be to **bring our existing buildings up to specification**, or whether we should concentrate on **making the case for an entirely new build for Doncaster Royal Infirmary**. While we cannot promise our current position will change in the short term, it's extremely important that we make the necessary preparations, and, if an opportunity presents itself, put ourselves in the best position to present our case as a Trust.



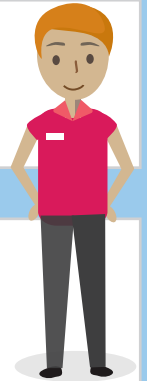
Chief Executive, **Richard Parker OBE**, shares his thoughts and our plans in regards to refurbishing or rebuilding our sites.

The Estates team had **17,217** jobs logged.



Around **49%** of all jobs were 'urgent'.

All **8,412** urgent jobs are completed.



The team complete **600** tasks a week.



We were unsuccessful in a bid for **£130m.**

Despite being unable to secure this funding to help us transform our estate and services, we continue to explore every option to address challenges. As such, we are focused upon reducing our backlog maintenance.



In 2018/19 we spent **£11.2m** on our sites.



In 2018/19 our repair backlog was **£60m.**



We spend **5%** of our budget on sites.

Our finances

Our overall performance in 18/19

During the year, we spent a total of **£404m**. As in previous years, the vast majority of our expenditure is on our pay budgets (staffing) at **£262.4m**, with nursing and medical staff continuing to be our biggest areas of expenditure.

For 2018/19, we spent less on bank and agency staff, reflecting productive recruitment cycles, although there are still pressures as a result of the growth in demand.

Throughout the year, our Finance and Efficiency and Effectiveness teams have worked with our staff to deliver **savings of £12.1m** for the Trust, reaching a control total deficit of £6.6m as agreed upon with NHS Improvement, ending the year slightly ahead of plan. With additional Provider Sustainability Funding of £10.7m, the Trust ended the financial year in a **surplus position of £5.169m**.

We spent around **£262.4m** on staff



We spent around **£11.2m** on capital



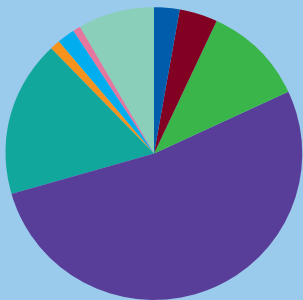
We spent around **£36m** on medicine



We ended the year in **£5.169m** surplus

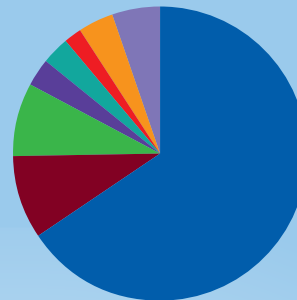


Income Sources



- Health Education England 3%
- Provider Trusts 4%
- NHS England 11%
- Doncaster CCG 52%
- Bassetlaw CCG 17%
- Barnsley CCG 1%
- Rotherham CCG 2%
- DHSC 1%
- Other 8%

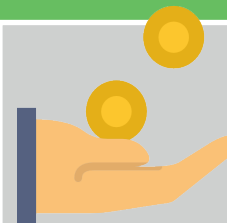
Types of Expenditure



- Staff 65%
- Drugs 9%
- Clinical Supplies/Services 8%
- Premises 3%
- Purchase of healthcare 3%
- Depreciation 2%
- Clinical Negligence Insurance 4%
- Other 5%



In 2018/19 we had a budget of **£403m**.



We received charitable donations of **£361k**.



In 2018/19 we made savings of **£12.1m**.



Changes to leadership

Appointments



Rebecca Joyce
Chief Operating Officer
rebecca.joyce4@nhs.net



David Purdue
Deputy Chief Executive and
Director of Nursing, Midwifery
and Allied Health Professionals
david.purdue@nhs.net

*To commence in nursing post in September 2019



Ken Anderson
Chief Information Officer
ken.anderson3@nhs.net



Cindy Storer
Acting Deputy Director of Nursing,
Midwifery and AHPs
cindy.storer@nhs.net



Jayne Collingwood
Head of Leadership &
Organisational Development
jayne.collingwood@nhs.net

Departures



Moira Hardy
Director of Nursing, Midwifery
and Allied Health Professionals



Simon Marsh
Chief Information Officer



Chris Beattie
Head of Paediatric Nursing



Dotty Watkins
Head of Midwifery (Interim)



Alan Chan
Non-Executive Director



Linn Phipps
Non-Executive Director

Who's who? Check the [Structure Charts](#)

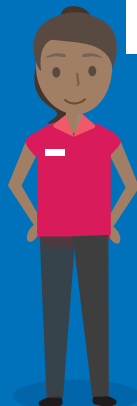
Medicine	Surgery and Cancer	Clinical Specialities	Children & Families
<p>Dr Nick Mullaiband Divisional Director nick.mullaiband@nhs.net</p> <p>Vacant Deputy Chief Operating Officer</p> <p>Lesley Hammond General Manager (Emergency) lesley.hammond@nhs.net</p> <p>Kate Cavell Associate Director of Nursing kate.cavell@nhs.net</p> <p>Dr Ian Skell Speciality Medicine CD ian.skell@nhs.net</p> <p>Dr Andrew Oates General Medicine CD andrew.oates@nhs.net</p> <p>Dr Hugh Edward Wilson Emergency Medicine CD hugh.wilson@nhs.net</p> <p>Dr Anand Agrawal Endocrine and Gastro CD anand.agrawal@nhs.net</p>	<p>Ms Antonia Durham-Hill Divisional Director antonia.durham-hill@nhs.net</p> <p>Mandy Poppy General Manager mandy.poppy@nhs.net</p> <p>Kirsty Clarke Associate Director of Nursing kirsty.clarke@nhs.net</p> <p>Ms Srinivasa Balachandra Breast, Vascular, Urology and Colorectal CD srinivasa.balachandra@nhs.net</p> <p>Mr Omar Hassan Ear Nose Throat, Ophthalmology, OMS, Dentistry and Audiology CD omar.hassan@nhs.net</p> <p>Mr Paul Harlam Trauma and Orthopaedics CD paul.harlam@nhs.net</p> <p>Mr Rajat Pandey T&D Oncology CD rajat.pandey@nhs.net</p> <p>Mr Chinnayana Chidambala Cancer Care for D&T chinnayana.chidambala@nhs.net</p>	<p>Dr Jochem Seidel Divisional Director jochem.seidel@nhs.net</p> <p>Vacant General Manager</p> <p>Laura Fawcett General Manager laura.fawcett@nhs.net</p> <p>Lesley Barnett Associate Director of Nursing lesley.barnett@nhs.net</p> <p>Suzanne Bolam Head of Therapies suzanne.bolam@nhs.net</p> <p>Dr Ken Agnew Cardiology CD ken.agnew@nhs.net</p> <p>Dr Michelle Denton Kwashiorkor CD michelle.denton@nhs.net</p> <p>Dr Ian Sweeney Medical Imaging CD ian.sweeney@nhs.net</p> <p>Andrew Barker Chief Pharmacist andrew.barker@nhs.net</p>	<p>Mr Dil Emovon Divisional Director dil.emovon@nhs.net</p> <p>Lauren Achroyd General Manager (D&T) lauren.achroyd@nhs.net</p> <p>Helen Burroughs General Manager (Paediatrics & TB Health) helen.burroughs@nhs.net</p> <p>Andrea Ellis Acting Head of Nursing andrea.ellis@nhs.net</p> <p>Leis Mellor Head of Midwifery leis.mellor@nhs.net</p> <p>Ms Manj Singh Obstetrics and Gynaecology CD manj.singh@nhs.net</p> <p>Dr Anuja Natarajan Neonatal Paediatrics CD anuja.natarajan@nhs.net</p>

CD: Clinical Director * CD: Clinical Director in Medicine and Surgery and Cancer

Divisional Senior Leadership Teams

Who's the Governor? [Check here](#)

Staff Governors	Public Governors - Rest of England and Wales
<p>Public Governors - Bassetlaw</p> <p>Public Governors - Doncaster</p>	<p>Partner Governors</p>



Our refreshed strategy



Key Trust publications

Access the latest Trust publications using the links below:

[Strategic Direction and enabling strategies](#) for 2017-2022

[Annual report](#) 2018/19



A focus on: Patients



Region-leading PLACE assessments:
We scored highly for our annual Patient-Led Assessment of the Care Environment (PLACE) review.



We significantly increased visiting times:
All wards increase their visiting times to 11am to 8pm each day, with some offering open access.



Shh! Introducing Sleep Helps Healing:
We implemented this campaign to help our patients get a silent night when staying with us.



All hospitals go an entire year without MRSA:
The Trust has not seen any cases of hospital-acquired MRSA since October 2017.



Making mealtimes matter:
We are committed to stopping all nonessential activity during mealtimes to ensure patients eat.



Traffic light hats:
We launched a very successful appeal for Traffic Light Hats which appeared on the BBC's One Show!

A focus on: People



Celebrating our staff:

Last year we held our Star Awards in September 2019, with more nominations than ever before.



Q recognised for excellence in teaching:

Mr Quraishi OBE, Consultant Surgeon, is awarded Professor Heinz Stammberger award for teaching.



President of British Laryngological Association:

Mr Mark Watson was elected to the above post thanks to his pioneering and influential work.



LGBTQ+ friendly Trust

Thousands of colleagues have received a rainbow NHS badge in return for their pledge to be inclusive.



Richard receives an OBE:

Our Chief Executive is awarded an OBE for his services to health and social care.



Securing the next generation of leaders

We launch our Masterclass, HEAR and soundbite sessions in order to develop colleagues.

A focus on: Performance



Text reminder services come to the Trust:
DrDoctor is introduced to help us reduce the number of missed appointments.



Introducing Hospital@:
Helping our clinicians to communicate, we replace all non-urgent bleeps with this new system.



Introducing our new Chief Operating Officer:
Rebecca Joyce joins Team DBTH and the Executive Team, helping us to deliver the highest quality care.



The finance team are best in region
Our Finance and Procurement teams are awarded top-honours in regional ceremonies.



Smart-ER enters second phase:
The new system is nominated for a HSJ award and a new version will soon be introduced.



Trust's CQC rating remains unchanged
Following an inspection, we retain our 'Requires Improvement' rating.

A focus on: Prevention



Macmillan Pod opens:

This is an area within Outpatients at DRI for visitors to have a chat about cancer.



Trust is recognised as 'Veteran Aware':

This mark of distinction identifies DBTH as supportive to veterans who may have additional needs.



Sharing How We Care For You:

We have introduced Bedside Booklets for our patients to help them feel comfortable in hospital.



Sharing How We Care Conference:

The second annual conference took place this year, with over 150 members of Team DBTH in attendance.



First Trust to vaccinate 75% of front-line:

For the third year running, DBTH is first nationally to vaccinate over 75% of staff against flu.



eObservations comes to Bassetlaw Hospital

We're about to launch an innovative system to help record patient observations.

A focus on: Partners



Qi within our Antenatal Clinic:

We showcase our Quality Improvement work in our maternity service to NHS' Chief Executive.



introducing 'Therapy Pets':

We are introducing a number of furry colleagues on wards to help patient care and experience.



The CT Suite breaks ground:

Working with the Cancer Detection Trust and ICS, building work for our new CT service is underway.



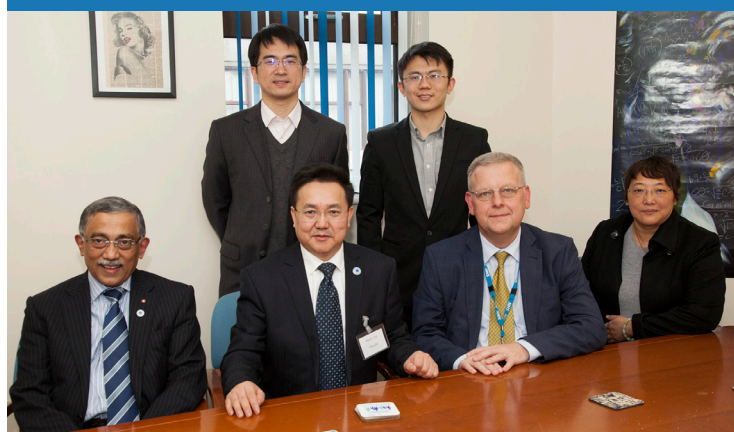
800 students tour NHS careers:

We work with our partners across the burrough to showcase careers to local teenagers.



We launch first Foundation School in Health

Helping to secure our next generation of NHS workers, we work with local school Hallcross Academy.



Trust hosts international teaching event:

Doncaster is the venue for the 15th annual ENT Masterclass, with visitors from across the world.



Thank you for your hard work and dedication throughout 2018/19. We have an extremely talented and supportive team at DBTH and hopefully this annual edition of the Buzz has given you a sense of the volume and quality of work delivered by colleagues each and every day, for the benefit of local people.

Here's to an equally succesful 2019/20!



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