



Delivering high quality, safe care, **together**

How we are taking forward
our Ambitions

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Introduction

Our small district general hospital provides services to the communities of Suffolk, serving a predominantly rural geographical area of 600 square miles with a population of 280,000.

We are an award winning hospital and our committed staff deliver safe, high quality care and strong operational performance.

Whilst we are rightly proud of the quality and safety of care we provide, we cannot be complacent as our hospital faces some big challenges over the next few years and the pressure is already being felt; including a 10% annual rise in A&E attendances, an ageing and growing population which is putting pressure on already stretched services and presenting a significant financial burden on our hospital.

Our commissioners are also under increasing pressure to drive up quality and improve value for money by tendering out services. This is why we must be clear about the quality of services that we provide and how we benchmark these against others. We must continue to be visible with local and national recognition, to help extend the services that we are able to provide.

We recently ran the largest consultation in the history of our hospital, engaging our staff, patients, stakeholders and the community on our strategic framework for the future – **'Our hospital, Our Patients, Our future, together'**.

This framework sets out in detail our Vision, Priorities and Ambitions for our Trust. It highlights what we want to achieve, what we need to concentrate on and real examples of how we plan to get there.

I've been around the wards to shadow as many members of staff from different departments as possible and very grateful for everyone's willingness to share their views and experiences. It helped me understand not only the challenges we face but also some great examples of the high quality, safe care we provide for patients every day.

It's exactly these examples that will make our strategy a reality; supporting our vision to deliver the best quality and safest care for our community, allowing us to achieve our priorities by delivering for today, supporting our staff and clinical leadership and working with our partners to build a joined-up future.

Together with our annual Shining Lights event and publication, this document highlights some of the examples of best practice, innovation and excellent care we provide. We will continue to build upon our existing good practice to demonstrate how we are achieving our ambitions for the benefit of patients every day of every week throughout the year.



Dr Stephen Dunn
Chief Executive



An Award Winning Hospital

Excellence is sometimes taken for granted. We don't always let our public and fellow professionals know how good we are.

This document highlights the areas of best practice care we provide at West Suffolk Hospital and highlight the areas of best practice, innovation and the key achievements that we provide for the benefit of patients every day of the week throughout the year.

High quality care

- Best hospital in the country for diagnosis rates for early stage cancers - Cancer Intelligence report illustrates that we diagnose 59% of cancers at stage I or II compared to the England average of 42%. We meet all our cancer targets including the 62 day urgent GP Referral to Treatment wait – rarely seen in the NHS
- Our Stroke Unit, which was under threat four years ago, is one of the top 5% in the country over the last 18 months and best unit in the region (SSNAP)
- National Hip Fracture Database audit identifies us as one of the best performing trusts in the country for the care provided to hip fracture patients and discharge of patients, with less hip revisions due to standardisation of high quality implants
- Our Anaesthetic department became the 2nd in the UK to receive a prized national accreditation from The Royal College of Anaesthetists

- Our Endoscopy Unit was one of the first in the country to achieve JAG accreditation from the Royal College of Physicians. Our Radiology Department was also the first in the region to be accredited by the UK Accreditation Service
- Our regulators recognise our CQC benchmarking places us in band 5, one of the lowest risk bandings. We anticipate moving to band 6 in the next assessment
- Awarded Top Hospital for Quality of Care 2011 and 2012, shortlisted in 2013 and 2014, within the top 10% of trusts for maternity services in 2013 and top 40 hospitals for safe high quality care – from CHKS against a benchmarked set of quality metrics.

Safe care

- Low mortality rates - Hospital Standardised Mortality Rate (HSMR) shows consistently achieving below 90 during the week and weekends, underpinned by:
 - Mortality from Acute Kidney Injury (AKI) reduced from 75% to 31% since 2013 through the introduction of dedicated safer care bundles
 - Intensive Care National Audit (ICNARC) data shows our ICU mortality rates are amongst the lowest in the country
 - These and other metrics underpinned award of Dr Foster Trust of the Year 2013 Midlands and East region for safe, high quality care
- One of the top ten sites for emergency laparotomy in recent National Laparotomy Audit with 9 out of 11 data fields green – amongst the highest in the country





- High standards of hygiene have resulted in a 91% reduction in C difficile cases over the last 7 years and no avoidable MRSA cases recorded in 2014/15. Our in house housekeeping team is a finalist in the prestigious 2015 Kimberley-Clark Golden Service Cleanliness Awards
- Received the Lifeblood VTE 2012 award in the category of best performing trust - described as providing 'exemplary leadership in VTE prevention.

Patient focused care

- Good 'Friends and Family' scores – high scores for inpatients and maternity services
- West Suffolk Hospital Catering was awarded the highest Food Hygiene Rating, such achievements underscore the commitment to quality at all levels at West Suffolk.

Responsive care

- Our A&E service regularly performs better than the national average, often placing us in the top 10-20% of hospitals. After a challenging winter we have recovered strongly to deliver Q1 and are routinely hitting 96% and 97%
- We have a reputation as a high performer in meeting the 18 week referral to treatment time
- All meals cooked on site by our in-house Catering team using locally sourced, fresh ingredients. Our team has been awarded the highest food hygiene rating possible.

Award winning staff

In addition to award winning care we provide an environment where staff want to work. Our award-winning clinicians, nurses and allied health professionals contribute to our status as top hospital for quality of care, and non clinical staff who have been commended for providing a high quality service to patients whilst helping to make sure the hospital runs smoothly.

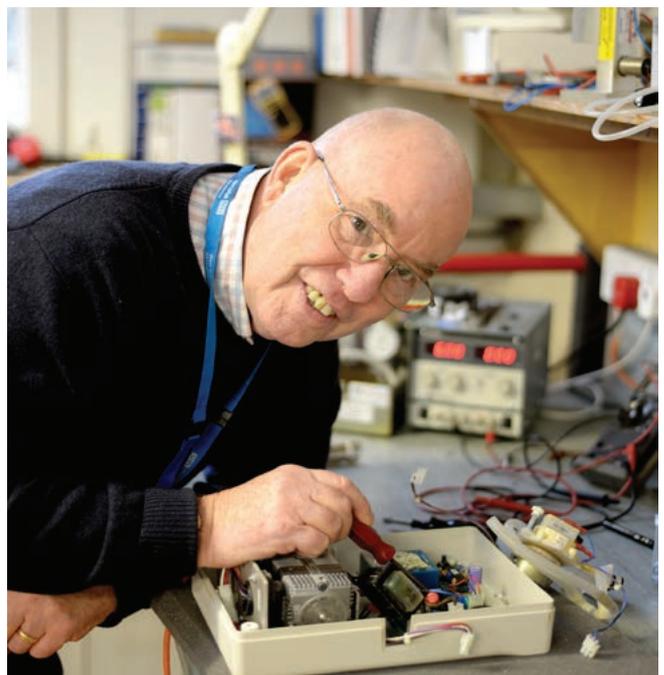
- NHS Staff Friends and Family Test data, Q4 of 2014/15 - 93% of staff recommended WSH for its care, and 82% as a place to work (8th best in the country in both categories)
- In the top 20% of all acute trusts for overall staff engagement and staff recommendation of WSH as a place to work or receive treatment in the 2014 National NHS staff survey.
- One of only 41 acute trusts nominated for HSJ 100 best places to work this year
- Spring 2015 we ran the biggest consultation in the history of WSH – engaging over a third of staff in face to face consultations on our proposed vision, priorities and ambitions for the future - 'Our patients, Our hospital, Our future, together'. This engagement and commitment underpins the high quality and safe care we provide.

Joined-up care

We have been selected as preferred bidder to run Community Services across Suffolk from October 2015. This takes us one step closer to our long term plan and those of our partners, to deliver the highest quality health service through integrated working. Together we will make the most of opportunities for community services, primary care, hospitals and social care to work together to reduce pressure across the system

High quality for the future

We are investing c£18m in an e-Care system, going live in November, that will make us one of the safest and paperless hospitals and health systems in the NHS. Our vision is to deliver the best quality and safest care for our community. Our values, developed with staff and patients, have been clear since 2008 - **FIRST** - **F**ocused on patients; **I**ntegrated team working; **R**espectful and courteous; **S**taff focused and supportive; **T**wo way open communication. We live these values and it shows.



Outstanding Cancer Outcomes



Ambition 1:
Deliver personal care



Ambition 2:
Deliver safe care

West Suffolk has the best one year cancer survival rates in the east of England, according to new figures.

This is thanks to the collective efforts of West Suffolk Hospital and its partners, including GPs and the Clinical Commissioning Group.

The figures from the Office of National Statistics released earlier this year, reveal that the one year survival rate for people diagnosed with cancer in west Suffolk is 72%, higher than any other CCG area in the east of England and higher than the national average of 69%. These cancer figures follow data published last year which showed that 59% of cancers in the West Suffolk CCG area are diagnosed at stage one or two, higher than anywhere else in the country and significantly above the national average of 41%.

West Suffolk Hospital is leading the way with cancer care.

This has been further boosted by two new leading edge pieces of technology paid for through the fund-raising efforts of the local community.

An ultrasound machine, which helps to diagnose prostate cancer and other problems, is now installed in our urology department. Meanwhile, patients are taking advantage of new equipment which makes bowel cancer testing quicker and more comfortable.

West Suffolk is only the second hospital in the region to have a TRUSS ultrasound. It means patients can now have advanced diagnostic tests for prostate cancer and other conditions without the need to travel elsewhere.



“The generosity of local people means that men with suspected prostate cancer can now access new, more specialist diagnostic services closer to home, bringing added convenience at what is inevitably a stressful time for them.”

Kay Trabucchi, Urology Nurse Practitioner.

Meanwhile our endoscopy department is now using a state-of-the-art ScopeGuide for patients undergoing bowel cancer tests. Kindly donated by the Friends of West Suffolk Hospital, it has allowed more people undergoing bowel cancer screening to be tested quicker and in a more comfortable way

The ScopeGuide is a plate which sits in front of the patient's abdomen. It detects the colonoscope and produces a 3D image as the scope is moved along the colon. This helps staff carrying out the procedure to manage the colonoscope more effectively and prevent it from looping round in the lower intestine, which can cause discomfort for patients.

“Colonoscopy is an important telescopic technique which helps us to identify and remove polyps which, if otherwise left untreated, could turn into bowel cancer. The purchase of this new equipment has therefore not only improved the care our patients receive, but has also potentially helped save lives.”

Simon Whalley, Consultant Gastroenterologist.

Facts and figures

The TRUSS prostate ultrasound:

- Will be used to test around 1,000 men every year
- Provides accurate, high quality images which help to detect abnormalities early, increasing the chances of treatment being successful
- Links with our MRI scanner, allowing images of the prostate to be transposed to the machine so that clinicians can take more accurate biopsies.

The ScopeGuide:

- Makes testing faster, helping us to meet demand for bowel cancer screening for all people aged 55 and over
- The ScopeGuide is the latest in a line of generous donations made by the Friends, who regularly fund new pieces of equipment and support other projects to improve patient care.

Promoting Shared Decision Making

 **Ambition 1:**
Deliver personal care

 **Ambition 6:**
Support ageing well

Patients at West Suffolk Hospital are being encouraged to work with clinicians to make joint decisions about their treatment so they can ensure they are choosing the healthcare best suited to their individual needs.

'Shared Decision Making' aims to increase people's involvement in their own care. It sees clinicians talk through the individual's condition, treatment options and their benefits and risks before answering any questions. The patient is then encouraged to think about their own lifestyle and medical history before working with hospital staff to make a joint decision about the type of care which will best suit their individual needs.

The initiative is being introduced in partnership with West Suffolk Clinical Commissioning Group (CCG). It comes after Consultant Urologist John McLoughlin led one of the first Shared Decision Making pilots in the country for patients with prostate cancer several years ago, which was well-received by patients.

"Patients can find it extremely difficult to decide which treatment they wish to pursue, especially in cases of prostate cancer where a wide range of options is available. Providing them with impartial, non-judgemental information helps them to work with their clinician to come to the right decision for them as an individual.

John McLoughlin, Consultant Urologist.

Shared decision making provides an increasing awareness of the risks, benefits and likely outcomes of treatment, and helps empower people to make informed choices about their own care, which is hugely important.

Other Shared Decision Making aids have been developed in the Trust designed to help patients understand more about:

- Urinary incontinence, produced by Consultant Urologist Georgina Wilson
- Asymmetrical Sensorineural Hearing Loss, produced by ENT Consultant Mr Fahmy Fahmy and ENT Registrar Paula Coyle



The booklets allow patients and their clinician to make health care treatment decisions together, taking account the best scientific evidence available as well as the patient's values and preferences. West Suffolk CCG have commended the excellent work leading to the production of this material and feels they set a very high standard for future patient information.

A pilot in Trauma and Orthopaedics is looking at a patient leaflet and supporting poster which promotes the following three questions that patients can ask their clinician.

1. What are my options?
2. What are the pros and cons of each option for me?
3. How can we make a decision that is right for me?

The aim is to help patients become actively involved in their own healthcare decisions. The initiative will ensure our patients remain at the centre of everything we do and are given as much autonomy and involvement as they would like in their own care and treatment.

Patients will be given the option as to whether they would like to take part in Shared Decision Making, which may not be suitable for everyone.

Supporting Family Carers



Recognising the vital role carers play in supporting the patient to return home, the Involving Family Carers Project was set up to improve the experience of carers of patients at West Suffolk Hospital.

While each carer's desire to be involved may be variable, it is important that their needs are considered and the opportunity to be involved is offered.

Family carer information packs

Packs are available on the wards to provide information, signposting and practical support and guidance to the carer; packs contain:

- Family carer badge
 - recognises the role of the main family carer
 - aids communication of information between carer and hospital staff
 - enables the carer to visit outside of normal visiting hours
- Information leaflets for carers
 - 'Information for carers'
 - 'Helpful organisations & what they do'
 - 'My care' - completed by the carer to provide information about the needs of the patient
 - 'A family carers guide to discharge planning' - checklist for carers to consider their own needs when planning discharge
- Carer feedback form.

Carer Feedback

Feedback forms were devised to capture the views of family carers regarding their experience while the person they cared for was an inpatient.

Key findings 2014/15:

- 90% of carers surveyed reported that they felt supported 'always' or 'most of the time' while the person they care for is in hospital
- 92% of carers surveyed stated that they felt confident to leave the person they look after in our care
- Carers particularly value the badge as a means of recognising their role.

Family Carer Hospital Support Worker

Commissioned by Suffolk County Council and provided by Papworth Trust to provide a carers support worker based at West Suffolk Hospital. The primary aims of the post are to provide support and advice to family carers, helping them to recognise their role as a carer, providing information, and assisting and supporting carers through the admission and discharge process.



Carer Champions

We are developing Carer Champion roles to ensure that carers' needs are recognised and considered and to raise awareness of the role of family carers amongst staff. Champions can be proactive in promoting carer needs, acting as a point of contact for family carers, encouraging communication and signposting to carer support services. The champions will have additional training and support to undertake this role.

Why is this important?

It is important to give families the opportunity to be involved in their loved one's hospital care, as it brings benefits for both the patient and carer. The carers usually know the person best; they act as their advocate and loving supporter and provide familiarity and continuity of care, particularly for patients with dementia. By recognising and valuing the family carer's role in supporting the patient, it enables them to share their 'expert' knowledge about the patient and be involved in care, treatment and discharge plans; ensuring that the needs of both patient and carer are considered.



Effective Treatment of Acute Kidney Injury



Patients with acute kidney injury (AKI) at West Suffolk Hospital are now receiving faster, more effective care thanks to new measures introduced to help staff identify and treat the condition more quickly.

The hospital has brought in a range of additional measures alongside best practice guidelines to improve care over the past year, many of which other trusts across the country are still in the process of implementing.

This includes using a blood test to screen for AKI so that it can be detected early. Patients with AKI are also discussed regularly by clinical teams to ensure continuity of care.

As a result, mortality levels for patients with AKI, formerly known as acute renal failure, have dropped significantly, while more people are surviving without suffering any long-term kidney impairment.

“At West Suffolk, we are ahead of the game and have taken action to introduce these new national guidelines long before many other hospitals. As a result, we have dramatically improved the care our patients receive and their outcomes following their illness.”

Dr Anupam Brahma, Consultant in Acute Medicine and Clinical Lead for AKI



Why is this important?

This type of kidney damage is usually seen in older people who are unwell enough to be admitted to hospital.

If it's not picked up in time, the kidneys become overwhelmed and shut down, leading to irreversible injury, which can be fatal. Abnormal levels of salts and chemicals build up in the body, stopping other organs working properly.

It's therefore essential that AKI is detected early and treated promptly.

“Patients with AKI often have an infection which may cause diarrhoea or vomiting, but the condition itself mostly doesn't cause any symptoms,” said Dr Anupam Brahma. “That is why it can be so difficult to spot.

“But by introducing these new measures, we are making it easier for our staff to identify patients at risk of AKI and carry out the appropriate tests so that they can start treatment immediately. This is incredibly important with this condition, as any delay in getting patients the right medication can cause long-term damage or even death.”

In the future, the hospital hopes to introduce a specific outpatient clinic to provide follow up care to AKI patients and will continue an ongoing programme of staff education.

Facts and figures

- AKI is sudden damage to the kidneys that causes them to stop working properly. It can range from minor loss of kidney function to complete kidney failure
- AKI is common and normally happens as a complication of another serious illness. It is not the result of a physical blow to the kidneys, as the name may suggest
- Mortality figures for AKI have dropped from 75% to 31% since 2013.

Streamlining the Emergency Pathway



Ambition 1:
Deliver personal care



Ambition 2:
Deliver safe care



A unit which provides assessment and treatment for short stay patients is helping to avoid unnecessary admissions.

The Clinical Decision Unit (CDU) is in a courtyard garden next to our Emergency Department (ED). The £800,000 unit opened in December 2013 to help cope with winter pressures on the hospital.

It cares for patients who have come into hospital via the Emergency Department and need a few hours of monitoring or treatment before a decision is taken on whether to admit them to a ward or discharge them. This could include patients who are recovering from an anaesthetic, have suffered concussion or an overdose, are waiting for additional test results or need extra observation before they can be discharged.

“The CDU helps the flow of patients from our emergency department by providing an area where we can carry out any extra investigations or observations. It ensures our beds remain available for those in the greatest clinical need.”

Jon Green, Executive Chief Operating Officer

Why is this important?

The Clinical Decision Unit is helping to manage demand and relieve pressure on the Emergency Department.

Patients in the CDU remain under the care of emergency department consultants and will stay in the unit for no more

than 12 hours. Anyone who needs to stay in hospital for more than that time will continue to be admitted directly to a ward from the ED.

Facts and figures

The Clinical Decision Unit:

- Can care for around 30 patients a day.
- Helps prevent up to 15 unnecessary admissions to the main hospital every day
- Has two bays so that men and women can be treated separately
- Can cater for 10 patients at any one time in beds and reclining chairs.

“This is good news for our patients, as it ensures they are receiving care in the most appropriate setting while also making sure the beds on our wards remain available for those in the greatest clinical need.”

The Clinical Decision Unit has been named as one of three finalists in the project of the year category in the 2015 HefmA (Health Estates and Facilities Management Association) awards.

Becoming a Dementia Friendly Hospital

 **Ambition 1:**
Deliver personal care

 **Ambition 3:**
Deliver joined-up care

 **Ambition 6:**
Support ageing well

Supporting those with dementia and offering a consistent standard of support is a clear ambition in our framework for the future.

We want to be part of a Dementia Friendly Community, a national programme run by the Alzheimer's Society to help improve the quality of life and experiences of those living with dementia. We will continue to share and spread good ideas around dementia care and support, and actively work with our partners to make a Dementia Friendly Community a reality.

The Hospital recognises everyone with dementia has their own unique needs. We promote person centred care, focussing on personal needs to ensure everyone is treated with dignity, compassion and respect. The following are just a few examples of the work going on at the Hospital to improve and enhance care and support for people with dementia.

Forget-Me-Not Dementia Campaign

West Suffolk Hospital Charity's Forget-Me-Not Dementia Campaign raised more than £50,000 in just 12 months; this will pay for a new memory walk at the hospital, kitting out a specialist day room and a host of reminiscent material. As well as raising funds the campaign has helped to raise awareness and support within the local community.

Dementia friendly environment

West Suffolk Hospital is working to improve the hospital environment by incorporating dementia friendly design principles,

"We have already made ward G4 more dementia-friendly with the use of colour, colour contrasts and improved signage to help people differentiate between distinct areas and bays. These changes have made a big difference to patients and we are keen to carry out similar improvements elsewhere to try and make the environment more pleasant, familiar and less clinical."

Julie Fountain, Dementia Lead.

Forget-me-not flower

This is used as a symbol to indicate to staff that the patient's needs may be different due to their dementia.

A laminated sign is displayed above the patient's bed space to provide a reminder to be attentive to individual needs, requiring staff to adapt their approach and communication styles upon initiating care and support to patients with memory loss.

We are also introducing the blue wrist band, with families' permission. This highlights to staff that a patient has dementia so they may need to adapt the way they communicate, for example, asking one question at a time and allowing more time for the person to answer.

'This is Me'

Being in unfamiliar surroundings such as hospital can add to confusion for many vulnerable people. That's why we ask relatives of those with dementia to complete the 'This is Me' booklet upon arrival in hospital, recording their loved one's likes and dislikes and individual needs, such as 'things that may upset me', as well as a brief synopsis of their life so far to create conversational cues for staff, and aid understanding of behaviour. This helps staff deliver personalised care in a familiar way.

We will roll this out further to collect this information for all patients with cognitive impairment and not just those with a diagnosis of dementia.

Dementia Champions

We have Dementia Champions based in most wards and departments. The champions have additional training and support to promote good practice in dementia care. Champions will ensure a patient's voice is heard; representing the needs and support of patients on specific issues relating to their care.

Ward-based activities

There are many good ideas across the hospital to care for and support people with dementia. For example, Ward F3 regularly holds 'look back and remember' days, which are organised themed days, such as the war, the land army or carol singing at Christmas to help encourage old memories.

Why is this important?

- Up to one in four beds on our acute wards could be occupied by someone with dementia
- The overall population is projected to increase by more than 7% between 2013 and 2022, with a 38% increase in people aged over 70
- Nationally, around 850,000 people live with dementia. That's projected to soar to more than 1 million in the next 10 years
- A personal approach to care can have a positive impact on the care and well-being of the patient.

Exemplary Endoscopy

 Ambition 1:
Deliver personal care

 Ambition 2:
Deliver safe care

Our endoscopy services have been re-awarded a prized national accreditation for continuing to meet the highest standards of quality and safety.



The Joint Advisory Group (JAG) certification shows the department is delivering safe and effective patient care, and is committed to staff training and development. We were re-awarded with the accreditation earlier this year and have held the status continuously since first achieving it in 2011.

To earn the accreditation, the Endoscopy Department provided a raft of written evidence on policies and procedures, and details on staffing, waiting times and training. Copies of patient information leaflets and results of patient satisfaction surveys were also submitted.

Dr Dan Sharpstone, Clinical Lead for Endoscopy said: "We are delighted that we have been re-accredited with this prized certification. It is a testament to the hard-work, commitment and dedication of our staff and underlines just what can be achieved through successful teamwork.

"The JAG accreditation covers a wide range of quality indicators including staffing, education and training, patient experience, waiting times and decontamination."

Why is this important?

"To achieve the accreditation highlights that we are performing well across the board, and shows our patients are receiving a safe, efficient and high quality service."

Dr Dan Sharpstone, Clinical Lead for Endoscopy



Promoting Health Coaching

Ambition 1:
Deliver personal care

Ambition 3:
Deliver joined-up care

Ambition 5:
Support a healthy life

Ambition 6:
Support ageing well

The NHS is under pressure, and harnessing patient power is another way to support us through the challenges of an ageing population living with an increasing amount of long term conditions.

Health Coaching is all about talking to people with long term conditions in a way that supports and empowers them to better manage their own care, fulfil their health goals, improve their quality of life and move away from a dependent model of care. Health Coaching training takes the principles and models of health psychology and behavioural medicine, uses the skills and techniques from performance and development coaching and amalgamates these with the knowledge and skills of health practitioners.

Health Coaching is particularly useful to support patients with long term conditions, medication compliance, mild anxiety and depression, pain management, exercise compliance, lifestyle, recovery and rehabilitation.

“In their review of the evidence, Health Education East of England have found that Health Coaching can increase patient self-sufficiency, satisfaction, confidence, motivation, compliance, and reduce costs for our organisation. It comprises a diverse set of interventions that can be incorporated within day to day consultations; providing staff with the skills to ‘make every patient contact count”.

Trudi Dunn, Senior Physiotherapist and Health Coaching Trainer

What are we doing?

West Suffolk Hospital is leading the way with Health Coaching and two senior physiotherapists, Nina Finlay and Trudi Dunn from the hospital have qualified as Health Coaching Trainers funded by Health Education East of England in partnership with The Performance Coach, in order to train staff within the Trust.

We are rolling out this pioneering two day training to multi-disciplinary clinical staff and the target is to train 200 people in the first year. Clinicians will learn a combination of tools and techniques they can use every day with patients that support behaviour change, help build rapport, improve listening skills as well as challenge patients more skilfully.

Why is this important?

Simon Stevens, Chief Executive of NHS England, believes we are standing on the cusp of a revolution in the role that patients will play in their own health and care. He states that harnessing what he calls this renewable energy represented by patients is potentially the make-it or break-it difference between the NHS being sustainable – or not. Furthermore the NHS Five Year Forward View describes a broad consensus on a future NHS that

empowers patients to take much more control over their own care and treatment.

Benefits of Health Coaching at a local level include reduced readmissions, length of stay and outpatient follow-ups; creating new patient capacity.

The Health Coaching training will help clinicians improve patient experience and quality of care, improve communication with patients, support relationship building with colleagues and collaborative working.

Importantly, regionally Health Coaching is starting to be delivered across traditional organisational boundaries supporting the vision of integrated care and collaboration, and ultimately reducing pressure on the organisation and contributing to the overall sustainability of the Trust.

Health Coaching also enables our priority of continuing to invest in staff for now and the future through supporting high quality training.

Facts and figures

- The number of people living with more than 3 long term conditions is set to rise by 1 million to 2.9 million by 2018
- People living with long term conditions are more likely to use health and care services and patients with long-term conditions accounting for 50% of all GP appointments, 64% of all hospital outpatient appointments, 70% of all hospital bed days and 70% of total health and social care spend
- West Suffolk Hospital will complete training of the first 200 staff by June 2016
- Health Coaching has supported the delivery of an integrated care and care planning, target valued at 6% of total CQUIN.

“Affecting patient activation will be a key future healthcare challenge for providers such as West Suffolk. To invest in the development of new services and new skills. To better support patients, their carers and communities in self-managing their condition. And it’s going to require a major shift in thinking. It will involve, amongst other things, new skills and job roles such as coaching and motivational interviewing”.

Stephen Dunn, Chief Executive, West Suffolk NHS Foundation Trust



Outstanding Radiology



Ambition 1:
Deliver personal care



Ambition 2:
Deliver safe care

West Suffolk Hospital's radiology department has been re-accredited with a prized national standard in recognition of the safe, high quality service it provides to patients.

It recognises that patients are 'consistently receiving high quality imaging services delivered by competent staff working in a safe environment'.

The national accreditation was based on a range of written evidence and a visit by an independent team who assessed the department, focusing on patient experience, clinical outcomes, safety and the efficient use of resources.

"As well as underlining our commitment to continuous improvement, this accreditation gives those people using the department additional independent assurance that they are receiving safe, patient-focused services of the highest quality."

Nigel Beeton, Imaging Services Manager

Meanwhile, younger patients are benefitting from changes to the radiology department after suggesting improvements themselves.

Staff asked children aged 3-16 for their feedback to further improve the experience of young patients using the department.

As a result, more toys and books are now available in the department and the radiology section of the website is being updated and separated into three sections for different age groups. Using quizzes, factsheets and simple explanations, the website area will give children having examinations a better understanding of what to expect.

Why is this important?

Nigel Beeton, Imaging Services Manager at West Suffolk Hospital, said: "We are delighted that we have been re-awarded this prized national accreditation. It comes following a lot of hard work and is testament to the dedication of our team."

Facts and figures

- The Imaging Services Accreditation Scheme (ISAS) standard has been re-awarded to the hospital by the United Kingdom Accreditation Service (UKAS)
- The hospital became the only unit in the region to achieve the accreditation when it was first awarded in 2011. It is now one of five in East Anglia to hold the status, which has been jointly developed by the College of Radiographers and the Royal College of Radiologists
- The hospital will now retain the status for four years. It will continue documenting its compliance with the quality standards to retain the accreditation.



Encouraging Innovations – Rose’s ‘Vital’ Tray



Ambition 1:
Deliver personal care



An innovative tray designed to make it easier for patients to clean their hands before meals and get a good night's sleep is set to be rolled out across West Suffolk Hospital following a successful trial.

The 'Rose Vital' tray carries the words 'please use me before every meal', with an arrow pointing towards packets of hand wipes, as well as a 'please use me at night' label alongside some earplugs.

It was thought up by nursing assistant Rosario Preston to make it easier for patients to ensure their hands are clean before they eat and to get an undisturbed night's sleep.

It was trialled on Rose's ward and was so well received that the design is being trademarked, with the tray due to be rolled out across the hospital shortly.

"I came up with the idea based on my experience on the wards," said Rose, who has worked at the hospital for around five years.

"When patients come back from theatre or if they feel very unwell, they aren't always able to go to the toilet to clean their hands before a meal. Previously, nursing assistants would have gone round delivering hand wipes individually. By adding them to the tray and reminding the patients to use them, we have freed up extra time for staff to spend on other tasks.

"The earplugs have also made a difference and are helping patients to rest, which is brilliant."

"I am really pleased the Rose Vital tray has already had such an impact and I look forward to it being rolled out further." Rosario Preston, Nursing Assistant.

Facts and figures

- Complaints about noise on the trial ward reduced from 85% to 15% after the introduction of the Rose Vital tray
- The hospital has awarded Rose a Shining Light award for her simple yet hugely effective idea and it has been submitted for a regional innovation award.

Award Winning Stroke Care



Ambition 2:
Deliver safe care



Stroke patients at West Suffolk Hospital are receiving fast access to specialist help thanks to an initiative that has won a prestigious national award.

West Suffolk is recognised as one of the country's top performing hospitals for its stroke care. Rapid access to specialist treatment and assessment means stroke patients have a much better chance of making a good recovery.

The Emergency Stroke Outreach Team (ESOT) won top prize in the stroke care category of the Patient and Safety Care Awards last year and is among the country's best performing hospitals across a variety of criteria designed to measure the quality of care patients receive.

The audit looks at a range of factors, including how quickly patients can access a brain scan, whether they are rapidly transferred to a dedicated stroke unit and how many patients are given clot-busting thrombolysis treatment. It also measures the help put in place to aid recovery and rehabilitation, such as access to speech and language therapy, physiotherapy and occupational therapy.

"The most recent data shows that we are continuing to do better than many other hospitals of our size, and are performing as well as some of the larger London units. This is fantastic news for our patients, as it means they are receiving fast access to the right specialist care which will enable them to make the best possible recovery.

Dr Sajid Alam, Consultant in stroke, Geriatric and General Medicine

Why is this important?

The team is made up of consultants, nurse specialists, specialty doctors and support staff, and works across the hospital and the Emergency Department to assess any patient who has had a suspected stroke.

The team's goal is to make sure patients can receive specially tailored assessment and treatment as quickly as possible in the stroke unit.

Dr Sajid Alam, Consultant in Stroke, Geriatric and General Medicine at the hospital, said: "We are extremely proud of the care we provide for stroke patients at West Suffolk Hospital.



"We have seen fantastic improvements in our stroke unit over the past few years, which includes appointing a third consultant and extending the services we provide to seven days a week.

"We are now able to admit patients straight to the ward so that they can receive specialist assessment immediately, and are ensuring they can access brain scans as quickly as possible. This is particularly important with stroke, where acting fast is crucial and can significantly reduce the damage caused to the brain.

"We are continuing to look for ways to further improve so that we can build on the excellent performance to date for the benefit of our patients."

Dr Mark Lim, Commissioning Lead for Stroke Services NHS West Suffolk Clinical Commissioning Group and NHS Ipswich and East Suffolk Clinical Commissioning Group, said: "Being able to

access safe, high quality stroke services offers patients the best chance of recovery. West Suffolk Hospital's stroke team can be justifiably proud of the recognition they have received for their stroke care."

Facts and figures

- Our Stroke Unit, which was under threat four years ago, is one of the top 5% in the country over the last 18 months and best unit in the region (SSNAP)
- The team has been expanded so it can now offer specialist services seven days a week 7.30am to 9pm.

The Early Intervention Team



Ambition 3:
Deliver joined-up care



Ambition 6:
Support ageing well

A specialist team which sees health and social care staff work together to help older patients return home from West Suffolk Hospital more quickly has been expanded.

The Early Intervention Team (EIT), which assesses older patients and plans for their discharge, has been expanded with the help of transformation funding from West Suffolk Clinical Commissioning Group.

The team works seven days a week, including bank holidays, and extended hours on weekdays.

Why is this important?

The EIT works closely together to assess older people within the Emergency Department, the short stay unit and on inpatient wards. They help to develop a discharge plan which puts the right support in place to allow patients who are clinically fit to return home more quickly after they have received their treatment.

The integrated service provides a 'one-stop shop' where patients can be assessed for any equipment they may need, their mobility and care needs along with help with domestic activities and follow up services in the community.

It is not only helping to avoid unnecessary admissions into hospital, but is also ensuring those who do need care on a ward do not need to stay as long.

"By planning comprehensively for their discharge and making sure all of the support they may need is in place before they leave the hospital, we are helping them get home more quickly."

Gylda Nunn, Integrated Therapies Manager

Facts and figures

The Early Intervention Team:

- Helps up to 35 patients a day leave hospital faster – that's more than 1,000 patients in a six month period
- Professionals from the hospital, primary and social care are working more closely together so patients get the help they need when discharged
- Has been recently expanded and now employs professionals from across a range of disciplines
- Can help to plan all aspects of discharge, such as home help and practical needs.



Gylda Nunn, Integrated Therapies Manager at the hospital, said: "We ensure patients see the appropriate professionals at the front end of the hospital and are given the necessary treatment and advice to allow them to manage their own condition at home with the appropriate support.

"By bringing together different health and social care organisations, the team is ensuring everyone can receive joined-up, high quality, targeted and safe care which meets their individual needs and reduces their length of stay."

Gylda added: "The expansion of the Early Intervention Team is great news for our patients, who will benefit from a joined up approach across organisations to meet their own individual needs."

As part of the project, Age UK Suffolk's 'Welcome Home Service' has expanded its hours of work. The service works from the hospital to help support more vulnerable patients returning home following discharge. Once at home, they can assess the situation, provide advice and offer individually tailored support by helping them to regain daily living skills such as cooking, shopping and laundry. This gives the older person confidence and helps prevent readmission to hospital.

Sharron Cozens, Director of Services with Age UK Suffolk, said: "The service will make a real impact on early supported discharges and reductions in readmissions. Sometimes the simplest things can make the biggest difference – knowing you have the support you need, especially if you live alone, can give you the confidence to return home sooner."



The Virtual Fracture Clinic



Ambition 1:
Deliver personal care



Fracture patients at West Suffolk Hospital are benefitting from shorter waiting times and fewer visits to hospital thanks to the success of an innovative virtual clinic.

West Suffolk was the first hospital in England to introduce the idea in September 2013.

Three virtual clinics are now running each week in addition to traditional face-to-face clinics.

The electronic notes and X-rays of all patients who present with suspected fractures at Accident and Emergency are reviewed within two days and an individual plan made.

“We are delighted with the success of the virtual fracture clinic. Not only has patient satisfaction improved, but waiting times have also reduced by at least a third because there are fewer patients who have to see us directly.”

Sue Deakin, Consultant Orthopaedic Surgeon

Why is this important?

The virtual clinic means a consultant orthopaedic surgeon and nurse can remotely review patients who would otherwise need to come into hospital.

They then telephone the patient to discuss their case and treatment. Some are discharged by phone whilst anyone who needs further specialist help is referred to the most appropriate clinic to meet their needs.

Any patient who is discharged over the phone is given a helpline number and can still be seen by a clinician if needed.

The service has proved such a success that staff from 10 other hospitals, including King's College Hospital in London, have visited West Suffolk to find out more with a view to introducing similar services for their own patients.

Sue Deakin, Consultant Orthopaedic Surgeon said: “The number of times a patient needs to come to the hospital has also reduced, which is great news as it is much more convenient for them.

“We are also really pleased the clinic has generated so much interest from other hospitals and have been all too happy to share our experiences with colleagues from elsewhere so that they can introduce similar services to benefit their patients.”

Facts and figures

In the 18 months it has been established that the virtual fracture clinic has:

- Studied and reviewed over 6500 patients
- Reduced new patients and follow up attendances to the face to face fracture clinic by 25%
- Improved patient satisfaction from 8.5 out of 10 to 9.5 out of 10
- Saved car parking fees for patients
- Appointments made at the patient's convenience
- Easier access to the team for help.

Anaesthetics Award



Ambition 1:
Deliver personal care



Ambition 2:
Deliver safe care

West Suffolk has become only the second hospital in the UK to be awarded a prestigious accreditation for its Anaesthetics Department.

Our hospital has received the highly regarded Anaesthesia Clinical Services Accreditation (ACSA). It recognises our commitment to the high quality standard of care we assign each patient undergoing an anaesthetic.

Singled out by the Royal College of Anaesthetics (RCoA) prestigious peer review programme as 'exemplary practice' is our care of patients with learning impairment or dementia. The way we treat such patients has been highlighted in the ACSA library as an example to other hospitals hoping to achieve the accreditation.

It is a voluntary scheme for anaesthetic departments in the NHS and independent sector that enables departments to measure their performance against clearly defined standards and clinical guidelines to become accredited for their quality of patient care and service delivery. It is a very robust process with 172 standards across four domains and since the scheme's launch in 2013 it has received acclaim from national regulators.

"The overall impression for the reviewing team was that there was clear leadership and a focus on patient safety at West Suffolk Hospital, not least from the Clinical Director of the Anaesthetic Department Dr Patricia Mills. It is likely that patients will experience this as feeling placed at the centre of the service."

Dr Dan Connor, Lead ACSA Reviewer

The accreditation process demonstrates that we have the very best policies and procedures, and deliver the highest quality standards of anaesthesia care.

Dr Patricia Mills, Clinical Director, said: "The process of gaining accreditation galvanised the department into actively demonstrating the high quality care that we deliver. It has ensured that our policies and procedures are up to date and where possible are evidence based and referenced. It also gave us the opportunity to discuss and agree departmental standards for the anaesthetic service."

All the evidence needed to gain the accreditation has since been collated to form a guide for all anaesthetic consultants and a useful training aid for trainees.



Why is this important?

Anaesthetic care is not often highlighted for praise, but anaesthetists play a crucial clinical role, from preparing patients for surgery through to administering pain relief in labour and resuscitating and stabilising patients in the Emergency Department.

Their work, skills and knowledge is vital and potentially life-saving, as is having robust policies and procedures around which to work.

"I have always been very proud of our anaesthetics team and the role they perform. Anaesthesia often goes unseen and unrecognised amongst the general public, so it's nice to be rewarded with this prestigious accreditation"

Dr Patricia Mills, Clinical Director for Anaesthetics

Top Performing Diabetes Care

 Ambition 1:
Deliver personal care

 Ambition 2:
Deliver safe care

 Ambition 3:
Deliver joined-up care

 Ambition 5:
Support a healthy life



West Suffolk Hospital has been ranked as the region's top performing for the care it provides for children with diabetes.

The results of a national audit, carried out during 2014, show that our hospital is the best in East Anglia for keeping blood sugar levels for children and young people aged up to 19 within the normal range.

This means our Children's Diabetes Team is successfully working with children and families to help them manage their condition, and is using the latest technology to deliver the right levels of insulin for those with type 1 diabetes.

As a result, their condition is more likely to remain stable, allowing them to enjoy a normal life.

We are really pleased with the result of this audit. It shows we are providing high quality and effective care for children and young people across west Suffolk and it is a great credit to the fantastic team of people we have working in this specialist service."

Dr Peter Powell, clinical director for women's and children's services

More resources have been put into our children's diabetes team, including more consultant time, enhanced specialist nurse input and a new child psychologist who helps people cope and adjust to living with diabetes. We have also improved the way we work with families to monitor blood sugar control, which means we can support children who are drifting off track and provide them with extra help to get them back on track again.

Meanwhile, adult diabetic care is being set as a priority for greater action. In June, our hospital diabetes team will bring a new specialist diabetic service to every GP practice.

The service will provide better access in the community for patients, and greater support and advice for GPs and practice nurses. Our diabetes team will be working with the West Suffolk Clinical Commissioning group to run regular specialist clinics in GP practices for type 1 and type 2 diabetics.

Why is this important?

The overall aim of diabetes care is to enable people with diabetes to achieve a quality of life and life expectancy similar to that of the general population

Maintaining near normal blood glucose levels is crucial to the prevention of complications of diabetes which can affect the eyes, kidneys and nervous system

The active involvement of people with diabetes in the provision of their own care is the cornerstone of good diabetes care.

Facts and figures

- Diabetes is a complex illness with prevalence increasing year on year. Although its complications are preventable, in practice it can be challenging to manage the risk factors effectively
- The hospital currently cares for 164 children and young people up to the age of 19 with both types of diabetes
- Although West Suffolk Hospital diabetes care audits have been good – across the region we face challenges with lifestyle diseases, diabetic self-management and an ageing population which could lead to poor outcomes in the future.

A Commitment to Excellence

Recognition for Quality and Safety...

PLACE (Patient-Led Assessment of the Care Environment) assessment put WSH above the national average for cleanliness and food. Staff who work in catering and housekeeping take a great deal of pride in their work which has a positive impact on the patient experience.

West Suffolk Hospital's Cinical Photography Department has become only the fourth service in the country to achieve a prized national accreditation in recognition of the consistently high standards it provides to patients.

The Institute of Medical Illustrators (IMI) Quality Assurance Standards (QAS) awarded a level two accreditation following a vigorous inspection. Although several departments in the UK have achieved level one of the standard, West Suffolk is one of only a handful across the country to gain level two.

The National Emergency Laparotomy Audit has identified WSH as being a high performer in many of the processes involved in the emergency laparotomy pathway. We have been able to show that, owing to our high level of commitment, outcomes for patients, for the data entered in the first year, will reflect the fact that we manage patients well, within robust pathways and excellent clinical care.

Investment in equipment and facilities...

e-Care, a multi-million pound programme, will improve safety and patient care at WSH by giving staff rapid access to electronic clinical information. e-Care will deliver a single integrated electronic patient record (EPR), give staff instant access to real time digital records, prevent duplication, reduce costs and support the delivery of the best possible care for patients. In addition, e-Care will help the hospital share information with GPs and other colleagues in the wider NHS more easily, in turn delivering more integrated, joined-up services for patients.

Installation of a second MRI machine and refurbishment of the hospital's existing scanner has further improved the service for patients. The £2.1m scheme will help WSH meet increasing demand while providing staff with the highest quality images. The hospital's original 10-year-old machine has also been completely refurbished, in turn extending its life and improving the quality of the images it produces.

Our new £500,000 clinical skills unit was officially opened by Dr Diana Wood, Clinical Dean to the University of Cambridge's School of Clinical Medicine, who unveiled a plaque at the unit. It has been named the 'Siklos Centre for Clinical Skills and Simulation' after our Consultant Physician Dr Paul Siklos, who has been a driving force in medical student education nationally and locally for many years. In his opening speech Dr John Clark reminded us that Paul was responsible for opening the first clinical skills unit in the country at the West Suffolk Hospital.



Improving access to our services...

New clinics have opened in towns across west Suffolk to bring care closer to patient's homes and reduce the need to travel to hospital.

We became the country's first to use specialist diagnostic equipment in community settings. The OCT (optical coherence tomography) scanning service was launched in Newmarket and Sudbury and is for patients with a range of conditions which need regular monitoring, including age-related macular degeneration and glaucoma.

Heart patients living in the Newmarket and Thetford area can access specialist diagnostic tests following the launch of a monthly open access echocardiogram (cardiac ultrasound) clinic at Newmarket Community Hospital and Thetford Healthy Living Centre



We have increased the number of rheumatology clinics taking place at Haverhill Health Centre from one to four a month to further improve the service patients receive. The extra clinics cater for all types of inflammatory and non-inflammatory rheumatic disorders, with new patients waiting just two weeks for an appointment.

The home intravenous therapy service (HITS), which was introduced just over a year ago by WSH in partnership with Suffolk Community Healthcare (SCH), has been hailed a success. HITS gives patients who need IV antibiotics, but are otherwise fit for discharge, the chance to return home and receive their medication during daily visits from SCH nurses working in the community. Before HITS was introduced, patients would remain in a hospital bed for up to six weeks to receive their intravenous antibiotics, which meant those beds were unavailable for others.





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ADM/SPT/PT/11169/100815