Celebrating International Nurses’ Day
On Thursday 17th June, St George’s One Team programme won the Social Partnership Forum Award for Partnership Working at the Healthcare People Management Association (HPMA) 2010 awards.

One Team is a joint partnership project between the trust and Staff Side. It is an innovative programme of activity aimed at developing a culture of improvement among staff in bands one to four at the trust.

This project sees real, positive change becoming part of the culture of the trust, and has been integrated with other projects with the purpose of changing the way things are done at St George’s.

The HPMA judges commented that “the project team had high integrity and tremendous passion” and came to a unanimous verdict that this was an exemplar entry.

The award was received enthusiastically by St George’s portering, transport, reception and medical records staff who were present.

Congratulations are due to all those who have been involved in the programme, with a special mention for Jane Pilgrim as Staff Side secretary and Alan Thorne, director of transformation, for their commitment to the project.

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Keeping our cool in heatwave season

It’s officially “heat-health watch” season in the UK. Staff across the trust are keeping an eye on temperature levels to ensure that patients, visitors and colleagues keep cool over the summer.

The heat-health watch system operates in England from 1st June to 15th September each year and is led by the Met Office in association with the Department of Health (DH) and the Welsh Assembly. The trust has developed a summer plan, in line with DH heat-health watch guidance, which outlines how staff should respond if we experience a heatwave. The heat-health watch system comprises four levels of response and is based upon threshold maximum daytime and minimum night-time temperatures, depending on how warm it gets and for how long.

Throughout the summer, the homepage of the intranet will display an icon, illustrating the current heatwave level. It will also provide information about what that level means and what staff need to do in response to any particular level.

“Staff should all be familiar with the trust’s summer plan, which is available to read via the heatwave icon on the intranet homepage.” Says emergency planning and liaison officer, Hazel Gleed, “It’s important that everyone knows what their responsibilities are in the event of a heatwave, as increases in temperature can pose a risk to our patients.”

“Of course, we’re all hoping for a warm summer this year,” Hazel continues, “But we must ensure we keep everyone comfortable as possible when the temperatures rise, so I’d urge everyone to read the summer plan.”

For more information, please contact Hazel Gleed, emergency planning and liaison officer on ext 0870.
A word from David

Long after the sound of the vuvuzelas has faded away the legacy of the 2010 world cup in South Africa will remain.

The World Cup is more than just a football tournament. The mission of the organising body FIFA is to contribute towards building a better future for the world by using the power and popularity of football. 2010 saw the tournament staged in an African country for the first time, part of FIFA’s ongoing work to use the power of sport to unite people and bring about positive change.

St George’s has its own mission: To improve the health of our patients and local community by achieving excellence in clinical care, research, education and employment. Underpinning this mission are a new set of trust-wide values focusing on staff being excellent, kind, responsible and respectful. These values are being introduced across the trust and will be embedded into our day-to-day work.

St George’s is constantly developing its services and practices to ensure it remains a leader in the healthcare field. In order to succeed we must look to the future. This issue of the gazette offers some in-depth coverage on current key programmes of work including the trust’s application to become a Foundation Trust featuring a ‘your view’ column, and information about the 10:10 campaign – our pledge to reduce our carbon emissions by ten per cent during this financial year.

Integration with Community Services Wandsworth (CSW) is also an important part of our future plans and I have been meeting with staff from CSW to discuss the proposals. On page 13 colleagues will find a question and answer feature about this work.

As we look to the future we must not forget the here and now. I am therefore pleased to see that this month we have some great picture spreads and round-ups of recent events, including our celebrations for both International Nurses’ Day and St George’s Day.

I hope you enjoy reading the July issue of the gazette and would be pleased to hear your thoughts on any of the content. Please email me via communications@stgeorges.nhs.uk.

Save the date – trust AGM

St George’s Annual General Meeting is on Tuesday 28th September. The event is for staff, patients and public, is in the Hyde Park Room, First Floor, Lanesborough Wing, between 6pm and 8pm.

St George’s - our vision for the future

The key to making an organisation work effectively is clear communication. It helps to create understanding and to generate a positive culture for all involved.

With this in mind the trust has launched a new a set of values which have patient safety and colleague support very much at their core.

Our mission:

To improve the health of our patients and our local community by achieving excellence in clinical care, research, education and employment.

Our vision:

By 2015 we will be a thriving Foundation Trust at the heart of an integrated health care system – one that delivers improved patient care in community, hospital and specialist settings, supported by a unique and nationally recognised programme of research, education and employee engagement.

Values:
- Excellent
- Kind
- Responsible
- Respectful

The new values are part of wider transformation work that has been undertaken to review the culture at St George’s – the mission and five-year vision are a development of ideas from staff at all levels of the organisation.

Alan Thorne, director of transformation, said: “It is important for staff to understand that each and every one of us has an important role to play in helping the trust achieve its vision.

“We need a framework in place which encourages staff to be actively involved in changing their own behaviour to achieve the values – to be excellent, kind, responsible and respectful.

“They are basic behaviours that staff to patient, carer and visitor or, just as importantly, staff to staff, will need to embed into the day-to-day working fabric of the trust, to improve.”

This has been a massive effort involving a variety of people, including One Team, an initiative which is completely driven by staff behaviour – and its relationship to the staff and patient experience.

Consultation work was completed in March, and now there will be a working group of representatives from across the trust, including HR and staff side, which will look at ways of embedding the trust’s values. This will include revamping the way the trust recruits, selects, inducts and trains, appraises and rewards staff – the whole HR pathway.

Alan continued: “We really hope staff will adapt to these behaviours easily, and incorporate them into their established working behaviours. The John Lewis model is a great example; their staff appraisals include an assessment of staff behaviour at every level – this is the primary thing. It is not so much a skills assessment as a behavioural assessment. A skill can be gapped, but behaviour needs to be encouraged and nurtured.”

Jane Pilgrim, Staff Side secretary, said: “Many thanks to all of the members of staff who have contributed to this important piece of work and for helping us achieve our vision of building a culture at St George’s that will make it a great place to work. The trust will become a place where choosing the right attitude comes first and where all staff at every level are appreciated for making a real difference. I am really looking forward to further developing genuine and open partnership working in the trust.”

For more information about the trust vision and values, visit the intranet.
The launch proved a positive indicator that St George’s FT plans are widely supported by local public and patient groups. Addressing the launch the Rt Hon Sadiq Khan, MP for Tooting, expressed his support and observed that St George’s relationship with its local community could only be strengthened by becoming a FT.

FTs are a new type of NHS trust set up in a way that makes them answerable to their local community. This means that as we plan to develop hospital and community services we will need to involve our local community, patients and members of staff in the decision making process.

**Membership**

FT members can make a real difference by helping the trust make the right decisions about our plans and developments. They can help develop services that benefit our patients and the local community.

In becoming a FT we will recruit 4,000 public and patient members. Membership will be automatic for St George’s staff, with an choice to opt-out. For the purposes of recruitment we plan to divide our staff members into four distinct classes, reflecting the professional groups within the trust: medical and dental, nursing and midwifery, allied health professionals and other clinical and technical staff and finally non clinical staff, including volunteers.

Members will be able to vote in and stand for election to a council of governors. The council of governors will represent the membership and advise the board of directors on strategic plans and service developments.

As a FT the trust’s board of directors will remain legally accountable for the management of St George’s and responsible for the day-to-day running of services.

**Have your say**

We would like to know what you think of our FT proposals so that we can consider your opinion before we submit our final application.

The consultation runs until Tuesday 17th August 2010 and you can complete a short questionnaire on our website www.stgeorges.nhs.uk or email Adrienne Long at members@stgeorges.nhs.uk for a full copy of the consultation.

Please tell us what you think by completing a short questionnaire available at www.stgeorges.nhs.uk or on the intranet.
David Thorne, a member of Transition Town Tooting, said:
I have come along as a local resident not knowing much about Foundation Trusts. I am interested to know what this means for the community and how the FT status will affect how the hospital deals with climate change and sustainability issues. The hospital could be a real leader in driving behaviour change in the local community.

Maureen Ball of Diabetes UK and chair of the Wimbledon diabetic group said:
I like the sound of it because you have people running the hospital who know what really needs to be done at a grass roots level. If it works it will be good for the community and the hospital, and it will change how people feel about the hospital, for the better.

Charlotte Ennis, patient advocate and a volunteer for the urology department at the trust said:
I very much support it – it will be a great benefit for everyone if the trust can control its own finances. I am going to start off as a member and look towards becoming more involved. It is wonderful that people from the community and patients get to be involved in their hospital.

Bridie Tobin, who sits on the patient representative committee, said:
I am enthused by St George’s becoming a Foundation Trust and I think the fact that they are taking on community services offers a great opportunity to provide holistic therapy combining the clinical and surgical services they offer. My interest is to ensure that the community services are given equal status to the surgical services as work in the community is so important and St George’s really can be so much more valuable if they can get this right.

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Malsara Thorne, from Transition Town Tooting, said:
I am very interested to see how St George’s as a Foundation Trust engages with the local community in being more sustainable. As a major institution in Tooting, the trust can make a huge difference in reducing the overall carbon emissions for the local area. It is very encouraging that Naaz Coker is so committed to reducing the carbon footprint of the hospital but to achieve a significant long term difference it will require the commitment of everyone who works and uses the facilities at St George’s.
Award winning comedian Arthur Smith brought smiles to the faces of nurses as part of St George’s celebrations for International Nurses’ Day on 12th May.

International Nurses’ Day is celebrated by nurses, and their colleagues, all around the world and commemorates Florence Nightingale’s birthday. The day is an opportunity to raise the profile of nurses and nursing, and to praise best practice and outstanding contributions.

More than 200 nurses attended a special event in which Balham resident Arthur Smith gave an entertaining account of his experiences as a patient at St George’s. The audience also heard from Sian Page, an A&E nurse from Barts and The London NHS Trust, who talked about her experiences of working at Camp Bastion military hospital in Afghanistan.

David Astley, chief executive, then presented the awards, which recognised six nurses, healthcare assistants and midwives for their outstanding contribution to nursing care. Cathy Barrett, senior nurse and ward sister on Cavell Ward, won Nurse of the Year 2010 for her “excellence in patient care and kindness to patients and staff.” Runner-up Loralie Labanda, sister on Allingham Ward, has “improved infection control on the ward by designing an infection control board for the staff to follow which received recognition from the CQC during their hygiene code inspection.”

Tina Woodford, matron, Gwillim Ward, was awarded Midwife of the Year 2010 for being an “inspirational person” and working tirelessly to support her service.” Angel Segura-Cabrera, Delivery Suite, was runner-up and was described as a “joy to work with and the care he gives to patients is 200 per cent.”

Samantha Brown, healthcare assistant at the Wolfson, took home the Healthcare Assistant of the Year 2010 for being an “extraordinary healthcare assistant” and for undertaking a patient safety initiative which has proven beneficial to patient care and resulted in an outstanding contribution to the team: Eliseo Sampiano, Allingham Ward, was runner-up for being an “excellent team player, very hard working and extremely attentive with patients and relatives.”

The Nurses’ League presented this year’s Dame Muriel Powell award to Rachel Scowcroft, Julie Paska and Barry Quinn, Trevor Howell Oncology Unit, for their work on oral care in the cancer setting. Every year the Nurses’ League award this prize in memory of Dame Muriel Powell who trained as a nurse at St George’s Hospital, then came back to be Matron from 1947 to 1969. The purpose of the award is to assist nursing staff, currently employed at St George’s, with a project that will result in a demonstrable improvement in patient care.

The Auntie Lucy award went to Helen Jarvis, practice educator, on behalf of the band five and six nurses for medicine and geriatrics. Auntie Lucy was the name colleagues gave to Lucy Kpobie, who was a staff nurse on Gray Ward and who gave many years service to both the trust and her patients and was much loved by her colleagues.

Lucy’s family have generously donated funding in her memory to support band five or band six nurses in specialist medicine education programmes.

Director of nursing, Alison Robertson, said,

“International nurses day provides a great opportunity to celebrate the achievements and successes of our nursing colleagues across the organisation.”
Cutting-edge surgery at the heart of St George’s

St George’s has become one of only a few trusts to fix a serious heart condition known as a ‘leaky mitral valve’ through cutting-edge, minimally invasive surgery.

The surgery is performed to repair the leaky mitral valve which occurs through degenerative wear and tear, coronary artery disease or heart failure. The weakened valve as a result does not close properly resulting in a backflow of blood through the valve, and this backflow can lead to heart failure.

Previously, if not successfully treated by medication, this condition would have had to be treated by open heart surgery which is often high risk and has a long recovery period. The new minimally invasive surgery is performed percutaneously, which means the repair is carried out via a catheter (a small tube) inserted along a vein in the groin (at the top of the legs) taken up to the heart valve. The valve is then repaired with a clip, passed through the catheter up to the heart, which attaches the central flaps together to ensure there is no backflow of blood through the valve. This type of surgery is ideal for patients who are considered too high risk for open heart surgery.

Dr Pitt Lim, consultant cardiologist, says: “We are very pleased with the success of this procedure as it not only improves patients recovery time in hospital, but also gives new hope to those patients that are at high risk for open heart surgery.”

Queen’s Birthday Honours

Congratulations to Henry Marsh and Roger Vickers who were both honoured in the Queen’s Birthday Honours announced in June.

Roger Vickers, retired orthopaedic surgeon at St George’s and Sergeant Surgeon, Royal Household, received a KCVO and senior consultant neurosurgeon, Henry Marsh, was awarded a CBE for services to medicine in the UK and Ukraine.
Dr Richard Holliman
Consultant in medical microbiology and lead for infection control

Rick, a consultant in medical microbiology and lead for infection control at St George’s, talks to the gazette about leading from the front on infection control, and his passion for the profession.

Having trained in medicine and microbiology at St Mary’s Hospital, Rick continued his training in a number of other London hospitals and in Stanford, America, before joining St George’s as a consultant in 1989.

“The great thing about this job is that you can continually change the emphasis of your work,” said Rick, who has worked in several roles throughout his 21-year microbiology career with the trust. Some titles he has held include the lead for registrar training, the lead on antibiotic stewardship and head of the microbiology department. In January 2010 he became the infection control (IC) lead.

St George’s is doing very well in relation to its infection control rates – for the last three years it has consistently beaten the compulsory targets set by the Care Quality Commission (CQC) for MRSA and Clostridium difficile (C.diff) making it among the best of any London teaching hospital. This is a result of good infection control practices such as carefully controlling antibiotic use and rigorous hand hygiene, practices that each member of staff is responsible for.

But this, Rick insists, is also what will make the trust’s job even more difficult in the coming years. “The IC team has worked really hard to help us reach the current position and all the staff have taken the message on board and realised that what they do is important – this covers everything from cleaning hands properly to using antibiotics responsibly.

“We are now in our second stage – we have to embed these systems and make sure we stick to them. The main challenge is the danger of staff becoming complacent, and a changing emphasis to other priorities.

“This is not the time to relax – it is the time to work even harder. The IC team is there to help, offering training, advice and examples where we can, but our resources are finite – it is now more important than ever for all staff to take personal responsibility and do their part.”

Under a new governmental and economic regime, both financial budgets and infection control targets will be tight – a new trust mandatory MRSA bacteraemia target of nine has been set for 2010/11 and for C.diff the mandatory target is 168.

So what is the next step? “We need to make sure everyone knows that infection control is a part of their job: it has to be a priority for all staff. This is something we should all do, every day.”

Rick points out that education and communication are paramount in reducing the spread of hospital acquired infections. “When something does go wrong we need to make sure that the incident is fully investigated and the lessons learnt are communicated, so that other people learn from them and we can avoid making the same mistake all over again.

“The stark reality is that patients die because of hospital acquired infections, and those who don’t die spend longer in hospital. This is bad for the patient and bad for the trust – not only does the patient suffer, but the trust has to divert its clinical resources away from areas in which they are really needed. It is a double whammy.

“This also has an impact on the amount of money we are spending – we really need to spend the money we do have in the best way possible, and preventative care is better and cheaper.”

Rick spends the equivalent of one day of his working week as the infection control lead but also has clinical commitments, which include ward rounds, clinics, working with other medical specialists as well as diagnostic, research and educational duties – medicine is his passion.

“Healthcare is not something you should go into because someone else wants you to, or to follow in someone’s footsteps. You have to do it because you really believe in it – fundamentally, we all do this job because we want to help other people.

“I really like working in the specialty of infection. I like to see a problem and sort it out there and then – with infection you diagnose someone, treat the problem and it is gone. I like how rapid the results can be – you get closure and you know when you have done a good job straight away. It is a real kick.

“It is also a very diverse job – I can see any patient in the hospital so I am not restricted to one specialty, which means that there is constant variety in what I do day to day.”

So what will this busy consultant do when he has eradicated infection? Spend time with his two sons – the eldest, a medical student, who plays rugby for the United Hospitals and the youngest, currently studying for his GCSEs, who is into athletics. He said “Your children take you down avenues of life you never knew existed – they open windows onto a life you didn’t know anything about.”

KEY MESSAGES

- Infection control is everyone’s job – don’t think it is up to someone else, we must all play our part
- Always wash your hands when indicated
- Look after vascular lines and surgical wounds carefully
- Review urinary catheters on a daily basis – are they still required?
- Prevention of infection really is better than cure
Alison Robertson, director of nursing and patient safety, joined the trust in February this year. She talks to the gazette about her role and the priorities for nursing and midwifery at St George’s.

What does your role involve?
As director of nursing and patient safety I set the strategy for nursing and midwifery to ensure that we are all working towards achieving the organisation’s goals. I give professional advice to the trust board and I am the executive lead for a number of other issues, including safeguarding vulnerable adults and children, infection control, patient experience, patient safety, quality and clinical effectiveness.

What is your experience so far?
I was delighted to be appointed as director of nursing and patient safety and I am really enjoying myself. The welcome has been fantastic and I am looking forward to spending the next few years working here. I can see how much effort everyone has made to turn the organisation around and I hope that I can contribute to making the trust even more successful.

What, in your opinion, are the key challenges for the trust?
I think the next 12 months will be incredibly busy as we meet some key challenges:

Financial challenge – we have to continue to live within our means and make the savings that we have set for ourselves. This will be a challenge for everyone and the next few years will be difficult and require strong leadership. Coming through this will, I believe, make us a better, stronger organisation.

Foundation Trust – there is a lot of work to do to ensure that we are successful. The preparation itself is challenging, it is very good at making us examine how we currently run the organisation and consider how we can make it better.

The patient experience – despite all the challenges the trust faces it is important to remind ourselves that we are all here for our patients and to strive to care for them to the very best of our abilities and to give them the confidence that St George’s is a safe place to be looked after.

Integration with Community Services Wandsworth – as a qualified health visitor with community nursing experience I can really appreciate what a great opportunity this integration is. I firmly believe that we should only ever admit a patient if we need to and discharge patients as soon as it is safe to do so. This really will help us to manage the care of our patients in a different way and we mustn’t lose the chance to do so.

What are your priorities for the next 12 months?
I want to get our preceptorship programme firmly established as it is important to nurture our newly qualified nurses. I want to work with the sisters and charge nurses as they are key leaders in our organisation and are pivotal in ensuring that our patients receive a quality experience.

I will work with the senior nursing and midwifery team – divisional directors of nursing, head of midwifery, heads of nursing and matrons to set and monitor the standards of care we expect at St George’s.

I will continue to spend every Friday morning in uniform, visiting clinical areas, shadowing and meeting staff and talking to patients. This is very important to me. I will also be working closely with the medical directors on projects to improve patient safety.

As the director of infection, prevention and control I cannot miss this opportunity to remind everyone how important this is. We have made so much progress over the last few years we must not let our standards slip.

What do you do to relax?
I stay in London during the week and go home to Brighton on Fridays. There is nothing better than a walk by the sea.
Trust website boosts service exposure

Having relaunched in January 2010 the trust’s corporate website www.stgeorges.nhs.uk is proving a valuable tool for communication with patients, GPs and future staff.

Traffic is averaging over 30,000 unique visitors a month. However, it’s the work being done on specific areas of content that is having the greatest effect, says senior communications manager Samuel Ridge: “The gynaecology pages, which included information on maternity services, were receiving around 1,100 unique visitors prior to a redesign in April. Since new maternity pages were added more than 2,300 unique visitors now regularly view these pages each month.

“Having changed the way the website works, we can now host more comprehensive information about the trust.” Samuel explains, “We’re spending time analysing how people use the site, to identify where to make improvements – the maternity section is a demonstration of how you can really increase web traffic by making logical changes to your content that suit the user.”

Other pages recently launched include a new section on cardiovascular services and the trust’s campaign to become a Foundation Trust. A really simple syndication (RSS) news feed, which allows users to register for automatic trust news updates, has also been introduced and several other projects are underway to increase access to service information.

The key to sustained high traffic levels of course comes down to the quality of the information available. “It’s really important that staff check that the information on the website relating to their service is accurate,” says Samuel, “The number of web users is only likely to increase and it’s important that the information people look for is both available and is as meaningful as possible.”

For more information about the trust’s corporate website please contact the communications team via email or on ext 5151.

All systems go for major trauma

April saw the launch of London’s four major trauma centres. The spotlight fell on St George’s, as one of these centres, when BBC London conducted an interview with Bob McFarland, St George’s recently retired clinical director for trauma, as part of their coverage of the story. With around 1,600 major trauma incidents in London a year, fast access to a major trauma centre means that more people who survive serious injury will be able to resume their normal lives.

St George’s is now working as part of the South West London and Surrey Trauma Network (SWLSTN). All A&E departments within the network are continuing to provide trauma services with St George’s designated as the major trauma centre, treating the most seriously injured patients.

General manager Sofia Colas said: “Major Trauma Centres were set up to provide the highest level of care possible to patients in the most need, and we can be proud of the knowledge, expertise and facilities that made St George’s a natural choice. “Since the centre launched in April our workload has increased significantly and staff have responded well to the challenge of dealing with some of the region’s most vulnerable patients and difficult cases.”

Health events are a hit for ITU staff

Staff from the adult intensive therapy units at St George’s were offered complementary therapies, information and advice on promoting physical activity, at an event held in April.

Sam Thayalan, consultant in occupational health, said: “There was a great deal of enthusiasm for the event. People felt that something was being done for them, and they really appreciated it. “I’d like to thank the team that organised the event, especially Siobhan Wray, Kemlyn Franka Donaldson and Annie Stewart for all their hard work.”

The project is sponsored by the Department of Health, and is being piloted in a series of public sector organisations. The next event for ITU staff will take part after the summer.

Staff who are keen to be part of this exciting project and want to share their skills by running a wellness initiative for this should contact Sam Thayalan, consultant in occupational health, on ext 1663.

For further information on the project, please contact Sam Thayalan or senior nurse and business manager Annie Stewart at Annie.stewart@sgeorges.nhs.uk.
Celebrating St George’s Day

St George’s Day, on 23rd April, celebrates England’s patron saint. This year the trust’s staff, patients and volunteers celebrated the day in style.

Many staff marked the day by wearing silk English roses, which were sold by the Friends Of St George’s charity throughout the day.

Chief executive, David Astley, hosted a tea party supported by the Marks & Spencer café, for nine volunteers to thank them for hard work throughout the trust.

Midwives presented That’s Not My Dragon book to parents of babies born on the day in the delivery and Carmen suite. The books are kindly donated to the trust by John Lewis, Kingston.

A book which captures the history of nursing at St George’s was on sale in the main entrance of the Grosvenor Wing throughout the day. Nurses’ Voices – Celebrating 60 Years Of Nursing At St George’s London 1930-1990, sold more than 100 copies, with all proceeds going to St George’s Hospital Charity.

The team at the new ingredients restaurant in the Lanesborough Wing approached the day with gusto, offering set menus of St George’s Day inspired foods.
A major development for St George’s this year is our plan to integrate with Community Services Wandsworth (CSW). Programme Directors and the gazette took the opportunity to ask them more about this planned integration.

Why are there planned changes to the provision of community services?

In Wandsworth, community services are provided by CSW, the provider arm of NHS Wandsworth, our local PCT. In line with Department of Health policy, all PCTs in the UK have separated their commissioning function from their provision of patient care, to enable them to focus on commissioning.

In December 2009 NHS Wandsworth’s board selected St George’s Healthcare NHS Trust as the preferred partner for CSW to integrate with. The aim of this is to improve patient experience and outcomes by linking community care and hospital care even more closely.

Why are we planning to integrate Community Services Wandsworth with St George’s?

St George’s was keen to partner with CSW as we see this as a way of improving care to local people by increasing the focus on prevention. By providing more care in people’s own homes, we will reduce admissions to hospital and help patients leave hospital as soon as it is safe for them to do so.

This means that we will be able to build on the strength of our existing services and partnerships, and those of CSW, to redesign services around the needs of our local population.

What will the benefits be for patients?

This is an important change that will provide local residents with high quality, seamless healthcare across the spectrum from home to hospital.

Integrated clinical teams could provide complete patient pathways, spanning community and acute care. This should help reduce avoidable admissions into hospital and reduce the time inpatients have to spend in hospital. It should also help to improve local access to outpatient and diagnostic services by moving more services off the acute hospital site and into the community.

What services are planned to transfer to St George’s?

CSW provides a range of community care services across the borough including intermediate care, community dental services, nursing (district, community specialist and school), many of the services provided at Queen Mary’s Hospital, Roehampton, and health services at HMP Wandsworth.

As well as staff in clinical services, a proportion of staff that provide corporate services to CSW will also transfer e.g. some staff in roles such as finance, human resources and governance.

Post transfer, patients will continue to receive their care from the same locations as currently, from the same staff. However these staff will be St George’s employees rather than NHS Wandsworth employees.

What will St George’s look like post integration?

St George’s remit will change from not only providing hospital services, but also more general health and well-being services for the population of Wandsworth.

The clinical services that transfer will continue to be grouped together in a new clinical division, increasing our divisions from three to four. Corporate staff that transfer will join our existing corporate departments e.g. human resources department, finance department, etc.

Where there is overlap, similarity or strong synergy between the services currently provided by St George’s and those provided by CSW, we will look to create single clinical teams. It is highly likely that these services will be managed in the new community division, particularly if the focus of care should be in a community setting. For example, we both provide services for the elderly and so it makes sense to combine these clinical teams and manage this as an integrated service for patients.

Any changes will take time to plan carefully to ensure safe and effective services continue to be provided for patients.

What will integration mean for patients currently cared for in the community?

Post transfer, patients will continue to receive their care from the same locations as currently, from the same staff. However these staff will be St George’s employees rather than NHS Wandsworth employees. In the longer term more patients will be cared for in a community setting and services should feel more joined-up across the community and hospital interface. We will also be working hard to improve the links between health and social care.

What will integration mean for staff?

St George’s and CSW have an equally vital role in delivering health care services across Wandsworth. By CSW joining St George’s, we will be able to build a highly-skilled, flexible, adaptable and innovative workforce which will transform the way local healthcare is delivered.

…and more specifically for CSW staff?

CSW staff will be fully integrated with St George’s and will be professionally accountable to the trust. Clinical staff will continue to provide services from the same locations as they currently do. Corporate staff that transfer will join our existing corporate departments and the structures, line management arrangements and office space requirements are currently being determined.

…and more specifically for St George’s staff?

St George’s staff will need to welcome and embrace the opportunities that over 1,000 new staff bring, and recognise their unique roles and contribution to the wider health and well-being of the Wandsworth population.
In time, staff may become part of integrated clinical teams, managed in the new community division. Corporate departments may also be restructured to accommodate responsibility for community services.

Will there be any redundancies because of the proposed integration?
We are not planning any redundancies but it is not possible to say for certain at this stage that there won’t be any. The financial climate in the UK means that the NHS is moving into a challenging financial period and it is clear that we will need to provide more for less.

However we are committed to ensuring that staff and their union representatives, through staff side, are kept fully informed about any major workforce changes before they occur.

What is the timeline for integration?
Integration is planned to take place on 1st October 2010, with staff transferring on this date. However this is subject to approval by the Boards of NHS Wandsworth, St George’s and NHS London. This decision will be based on the Boards being satisfied that the programme makes sound clinical and business sense.

St George’s is leading the way in IV drug administration by becoming the first trust in the UK to roll out smart pump technology with built-in drug libraries across all wards and departments.

“The idea of a smart pump is that it already contains critical drug information, for example safe drug concentrations and infusion flow rates. Therefore, for the first time, we are standardising the way we prepare and administer IV drugs across the organisation,” says Jo Harding, assistant chief pharmacist.

Published research indicates that 48 per cent of drug errors occur at the point of administration, of which virtually none are prevented. Dr Linda Murdoch, lead clinician for paediatric intensive care, says: “Smart pumps will enhance safety for both our staff and their patients. Use of the drug library will alert the user when drug calculation, drug unit, or button push errors occur and prevent their transference to the patient.”

Pharmacy and clinical teams have worked hard to develop the drug libraries and preparation guides which will standardise practice across the trust. The preparation guides are available on the intranet and in hard copy where the pumps are in clinical use and must be followed to safely administer drugs using the smart pumps. With standardised infusion pumps throughout trust, the equipment library will be able to ensure that well maintained pumps are always available in response to clinical need. Therefore, individual areas will no longer need to store their own pumps.

So far the smart pumps have been rolled out across the Atkinson Morley Wing. The next step is implementation in St James Wing, where adult ITU is already live and training is ongoing on the wards. The pumps will be rolled out across the whole trust by the end of the summer.

Your feedback is critical to the success of this project and will enable the team to ensure that the design of the drug libraries and preparation guides meets the needs of you and your patients. Please provide feedback to the team by completing the ‘Drug X’ form available on the IV Drug Administration intranet page.

Pioneering pump project

TOP HONOURS
The simulation equipment at St George’s is proving a valuable learning tool for staff.

A St George’s team recently took top honours in the second annual Excellence in Education Innovation Awards, staged by the London Deanery.

The entry by Dr Emma Evans and her team in skills and simulation, developing emergency and team training within obstetrics using mobile simulation, was one of three highly commended entries out of 32.

Emma said: “A big thank you to Dr Anu Sharma, Polly Hughes, Sara Wright, clinical placement facilitator within midwifery, and everyone who has contributed to the development of simulation training within maternity services.

“It is proving to be a valuable learning tool for learning about human factors, effective team working and patient safety.”
In recent years sustainability has become a buzz word within the corporate world, with more organisations reviewing their impact on the environment than ever.

St George’s has always been ahead of the curve in setting up initiatives to help the trust and its staff members operate in a sustainable way – pledging its commitment to the national 10:10 campaign last year was just the next step along this path.

We were one of the first NHS trusts to sign up to 10:10, a campaign to cut carbon emissions by ten per cent by the end of 2010 in four main areas – electricity, on-site fuel, road transport and air travel.

The official launch, held on Friday 7th May, was aimed at staff and members of the public. It offered information about the 10:10 campaign, the trust’s pledge, tips to help individuals cut their carbon emissions and encouraged people to sign up to free awareness sessions.

The trust has already reduced carbon emissions by around 20 per cent in the last five years, and the 10:10 campaign is an opportunity to further improve carbon reduction.

David Astley, chief executive, said: “This campaign represents a very important part of the trust’s dedication to achieving sustainability. The trust has already made great strides in reducing carbon emissions but to meet our 10:10 target, we will need to cut our carbon emissions by a further 5,000 tonnes this year.”

The success of the 10:10 campaign depends on staff, their families and friends, and patients, getting involved to do their bit. Each person generates up to ten tonnes of carbon emissions per year, so if we could all save ten per cent it would reduce the UK’s annual CO₂ emissions by 60 million tonnes.

Even small changes can make a massive difference, and they can be really simple to incorporate into your day-to-day life. By getting involved now you will help set Britain on the right course to achieve its longer term goal – cutting carbon emissions by 34 per cent by 2020.

There are also specific targets for healthcare organisations throughout England, which include reducing the level of primary energy consumption by 15 per cent by 2010, as well as saving energy on all new capital developments, major redevelopments, refurbishments and for all existing facilities.

Neal Deans, director of estates and facilities, said: “Reducing carbon involves all areas of the trust’s activity. For example, reducing vehicle fuel use means considering all the different vehicles that come and go each day, which not only includes patient transport, but also staff travel, as well as considering the many suppliers who deliver to us. This equates to a significant number of journeys.”

Of course, the benefits of going green are more than environmental. Trusts taking sustainability seriously are reaping the benefits of savings, increased quality of care and improved reputation.

This is why St George’s is also focussing on other key areas, including waste, energy and water.

Initiatives already put in place around the trust include new high frequency

**St George’s green timeline**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2002</td>
<td>Began reducing carbon emissions</td>
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<tr>
<td>2005</td>
<td>Improvements within the trust’s boiler room made a massive difference to the trust’s energy efficiency saving approximately £300,000</td>
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<tr>
<td>2006</td>
<td>Became one of first ten trusts to launch the NHS carbon management scheme with the Carbon Trust</td>
</tr>
<tr>
<td>2006</td>
<td>Big push on recycling launched – today the trust puts 333 tonnes of paper, cardboard, cans, plastics and glass in for recycling</td>
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and more energy efficient lighting, which saves around 78 tonnes of CO₂ per year, and more than £5,000. There is also a new on-site mop laundry which washes mops at a lower temperature (while maintaining infection controls) so is more energy efficient, and a comprehensive recycling scheme which sees the trust recycling more than 333 tonnes of plastic, paper, cardboard, cans, glass and 251 tonnes of clinical waste annually.

Green travel
The trust has a comprehensive green travel plan in place, encouraging staff to walk, cycle and use public transport to get to work. In addition to the many buses serving the trust, there are a total of 252 cycle spaces across the site in various shelters and lock-ups dotted around the site.

And now it is now even easier to get to work on your bike – with the Transport for London’s blue cycle superhighway being created from Merton to Southwark Bridge. The route (due to open this summer) will run from Merton, through Colliers Wood, along Tooting High Street and Upper Balham Road, to Clapham and then towards the city.

Roads and pavements around the superhighways are being made safer for cyclists, with railings being removed and priority for riders at junctions.

Mary Prior, general manager for facilities, said: “People still choose to come to St George’s by car when it would often be quicker, easier and cheaper to cycle in. Better facilities should encourage more people to think about cycling as a credible and safe way to get to work.”

St George’s already offers help to staff towards the cost of buying a bike through the government approved cycle to work scheme. The scheme allows employees to buy a bike and related accessories, up to the value of £1,000 including VAT, through a hire agreement with the trust. For more information visit the intranet projects page.

For details visit the intranet site at 10:10 campaign.

Look out for the next instalment of the 10:10 campaign in the September edition of the gazette, featuring an article about the trust’s developments on waste disposal and recycling.

In the mean time you can find more updates about the 10:10 campaign on the intranet, where you can also download your own posters, checklists and handy hints about reducing your carbon footprint.

For more details call Jenni Doman, facilities general manager on 0781, or email ThinkGreen@stgeorges.nhs.uk

2006
Think Green initiative is launched

2007
Trust named as a highly commended runner up in the Health Service Journal’s corporate citizenship award and Winner of the Wandsworth Green Champions Competition

2009
Catering contract with MITIE has sustainability written into the terms of agreement in reference to packaging, plastics, the number of deliveries and food wastage

2010
Trust launches its campaign to become a 10:10 hospital, bidding for support from staff and members of the community
National guidelines have been put in place in a bid to stop avoidable deaths from venous thromboembolism (VTE).

This is a condition where a blood clot forms in a vein, known as deep vein thrombosis (DVT), which can develop into a pulmonary embolism (PE) – when part of the clot breaks off and lodges in a pulmonary artery, a blood vessel leading from the heart to the lungs. Around 25,000 people die from VTE contracted in England’s hospitals every year – more than a combined total of deaths from breast cancer, AIDS and traffic accidents, and more than 25 times the number of people who die from MRSA. Those who suffer a non-fatal thromboembolism are at risk of developing painful leg ulcers in future years.

Reducing avoidable deaths, disability and chronic disease is a clinical priority for the NHS in 2010/11. The new policy guidelines state that all patients admitted to hospital must be risk assessed for VTE and that hospitals must have comprehensive guidance for clinical staff about the preventative measures which should be used for all at-risk patients. The risk assessment applies to all inpatients and day case attendees over the age of 18.

As part of this, a mandatory risk assessment form for VTE was launched throughout St George’s in April and incorporated into every drug chart.

Copies were also distributed to departments via the pharmacy. This form includes a tear off sheet giving the patient information about venous thrombosis risk and preventative measures.

A team comprising anticoagulant and pharmacy staff has been carrying out training of clinical staff throughout the trust. This is ensuring that staff understand the need for their patients to have a VTE assessment on admission, at 24 hours and every time the clinical situation changes (every four to five days), as per National Institute for Clinical Excellence (NICE) guidance. Doctors must sign and date the form each time an assessment is conducted and the patient should sign to confirm they have received the information sheet.

Dr Ros Given-Wilson, medical director, said: “We expect all consultants to take ownership for leading this safety programme in their clinical areas and to ensure the highest standards of clinical care from the junior medical staff and that roles and responsibilities are clearly defined.

“Each consultant should develop the solution that best meets the safety of his/her patients.”

We expect all consultants to take ownership for leading this safety programme in their clinical areas and to ensure the highest standards of clinical care from the junior medical staff and that roles and responsibilities are clearly defined.
A scheme providing on-the-job training for the leaders of tomorrow is bringing promising graduates to St George’s.

Danny Batten applied for a placement at St George’s under the NHS Graduate Management Scheme (GMS) after completing a degree in Business Management at Southampton Solent University.

Danny is based in the central booking services department, where he manages the choose and book team, which handles outpatient referrals. On top of this demanding full-time job, Danny spends much of his spare time studying towards his GMS.

The course provides the experience necessary for graduates to work towards roles as chief executives or executive directors, and has sections for general, human resources, informatics and finance managers.

Danny said: “A lot of evenings and weekends are spent studying. I’ve learnt effective time-management, balancing my job and coursework, and I’ve learnt how to deal with a variety of people and to lead a team, as well as good patient care, making sure the patients are a priority in every decision you make. I think that’s one of the key things to try and get right in my job.”

Danny grew up in Tooting and said this influenced his choice of hospital. “I was keen to work for the NHS and chose St George’s as I wanted to be part of my local community.”

Danny will be leaving St George’s in August to go to his next placement as part of the GMS, at the South West London Acute Commissioning Unit in Wimbledon.

The catalogue lists more than a hundred thousand products. St George’s is changing its procurement processes as part of the 18 month transformation project.

Graeme Gentry, head of clinical products, is leading a drive to ensure all products being entered onto the hospital’s Agresso catalogue system are checked for accuracy and best value.

Graeme said: “Over time the catalogue has become inaccurate and many of the entries are now out of date. This is a real problem, there are many items that we order from a number of different suppliers, and the cost can vary dramatically.

“We estimate that having an up-to-date catalogue could save the trust up to a million pounds every year, so while it may take a little longer to enter products in the short term, this will lead to real benefits in the long term.”

The investment in paediatric services at St George’s will deliver real benefits to patients and their families. As well as adding two extra beds to the unit, the project will also include development and modernisation to provide a much better environment for parents – which will incorporate a new parents’ suite, kitchen and more comfortable accommodation.

The improvement work has been funded by St George’s Hospital Charity through a generous single donation of £450,000.

While the improvement works take place PICU services have been temporarily relocated to first floor Atkinson Morley Wing (AMW), in the Cardiothoracic ITU area, who have been very supportive in the process.

The project aims to complete in September; the timing is significant, explains Osian Powell, general manager for children’s services: “The increased capacity will help the unit cope with winter pressures so it’s crucial that the work is complete by September. More beds should also result in fewer cancellations of surgical cases as well as preventing children having to be sent to other units for treatment.”

But it’s not just good news for St George’s, he continues: “The development of PICU services reflects an overall increase in paediatric workloads, which has been a growing trend in London over the last few years. Therefore, increasing capacity at St George’s is not only good for the local community in Wandsworth but is also a key investment for paediatric services in London as a whole.”

For more information about the transfer of PICU services from Lanesborough Wing to the Cardiothoracic ITU area of AMW, please contact Osian Powell on ext 3638.
HOPE programme at St George’s

During May and June the trust took part in an international exchange programme organised by HOPE. HOPE, the European Hospital and Healthcare Federation, is an international non-profit organisation. It promotes the exchange of knowledge and expertise within the European Union.

This year the programme was themed The Chronic Patient: A Clinical And Managerial Challenge. At the end of the programme all participants came together in Copenhagen to share their learning and present best practice.

Nuria Toro Polanco, a senior researcher at the Basque Institute For Healthcare Innovation in Spain said: “I wanted to join the programme because my institute is interested in chronic disease management, and the topic this year was very relevant to that. I was interested to see how St George’s is developing the programme in relation to this topic.

“This is the first time I have been in a day-to-day hospital so it was interesting for me to see how it operates. I would recommend the programme to others and would definitely do it again.”

Bruno Moita, general manager at the Central Hospital in Faro, Portugal works mainly with surgical specialities. He said: “I decided to do the programme for personal development and because my institution has been challenged to make positive changes, so I thought I might take some good practices back home.

“St George’s is also in a changing position so it may work differently in the next few years. It is a complex hospital, there is a huge volume of staff and patients – it is very different to what I’m used to.”

The annual exchange aims to form networks between individuals and organisations which can lead to future exchanges and shared learning.

NEW FACES: Nurio Toro and Bruno Moita visited the trust throughout May and June as part of the HOPE programme

A new trust directory has been launched to help local GPs identify general and speciality outpatient services at St George’s.

The Outpatient Services Directory and Referral Guide, provides details of the trust’s departments, specialist nurse-led clinics and a list of trust consultants, including their special interests and contact details.

In June, trust chief executive David Astley visited Bridge Lane Health Centre in Battersea to launch the directory.

He said: “As a large acute trust we provide a huge portfolio of services – last year alone we provided advice and treatment to more than 550,000 patients through our outpatient facilities.”

“It is a huge benefit to both patients and commissioners that these services are now comprehensively listed in this new guide.”

The directory supports the national choose and book programme in searching for clinical services.

For more details about the directory visit the trust’s website.

Visit the HOPE website at www.hope.be for more details
The Wandle Walk

A dedicated team of walkers took on the Wandle Walk challenge to raise funds for St George’s Hospital Charity, despite the searing heat, on Saturday 5th June.

The annual sponsored walk this year saw 21 members of staff, their friends, relatives and pets take part in an 11 mile walk as part of the Wandle Valley Festival.

Starting out in Wandsworth Town, the team weaved its way through St George’s Park, Merton Abbey Mills, Morden Hall Park and ended the day at Waddon Ponds.

Sheila Davitt-Betts, community fundraiser, said: “I would like to say a big thank you to everyone who got involved, and gave their time and energy – this made completion of the walk a celebratory occasion for all involved. It was a lovely day out and a great success for the charity.”

Rachel Gerdes-Hansen, capital projects manager at the trust and lead walker on the day, championed on despite suffering from heat stroke. She said: “It was really important to me to finish as I wanted to support the hospital charity. Now when I’m working on projects which have been funded by the charity I can feel that I have contributed to them.

“I would encourage other people to get involved next year. You get out and see places you would not normally see, get some good exercise, catch up with people and meet a wide variety of new people – you can take along a picnic and really make a day of it.”

All the money raised goes towards the maintenance and improvement of the outdoor environment at St George’s, to make sure that the trust’s award-winning gardens and corners of refuge around the hospital are kept to a high standard for patients, staff and visitors.

Pedal power

A team of doctors, cyclists and a former leukaemia patient completed the gruelling 100km Cycling Sportive to raise money for the Full Circle Fund.

The event was organised by road cycling club the South Western Road Club (SWRC), of Surrey, which also ran its May Sportive in aid of Full Circle Fund, raising a total of £2,200.

The fund’s founder and project director, Suzie Ruggles said: “We are extremely grateful to have the support of SWRC and to have been part of these wonderful cycling events.”

PEDAL POWER: (left to right) Dave Pinder (SWRC Organiser Spring Onion March Sportive), Joseph Willis (son of Dr Willis), Dr Fenella Willis, Geoff Redhead (President SWRC), Suzie Ruggles, Alan Brunsden (SWRC), Steve McCormack (SWRC)
As part of the Balham and Tooting Community Association (BATCA) Summer Fun Day on Saturday 21st June; Tooting Fire Station, Tooting Safer Neighbourhood Team and the London Ambulance Service joined forces to raise money for St George’s Hospital Charity.

The pull started at the hospital’s Atkinson Morley Wing, taking in Blackshaw Road, M&S Colliers Wood, Tooting High Street, Mitcham Road, the Broadway, Tooting Bec and the Fire Station on Trinity Road.

The pull raised a staggering £1,632.35, all of which will go towards improving the quality of the environment at St George’s, while the funds raised by the fun day will go to support equipment for the A&E department at St George’s.

The fun day is the third summer event for Tooting, staged by BATCA in co-operation with the Gatton Muslim primary school and St Augustine’s Church, both in Broadwater Road. And the ambulance pull is the third time that our local heroes from the emergency services have pulled together to raise awareness and money for St George’s Hospital Charity.

Emergency services pull together for St George’s

Full Circle

**Fresh fashion – the sustainable way**

Students from a local high school have come together to put on a fashion show in aid of Full Circle charity.

The pupils of Surbiton High School, a group of 70 girls and five Hampton boys from year seven to 12, designed and made innovative outfits based around a theme of sustainability to showcase at the school’s first fashion show.

The event was a huge success – raising £1,000 for the charity. This prompted head mistress Ann Haydon to confirm it should be an annual fundraising event in aid of the Full Circle charity.

**CAN’TY CHOICE:**

The red group took the top prize for their take on sustainable fashion at Surbiton High School’s first fashion show.

**FASHION FUNDS:** Full Circle’s Fund director, Suzie Ruggles along with consultants, senior nurses and colleagues from haematology, oncology and bone marrow transplant welcomed a group of pupils and their principal Ann Haydon, for a tea reception and tour of the Ruth Myles Unit where Full Circle Fund launched its pioneering patient service in 2006.

Emergency services pull together for St George’s