

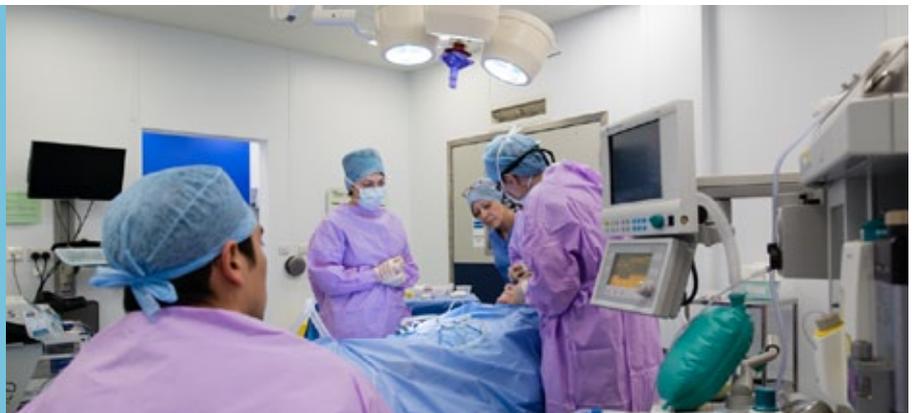
**2** QVH boosts research and development to pioneer new advances

**3** QVH nursing comes top in national survey for second year in a row

**5** Governors approve plan for recruiting new chair and non-executive director

## QVH 2020: our plan for the future

Staff and governors at QVH are involved in a major project to develop the hospital's long-term strategy.



**QVH 2020: Delivering Excellence is a trust-wide strategic review to shape a shared plan for success at QVH over the next five to ten years. It is based on the straightforward belief that delivering excellence for patients is the most effective way of ensuring that QVH continues to thrive.**

Richard Tyler, QVH Chief Executive, explains: "We have an enviable reputation and can be rightly proud of the high quality care we offer our patients. However, the world around us is changing. The NHS faces a financial squeeze for the foreseeable future, at the same time as needing to meet the needs of an aging population and make the most of new medical advances.

"At QVH we have a clear mission, talented staff, many fantastic new facilities and a set of shared values. But we cannot rest on our laurels. We need a clear plan for how we will use these assets to continue delivering excellent care for the future."

The work began last year and staff at all levels across the organisation have been developing ideas for how services could be better for patients, safer and more efficient. Many of these ideas have been incorporated into the business plan for 2014/15 while work is on-going with the board and governors to develop the hospital's longer-term strategy, built around the objectives of delivering:

- an outstanding patient experience
- world class clinical services
- operational excellence
- financial sustainability
- organisational excellence.

"We're looking at how we can enable our staff to deliver the very best patient care," says Richard. "We want to identify how we can

develop our specialist teams while expanding the range of services we offer the local community. This includes looking at how we can work in partnership with other organisations, sharing expertise and making a wider range of services available to more people."

The articles on research and development (page 2), the nursing strategy and transparent staffing levels (page 3) and new consultants (page 4) are all examples of how the emerging QVH 2020 strategy is being put into practice, further developing our specialist expertise and enhancing patient care.

There will be a formal update on the work to the council of governors meeting in September.

### Don't forget to vote

#### Don't forget to vote in this year's governor elections.

The governors you elect help shape the future of the hospital and hold the board of directors to account for the trust's performance.

This year there are 16 candidates standing for 12 public governor positions. The deadline for your returned ballot papers is 5pm on Friday 20 June 2014.

All QVH members aged 18 or over and living in Sussex, Surrey or Kent should have already received their voting papers. If you haven't, please call John Box on **020 8829 8453** or email [john.box@electoralreform.co.uk](mailto:john.box@electoralreform.co.uk).

# From the leading edge to the front line

**Research has always been an important part of life at QVH. Pioneering techniques developed at QVH in the past are now used routinely in the care of patients all over the world, for example in burns reconstructive surgery and in reducing blood loss during anaesthesia.**

Dr Brian Jones, QVH's new Head of Research Development, wants to ensure that QVH can continue leading the way in cutting-edge research. A lecturer and research fellow in microbiology at the University of Brighton, Brian is on a one-year secondment, funded by the QVH charity.

"I'm here to support the research work already going on at the hospital," explains Brian, "but more than that, my role is about securing a long-term, sustainable culture of research and development at QVH."

Brian's priorities include strengthening relationships with partners. "QVH has world-leading clinical expertise but needs to work closely with leading scientists and academics on joint projects. We're fortunate to have strong links with the University of Brighton and the Blond McIndoe Research Foundation next door to us. Together we can achieve much more than the sum of our parts."

One initiative currently under discussion is the possibility of a pioneering 'bio bank' at QVH, a store of donated scar tissue that will enable researchers to investigate the healing process and how scars form. "Understanding how we can improve healing and reduce scarring could have significant health and psychological benefits for reconstructive surgery patients," explains Brian.

"We're also looking at new research into how wounds become infected," he says. "For burns patients in particular, spotting infections sooner and understanding which antibiotics offer the most effective treatments would be hugely valuable research. Ultimately this research may help clinicians world-wide to better prevent infections in the first place, and would undoubtedly save many lives."

For Brian, training and education are at the heart of embedding a culture of research and innovation at QVH for the future. "We are working hard to place QVH clinicians on the National Institute of Health Research's Masters of Research (MRes) course and PhD

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*"The work we're putting in place will ensure that QVH can maintain its position as a world leader, pioneering new techniques and treatments to benefit patients here and around the world."*

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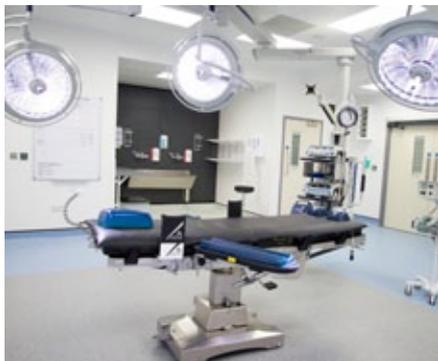
programmes, and in the longer term we're looking at developing a joint QVH and University of Brighton Masters in Plastic and Reconstructive Surgery (MSc) course. This would be for QVH staff, but we envisage it would also attract clinicians from around the world."

"We want to be able to support QVH staff to have a more academic career path if they wish," explains Brian, "so QVH can do more research, higher level research, and can teach the next generation of clinicians."

Brian is very positive about the prospects for research at QVH. "I've been really impressed with the ambition and enthusiasm for research I've found here. People are so committed to developing new and better ways of treating and caring for their patients and it's great that the QVH charity is supporting this work too."

*"I do believe that the work we're putting in place will ensure that QVH can maintain its position as a world leader, pioneering new techniques and treatments to benefit patients both here and around the world."*

## New theatre development completed



**QVH opened four brand new operating theatres in April. Following on from the six new theatres opened by HRH Princess Anne last summer, this means that QVH has achieved its long-standing ambition to replace all ten aging theatres with new purpose-built facilities.**

The additional new theatres, which were completed on time and on budget, will provide a more comfortable experience for patients and enable the hospital to be more efficient, minimising delays and maintenance costs.

In addition, two of the old theatres have been re-commissioned for minor procedures that can be performed under local anaesthetic as outpatient appointments, bringing the total number of theatres to 12 plus the specialist burns theatre. The additional capacity will enable QVH to further reduce waiting times.

## QVH nursing rated the best in the country



**Results from the national NHS inpatient survey reveal that, for the second year in a row, the quality of nursing at QVH has been rated as the best in the country.**

The annual survey of patients at all hospital trusts in England, led by the Care Quality Commission, covers all aspects of patients' care and treatment. The findings help the NHS to improve the way it cares for and treats patients, enabling hospitals to see how they are doing year-on-year and how they compare with others.

QVH scored above the national average on 45 of the 68 questions patients were asked. None of the QVH scores were below average. QVH achieved the highest overall scores out of all 156 acute hospital trusts in England for the sections of the survey on the quality of nursing care and support on leaving hospital.

Amanda Parker, QVH Director of Nursing and Quality, said: "We always strive to offer excellent care to all our patients, whether they have been referred for our highly specialist services or have chosen us for a more routine procedure. These achievements are only possible because of the commitment of our staff to continually improve the services we offer."

The findings are being reviewed by the patient experience group, which involves staff from across the organisation and governors and will inform its rolling plan of action to continually improve the patient experience. The findings are also feeding in to the QVH 2020 project to develop the hospital's long-term strategy.

The full findings of the survey are available at:  
[www.cqc.org.uk/survey/inpatient/RPC](http://www.cqc.org.uk/survey/inpatient/RPC)

## Staffing levels to be published as part of patient care strategy



**QVH is to begin publishing real-time information about the number of nursing staff on each ward. Alongside data on the number of patients on each ward and the overall severity of their needs, the information will enable the hospital to take immediate action to redeploy staff or enhance staffing levels to ensure safe care for patients.**

The initiative is part of QVH's new patient care strategy which sets out a plan to continually improve patient care. In turn, the patient care strategy is part of the QVH 2020 work to develop the longer-term strategy for the hospital. Other initiatives include regular 'meet the matron' sessions for patients, families and carers to raise any concerns with senior nursing staff.

Amanda Parker, QVH Director of Nursing and Quality, said: "One of the recommendations of the report into care failings in Mid Staffordshire was that organisations should review ward staffing levels. We wanted to make clear and simple information about our staffing levels more visible and readily available to the public and the board of directors so they can be confident in the quality of care we are providing."



Award winner Nazli Chase with patient Hameera Azeem and Director of Nursing and Quality Amanda Parker

## Staff celebrate achievements

### QVH staff celebrated their achievements at the annual QVH staff awards ceremony in March.

Nurse Nazli Chase won the public nominated 'patient experience' award after she was nominated by two separate patients.

One of the patients who nominated her, Hameera Azeem from Guildford, said, "During my hospital stay all the staff were friendly and caring, but Naz really stood out. The way she took the time to comfort and reassure me was really touching."

Over 200 staff attended the awards ceremony, which celebrated long service and educational achievement as well as recognising exceptional services, teamwork and service improvements.

The event was held at the Felbridge Hotel in East Grinstead. As in previous years, the hotel generously offered their function room free of charge and waived corkage charges. QVH is very grateful to the hotel and the Caravan Club and local businesses for their continued support for the awards.

## 71-year-old grandmother to jump 10,000 feet for QVH charity



picture courtesy of East Grinstead Courier

Brave 71-year-old grandmother Pauline Robins from Crawley Down is all set for a sponsored 10,000-foot tandem skydive for the QVH charity. Pauline received physio at QVH after a knee replacement and visited the hospital for regular blood tests while she underwent cancer treatment at Worthing.

Pauline and a team of ten other patients, staff and supporters were set to do the jump at Headcorn Aerodrome near Maidstone on 10 May. However, strong winds with gusts of up to 37 knots meant that they have had to reschedule for later in the summer.

The team has already raised over £3,300 for the charity. You can read more about Pauline and her fellow parachute jumpers and offer your support on the QVH Just Giving page at [www.justgiving.com/qvh-nhs](http://www.justgiving.com/qvh-nhs).

## New consultants



### Mr Andre Litwin Consultant Ophthalmic and Oculoplastic Surgeon

Specialist interests include:

- Eyelid, lacrimal and orbital disease
- Teaching, training and assessment.

Mr Litwin graduated from the University of Southampton and trained in ophthalmology in the UK. He has over 10 years of experience in ophthalmology and previously worked at Addenbrooke's Hospital, Cambridge.

Valued for his straightforward explanations, gentle manner and professionalism, he ensures every person receives personalised care. Mr Litwin has lectured at national conferences and has written multiple peer-reviewed publications and book chapters.



### Miss Loz Harry Consultant Plastic Surgeon

Specialist interests include:

- Lower limb trauma
- Breast reconstruction.

Miss Harry qualified from Cambridge and undertook surgical training in London and Scotland, followed by specialist fellowships in Australia, Canada and Oxford.

She completed a PhD at Imperial College London, where her research into the healing of open fractures has been widely published and has led to prestigious national and international awards.

Her practice will be based at the Royal Sussex County Hospital and QVH, where she will help to deliver the lower limb trauma service.

Details of all QVH consultants are available on the QVH website.

# Invite a governor to talk to your local community



**QVH governors are available this year to present to clubs, societies and other community groups to tell people more about the hospital and its work.**

As an NHS foundation trust, QVH is part of the NHS but has much more freedom from central government to manage the way it is run. To make this possible, QVH is accountable to local people through its members and the council of governors they elect.

Governors' formal roles include appointing the trust's chairman and non-executive directors and being responsible for its constitution and governance. They act as ambassadors for QVH and are an important point of contact with members and the local community.

Governors are available to talk to local groups about QVH's history, its services and the ways that local people can get involved in the hospital. Michael Shaw, one of the governors leading the initiative,

said: "We're talking to local groups about what QVH does, what it can do for you, and what you can do for the hospital.

"While the hospital is well known for its specialist services, we're finding that quite a lot of local people aren't aware of their right to choose QVH for some more routine services like cataracts, physio and rehabilitation."

Talks have already been given to a wide variety of local groups, including support groups for the partially sighted and those with arthritis, business associations, a round table and a church group.

"We can be very flexible," says Michael. "We have developed a core presentation, but can tailor our talk and questions and answers to the time available and the particular interests of the group."

To find out more, or to arrange a talk, please contact Hilary Saunders, Deputy Company Secretary, on **01342 414 200**, [hilary.saunders@qvh.nhs.uk](mailto:hilary.saunders@qvh.nhs.uk).

## Governors approve plans to recruit new chair

**The QVH council of governors has approved a plan to recruit a new chairman as a non-executive director (NED) to allow a longer induction period before taking over the role of chairman when Peter Griffiths stands down in March 2015.**

With a current NED vacancy on the board, the appointments committee recommended that rather than instigating a search for a new NED at this stage, it should start the process of recruitment for the new chair. This will enable the new chair to gain an understanding

of board strengths before deciding on the appropriate portfolio for a new NED.

It will also enable the new chair to be involved in shaping priorities and decisions being made this year which will impact on the hospital under his or her chairmanship from 2015 onwards.

Long-standing chairman Peter Griffiths joined QVH in 2005 and was awarded a CBE for his services to healthcare in 2013. It is envisaged that the new appointment will join the board in June 2014 as a NED and assume the substantive role of chair in April 2015.

League of Friends fund improvements for patients



**The QVH League of Friends is enhancing the hospital site and facilities for patients, staff, and visitors by purchasing new equipment and funding improvements.**

In recent months the league has provided four new heated catering trolleys so that patients' meals can be served onto plates on the wards, rather than pre-plated in the kitchen. They enable patients to have a greater choice of food and portion sizes, help ensure meals remain hot and appetising and minimise waste.

The league has also purchased 20 new wheelchairs for patients and visitors, replacing old chairs that have been damaged or stolen. In addition, the league has paid for professional clock restorers to repair and replace the mechanism in the QVH clock tower. The iconic clock, which dates from the 1940s, had been stuck for many years as a result of gradual water damage.

The league was founded in 1949 to provide additional amenities and equipment and has raised some £3m since that time. Minimum subscriptions to the league are annual £5 and lifetime £50. For more information, please pick up one of the leaflets around the hospital site. The league's annual general meeting will be held at the Meridian Hall at 6.30 pm on 24 June and all are welcome.

Supporters rally behind QVH charity



**Generous individuals have been pushing themselves to the limit in aid of the QVH charity, helping QVH to provide even better care, and a better quality of life, for patients and their families.**

In addition to funding the secondment for an academic to develop QVH's research work (see page 2), the charity has recently purchased a new and improved electromyograph for the facial palsy unit. The equipment measures muscle activity across the face and helps patients work towards facial symmetry through their rehabilitation.

In March, Annie Broe, who received a breast reconstruction at QVH following cancer, and her Boxercise Bootcamp team mates raised over £900 running the Hastings Half Marathon. In April, Sam Murphy, whose brother died as a teenager following serious burn injuries, raised over £680 by running the Brighton Marathon. As described on page 4, 11 brave volunteers are taking part in a hair-raising parachute jump in support of the charity in May.

The charity has also recently produced a legacy leaflet, available from the charity website, in response to requests from people who want to leave a gift to QVH in their will in recognition of the care they or a loved one have received at the hospital.

For more information about the charity, how it improves care for patients and their families and how you can help, please visit [www.supportqvh.org](http://www.supportqvh.org) or call Claire Charman, charity co-ordinator, on **01342 414170**.

Dates for your diary

**Meetings of the board of directors**

Public sessions of the meetings start at 1pm, usually in the Council Chamber at East Court, College Lane, East Grinstead, RH19 3LT. E-mail [info@qvh.nhs.uk](mailto:info@qvh.nhs.uk) or call **01342 414362** to request a place and for confirmation of the venue.

- 31 Jul 2014
- 25 Sep 2014
- 27 Nov 2014
- 28 Aug 2014
- 30 Oct 2014
- 18 Dec 2014

**Meetings of the council of governors**

Public sessions of the meeting start at 4pm at The Ark, Turners Hill, West Sussex, RH10 4RA.

- 11 Sep 2014 (includes AGM at 18:00)
- 11 Dec 2014
- 12 Mar 2015