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# YEOVIL DISTRICT HOSPITAL

A LANDMARK YEAR



ANNUAL REPORT 2005/06

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### WELCOME to Yeovil District Hospital's annual report 2005/6.

This reflects the hospital's final year as East Somerset NHS Trust, as the organisation was authorised as Yeovil District Hospital NHS Foundation Trust from 1 June 2006.

Finance reports for the year are appended to this publication. If not enclosed, they are available on request, or can be found alongside this report on the hospital website, [www.yeovilhospital.nhs.uk](http://www.yeovilhospital.nhs.uk)

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### CHAIRMAN'S REPORT

I AM once again very proud to introduce this year's annual report for Yeovil District Hospital. In a year when the NHS has dominated newspaper headlines with gloomy tales of ballooning deficits, cutbacks in staff and reductions in

services, YDH has been breaking new ground in delivering faster access times, balancing the books and becoming one of the first 40 NHS Foundation Trusts in the country.

So why is YDH enjoying a degree of success? The answer is simple: years of hard work, focus on budgets and a willingness to change our culture in how we deliver services cost effectively and efficiently. It is an enormous credit to all our staff who have worked as a team that we are in the strong position we are today and I would like to take this opportunity of thanking them all sincerely.

The following pages focus on our achievements and give you an insight into how individual executives have led their teams. They also highlight the many occasions we have had cause for celebration.

Looking ahead in our new role as an NHS Foundation Trust we have a lot to do. We must place our patients at the heart of decision-making through the publicly elected Governors, our membership, stakeholders and the local community. We need to combine the characteristics of both the public and private sectors. Our Board of Directors must operate strategically and manage the complex businesses and risks that deliver efficient services in the public good. In addition we need to use the skills and abilities of our Board of Governors. These will be crucial to our success.

In closing I should like to thank once again all our staff, my Board of Directors and Board of Governors, our members, volunteers and supporters in the local community for their efforts. I feel very privileged to be able to lead Yeovil District Hospital NHS Foundation Trust into its next challenging and rewarding era.

## CHIEF EXECUTIVE'S REPORT

REFLECTING back over the last year there are clearly some highlights that need to be recorded. It was good to see the Somerset Academy finished and the Flying Colours funded schemes have made a significant difference to the ambience of the hospital. Elements of Phase I – which was four years in planning – have also been handed over by the builders and by the end of February 2007 the whole scheme will have been completed.



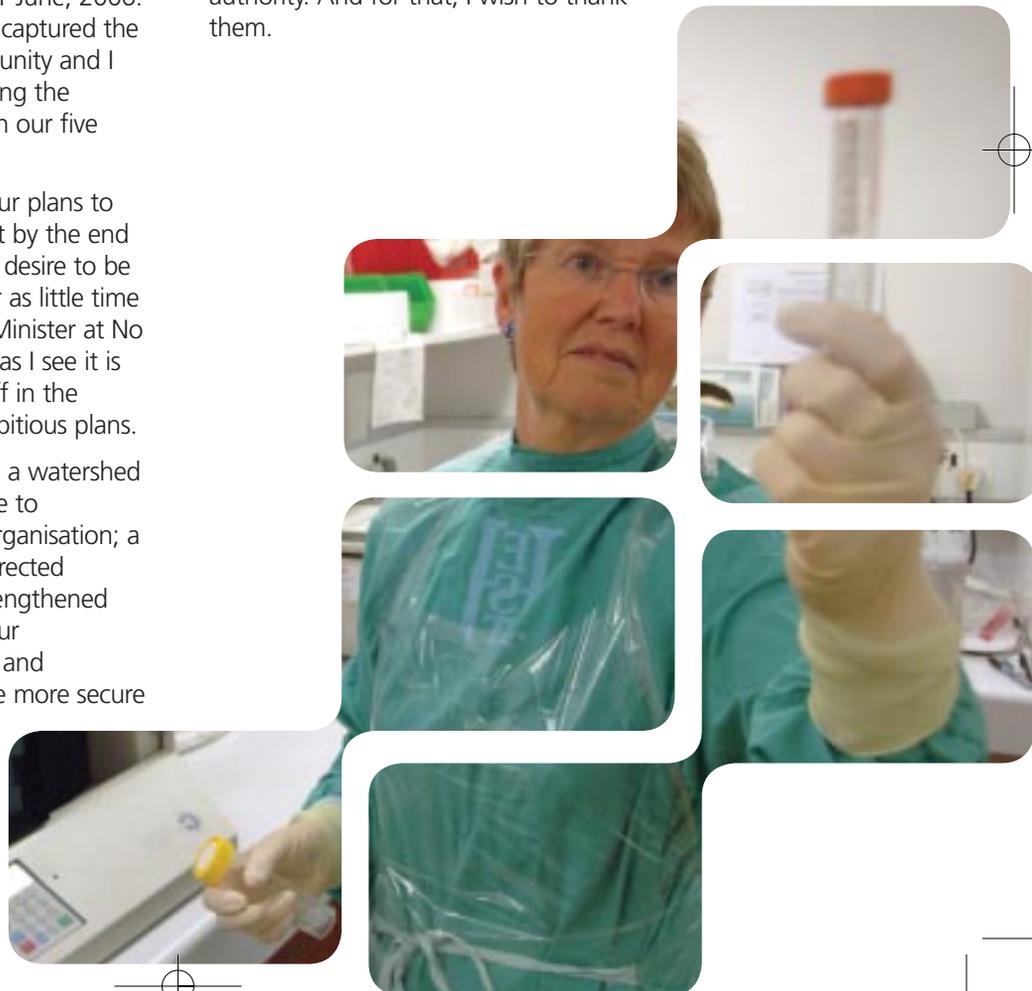
After a two year application process, the Trust was finally authorised as an NHS Foundation Trust on 1 June, 2006. Our compelling vision has captured the interest of the local community and I look forward to us delivering the benefits we have set out in our five year plan.

We have also attracted a degree of interest in our plans to achieve the 18 week referral to treatment target by the end of March 2007. Our ambition is driven not by a desire to be first, but to make sure that our patients wait for as little time as possible. The opportunity to brief the Prime Minister at No 10 was clearly a highlight, but the key strength as I see it is the way in which we have worked with the staff in the hospital and in primary care to deliver these ambitious plans.

With hindsight I believe 2005/06 will be seen as a watershed year for the hospital. A time when we were able to demonstrate the self-improving nature of our organisation; a time when we reached a tipping-point in self-directed innovation. The Board of Directors has been strengthened and we're already reaping the benefit of this. Our governance arrangements and approach to risk and understanding of the challenges that face us are more secure than at any time I can recall. But there is more to do. Two things spring to mind: the need to really meet our patients' expectations in everything we do – including being able to

park your car – and engaging our local committees in new and exciting ways to deliver the benefit from being a Public Benefit Corporation.

Finally, I want to extend a personal thanks to my colleagues in South Somerset, Mendip and North Dorset Primary Care Trusts, and Dorset and Somerset Strategic Health Authority. The reorganisations signalled in 'Commissioning a Patient Led NHS' are almost complete. Undoubtedly, we would not have had the successful year that is set out in this Annual Report without the support of our commissioners and the regional authority. And for that, I wish to thank them.



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### HEALTH MINISTER AND LOCAL MP JOIN THE CELEBRATIONS AS YEovil DISTRICT HOSPITAL BECOMES AN NHS FOUNDATION TRUST

YEovil District Hospital was proud to become an NHS Foundation Trust on 1 June 2006, having demonstrated the highest standards of clinical and financial performance, and widespread public support.

This was a landmark occasion bringing fundamental changes to the way the organisation works and even a new name, from East Somerset NHS Trust to Yeovil District Hospital NHS Foundation Trust.

The new name, like so many of the changes, was agreed as part of a detailed public consultation exercise, called Foundation For Our Future, which shaped the new organisation's formal Constitution.

After an exhaustive, two-year application process, there was a real air of excitement when the news broke at midnight on 1 June 2006, that Yeovil District Hospital was authorised as an NHS Foundation Trust, affirming its position among the top-performing hospitals in the country.

The new organisation is licensed and regulated by Monitor, the independent regulator of NHS Foundation Trusts.

It was a great honour to host a visit that morning by Andy Burnham, Minister of State For Delivery and Quality at the Department of Health, who was greeted by Mrs Angela Dupont, Trust Chairman, and many of the hospital's first-ever Governors.

The Minister was keen to hear how the hospital aims to become one of the first in the country to achieve waiting times of 18 weeks from GP referral to hospital treatment or surgery by March 2007 – 21 months ahead of the national target (See page 7).

Along with Yeovil MP David Laws, The Minister chatted with staff in the hospital's Emergency Admissions Unit, which was set up during the last year, to improve the way patients are cared for, ensuring that they get the best possible treatment in the most appropriate setting.

This unit has been key to the hospital's performance in ensuring patients are treated and discharged as promptly as possible.

Staff were also proud to show the Minister (pictured below, centre) the amazing transformation of the nurses' station and reception on Level 7's surgical ward, thanks to a national scheme Enhancing The Healing Environment, supported by the King's Fund. (See page 9).



James Rimmer, Director of Strategy, led the hospital's application to become an NHS Foundation Trust.

James said: "Becoming an NHS Foundation Trust helps secure the future of high quality healthcare at Yeovil District Hospital, allowing us to continue improving services while working much more closely with the community we serve."



"The new organisation operates as a Public Benefit Corporation, and we are keen that as many people as possible join through our free membership arrangements, to ensure they can have a say in the future of the hospital."

## GET ON BOARD!

ONE of the best things about being an NHS Foundation Trust is our membership, which gives patients and local residents more chance than ever before to be involved in Yeovil District Hospital.

Membership is free and carries no obligations or special privileges – it is simply a way of registering your interest in your hospital and allowing you to vote for Governors. Staff also elect their own Governors to represent them.

Members can be as involved as they wish, from simply receiving news and information from the hospital, to standing for election as a Governor.

More than 6,500 people have already signed up as members of Yeovil District Hospital NHS Foundation Trust.

For more information contact Ali Bott,  
Membership Co-ordinator,  
freephone **0800 0929 759**,  
or e-mail [Ali.Bott@ydh.nhs.uk](mailto:Ali.Bott@ydh.nhs.uk)

The Board of Governors works with the hospital's Board of Directors, with Trust Chairman Mrs Angela Dupont, as the link.

The Board of Governors – which is the public face of the Trust - meets quarterly, and the Board of Directors meets monthly. Reports of meetings are available on the hospital website, [www.yeovilhospital.nhs.uk](http://www.yeovilhospital.nhs.uk), or from the membership office as above.

### ARE WE SPEAKING YOUR LANGUAGE?

If you require this document in any other format, eg large print or in another language, please contact Gillian Humphrey, Communications Manager, Yeovil District Hospital, Higher Kingston, Yeovil, Somerset, BA21 4AT, tel 01935 475122, e-mail [Gillian.Humphrey@ydh.nhs.uk](mailto:Gillian.Humphrey@ydh.nhs.uk)

## More About NHS Foundation Trusts

There are now 48 NHS Foundation Trusts in England. The Government plan is that all hospitals will have the opportunity to become NHS Foundation Trusts. NHS Foundation Trusts are still firmly part of the NHS, but have greater freedom from central control, and more financial independence. For example, they can borrow and can re-invest cash surpluses. They also have a widespread membership and an elected Board of Governors, making them more accountable to the people they serve, and more responsive to local needs. They are independently regulated by Monitor, see [www.monitor-nhsft.gov.uk](http://www.monitor-nhsft.gov.uk)

### TWO NEW BOARDS – WHO DOES WHAT?

The Board of Directors comprises the Trust Chairman, five Non-Executive Directors, the Chief Executive and five Executive Directors. The Board of Directors is responsible for the operational and strategic management of the hospital, and has full legal and financial responsibility for the Trust.

The Non Executive Directors bring a wealth of financial and business experience, and provide a valuable contribution to Board decisions.

The Board of Governors, also chaired by the Trust Chairman, is made up of 16 elected Public Governors, five elected Staff Governors, and ten appointed Governors from partner organisations. The role of the Board of Governors is to hold the Trust accountable to its duty as a public benefit corporation, in particular:

- strategic direction of the Trust
- appointment of Chairman, Non-Executive Directors and the Trust's Auditors
- representing members and the local community to the Trust, and representing the hospital to members and the local community.

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The following Governors were elected and appointed to Yeovil District Hospital NHS Foundation Trust in early 2005, and operated in "shadow" until the new organisation was authorised on 1 June 2006.

Some of the appointments listed below will change following the reconfiguration of Primary Care Trusts and Strategic Health Authorities on 1 July 2006.

**Greater Yeovil**  
Annabelle Matthews  
Geoffrey Stroud  
Paddy Burr  
Ann Beable

**South Somerset  
(North and East)**  
Graham Deane  
Anne Bennett  
Sue Parroy  
Gloria Clark

**Rest of Somerset  
and England**  
Caroline Morgan

**Other Governors nominated by partner organisations are as follows:**

South Somerset Primary Care Trust – *Tony Simmonds (GP)*  
Mendip Primary Care Trust – *Caroline Gamlin, Director of Public Health*  
North Dorset Primary Care Trust – *Ian Fowler, Non Executive Director*  
South Somerset District Council – *Cllr Maggie Foot*  
Somerset County Council – *Cllr Dave Gladding*  
Dorset County Council – *Cllr Donald Mildenhall*  
Dorset and Somerset Strategic Health Authority – *John Wolfe, Director of Human Resources*  
University of Bristol – *Dr Clive Roberts, Clinical Dean at Bristol Medical School*  
University of Plymouth – *Susan Twose, Locality Academic Director*  
Yeovil and District Council For Voluntary Services – *Nigel Engert, CVS Chairman.*

**Staff Governors**  
Serge Mootoo  
Ashley Davidson  
Tom Palferman  
Steve Wills  
One vacant seat

**South Somerset  
(South and West)**  
Bill Brown  
Vernon Cooper  
Tom Hart  
Gordon Priest

**Mendip**  
Hugh Campbell  
  
**Dorset**  
Martin Manning  
Caroline Williams

## GOVERNOR HUGH GETS TO GRIPS WITH NEW ROLE



HUGH CAMPBELL is Yeovil District Hospital's Public Governor serving the Mendip area.

Born in Scotland as son of a doctor and nurse, and grandson of the local doctor, Hugh studied Medicine for two years at Trinity College, Dublin, before changing course and graduating with a degree in Geography.

Following a successful teaching career, Hugh retired in 1995.

His family background has given Hugh a keen interest in medical care, and as a Governor he is keen to see that Yeovil District Hospital is run in a clean and efficient way, providing all the facilities and high standards expected by local people.

Hugh has already been working with his local newspaper to raise awareness of the new NHS Foundation Trust, and he is keen to hear from his local "constituents".

Hugh gives his early impressions on what lies ahead:

"On 1 June 2006 the announcement that Yeovil District Hospital NHS Foundation Trust had been created ended 18

months of acting as Shadow Governor. For the next two years I can take an active role in ensuring that YDH is run for the benefit of its local population. YDH already has a very fine reputation, but our aim as the Governing Board is to push YDH to the top of all the lists for excellence in the country, within the financial constraints set out in the Trust's business plan.

"For the last 18 months we have been attending numerous meetings to help us understand our role as Governors. I am on two groups - the Strategy Working Group and the Recruitment and Membership Working Groups. The first will be particularly concerned with both the long term and short-term developments at YDH. The other will work to increase membership of the NHS Foundation Trust, thus allowing local people to express opinions, which will help the staff to maximise the effectiveness of the hospital.

"My particular task will be not only to increase membership but also to devise ways of contacting existing members in the Mendip Area, and bringing their views to the attention of the Board of Directors.

"It is all very exciting and hopefully will bring Yeovil District Hospital to the peak of excellence demanded by the public."

## PRIME MINISTER PUTS YDH IN NATIONAL SPOTLIGHT

AMBITIOUS plans to be among the first in the country to offer patient waiting times of no more than 18 weeks from referral to treatment have put YDH in the national spotlight.

Chief Executive James Scott and Medical Director Dr Steve Gore were among a delegation invited to brief the Prime Minister, Health Minister Andy Burnham, and senior health officials at the first-ever "18 Weeks Health Summit" at 10 Downing Street.

James and Steve, along with Lisa Manson, Director of Finance at South Somerset Primary Care Trust (which commissions most of the work carried out at the hospital) set out how joint working across the entire local health economy will enable YDH to achieve the 18 weeks target by the end of March 2007 – 21 months ahead of the national target.

The Trust already has some of the shortest waiting times in the country, averaging only 22 weeks for routine treatment.

Improvements are being achieved through new and flexible ways of working, such as nurse and physiotherapist-led follow up clinics, and flexible booking of appointments, with more diagnostic tests carried out in advance of seeing a specialist, and more efficient follow-up processes.

Staff are closely engaged in the Implementation Plan, with many initiatives coming from them.

For example, radiology teams realised that by working four long days instead of five shorter ones, they could offer 20 more scans a week, also providing more choice of appointment times.

James said: "I was extremely proud to tell the Prime Minister how staff at Yeovil District Hospital are leading the way in meeting what is a very challenging target, for the benefit of patients.

### Did you know...

six years ago, 677 outpatients waited longer than six months to see a consultant at YDH. Now the majority (63%) are seen within six weeks



*James Scott, Chief Executive of Yeovil District Hospital NHS Foundation Trust, pictured (far right) at the Prime Minister's 18 Weeks Health Summit at 10 Downing Street. Also pictured with the Prime Minister are (left to right) Andy Burnham, Health Minister, and Sir Ian Carruthers OBE, Acting Chief Executive of the NHS.*

"This would not have been possible without the commitment and sheer determination of staff to constantly improve services."

The Prime Minister acknowledged that the reforms have not been easy for the NHS, but insisted that without them it would not have achieved the dramatic cuts in waiting times compared to five years ago, when waits of 18 months were not uncommon.

"Going through change is never easy," said Mr Blair.

"But that change is essential if we are to provide the sort of high quality care which the public have a right to demand and which I know the NHS wants to deliver."

For more information, see [www.18weeks.nhs.uk](http://www.18weeks.nhs.uk)



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### FLYING COLOURS WORKS STATE OF THE ART MAGIC

FEAST your eyes on the amazing transformation which is working magic throughout the hospital, thanks to the generosity of local people through the Flying Colours Appeal, and a national initiative, Enhancing The Healing Environment.

A stunning new reception area features a changing-colour Wall of Light created by artist Raphael Daden, new welcome desk and layout, fresh lighting and colours, plus a modern new frontage to the popular Friends of Yeovil Hospital shop.



Three large pictures take pride of place, generously donated by internationally renowned artist Lucie Bennett, who was cited as one of Britart's top five best-selling artists of 2005. Lucie's work has been exhibited worldwide, and is on permanent display in London.

Using latest colour, art and lighting techniques which are known to boost patient recovery and help visitors feel more relaxed, the transformation now extends through the hospital corridors, lift lobbies and patient areas, and the project will continue into next year.

Bright new signs herald a re-naming of wards to mark the hospital's strong community links.

The Flying Colours Appeal, which has raised more than £1 million so far, has been spearheaded by Mrs Angela Dupont, Trust Chairman, who chairs the Arts In Healthcare Committee.

Mrs Dupont said: "The evidence of the impact of the environment on healthcare is now well established. It is breathtakingly clear that the Flying Colours Appeal is making a real difference to patients and also boosts staff morale."



## ENHANCING THE HEALING ENVIRONMENT

AWARD winning crime novelist Minette Walters launched a major success story at YDH, when she officially opened a stunning new ward reception area on Level 7.

The transformation was thanks to a £35,000 grant from the "Enhancing The Healing Environment" programme run by the King's Fund in conjunction with NHS Estates (part of the Department of Health).

The King's Fund is an independent charitable foundation working for better health.

An additional £15,000 was generously donated to the scheme by the Friends of Yeovil Hospital, plus a further £10,000 to refurbish two single rooms on the ward at the same time.

The aim behind the project was to improve the well being of patients by transforming the environment in which they are treated. Following consultation with patients, staff and visitors to the ward, it was decided to replace the dated nurses station with a focal point welcome area using colour, light and natural materials to harness the healing powers of nature.

The designers, artists and manufacturers involved all live and work locally or in the South West region. The success of the new reception area means the design is now being used as a "template" for other wards.

Judy Cowling, Matron for Surgery (pictured above, far right) led the project team. She said: "The new reception area is making a huge difference to everybody who uses the ward – patients, staff and visitors."



*Opposite page: Reception area before transformation (top), Colour changing wall of light (lower left), the stunning new reception area (lower right)*

*This page: Minette Walters, second from left, opening the new reception area on Level 7 (top). Pictured far left is John Matthewman, the Trust's Director of Facilities. John said: "It is fantastic to see the changes taking shape, proving that it is possible to transform an older building with the help and understanding of all staff."*

*The finished ward reception (pictured centre) and Level 7 prior to refurbishment.*

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### TOP SPEAKERS AT MULTICULTURAL AND DIGNITY CONFERENCE

YEOVIL District Hospital once again celebrated its multicultural workforce, with a high profile conference attracting national speakers.

The Multicultural Awareness And Dignity Conference featured music, displays and artefacts from various countries, including a national costume competition for children, and powerful drama from Yeovil College Performing Arts students depicting issues around bullying and harassment.

A key line-up of speakers featured Yvonne Coghill (pictured, lower right), Nursing Officer for External Relations and Communications at the Department of Health; Dr Beverley Malone, General Secretary of the Royal College of Nursing; Professor Carol Baxter, Head of Equality and Diversity at NHS Employers, and Professor Uduak Archibong and Fahmida Ashraf from Bradford University.

In a charismatic speech, Dr Beverley Malone (pictured, left centre) talked about the importance of treating each other with respect, regardless of differences.

Yeovil District Hospital is proud to attract a multicultural workforce, with staff from more than 40 different countries, including Sri Lanka, Ethiopia, Zimbabwe, Trinidad, Cyprus, the Netherlands, India, Pakistan and Poland.

A growing percentage of staff come from minority ethnic backgrounds and they work in all types of jobs from consultants, doctors and nurses, to domestic and catering roles.

Conference facilitator was Serge Mootoo (pictured top row), the Trust's Professional and Vocational Development Teacher.

Mauritius-born Serge, who started his career as a nurse, now has a national profile in equality and diversity work, including a place on the National Forum For Black and Minority Ethnic Leaders and Managers in the NHS.

Last year Serge produced a guide to spiritual and cultural awareness for the use of healthcare staff in providing appropriate care to patients, which has achieved national recognition and is now in its third edition.





## FAITH IN THE SOMERSET ACADEMY – MULTI-FAITH DEDICATION WELCOMED BY ALL

PEOPLE of different faiths or none were invited to share prayers and a minute's silence as part of an inspiring multi-faith dedication of the new Somerset Academy, which is next to the hospital Chapel.

Hospital Chaplain, the Rev John Rothwell, was delighted to be joined by Anise Patel, Imam for the Yeovil area (pictured centre, top), in dedicating the new facility on behalf of Christians and Muslims, who represent the majority of those using the Chapel.

The Chapel has been re-designed to welcome people of different faiths, or none, as a place of peace in the busy hospital.

Rev Rothwell said the dedication was not about trying to "artificially harmonise" all the world's faiths, but to give different faiths an opportunity to express their hopes for all that The Academy will achieve in the coming years.

"Christians and Muslims are the main users of the hospital chapel at the moment, although we would welcome discussions with other faiths about their use of the chapel," he said.



## CHEERS FOR HOSPITAL VOLUNTEERS

LADY GASS, Lord Lieutenant of Somerset, was the distinguished guest at the annual tea party and awards ceremony to celebrate the work of volunteers at Yeovil District Hospital.

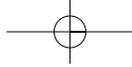
Lady Gass, who is Her Majesty the Queen's representative in Somerset, presented awards to special volunteers who were nominated by hospital staff or fellow volunteers for their outstanding contribution to patient services.

More than 300 people generously give their time as volunteers at YDH, helping patients, their families and carers, and supporting the work of staff.

### Did you know...

the Friends of YDH contributed an amazing £76,000 during 2005, every penny of which was spent on equipment or extra comforts for patients





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### NEW FAST TRACK CANCER SERVICE FOR WOMEN

A FAST track clinic for gynaecological cancers has transformed services for women at Yeovil District Hospital, thanks to generous funding from Macmillan Cancer Support.

The new clinic ensures that patients are seen promptly once referred by their GP, and can have all their tests the same day, to avoid repeat visits and worrying delays.

This mirrors the renowned service already provided to breast cancer patients at the hospital.

Specialist advice is available so that women have all the information and support they need, in a designated clinic with state-of-the-art facilities, including a portable ultrasound scanner, so that patients can be scanned in comfort.

The new equipment and funding for more specialist clinics is thanks to the Macmillan Somerset Appeal, launched last year to raise £395,000 for specific cancer services around the county.

The charity is supporting the Fast Track Clinic to the tune of £175,800 over the next three years, plus £81,000 for equipment.

Eileen Fort, Gynaecology Sister who runs the clinics, said: "Being able to offer a one-stop service saves women and their families from agonising waits for diagnosis, and can also save lives by speeding up any necessary treatment, such as surgery.

"Once an urgent referral is received by fax from a GP, patients are seen in the clinic within 14 days, and can now have their investigations, including consultation, examination, blood tests and ultrasound scan, the same day, greatly reducing the number of appointments before they receive a diagnosis."

The one-stop clinic not only speeds patients through their diagnostic phase but potentially frees up more than 200 outpatient appointments a year for other patients with less urgent gynaecological conditions.

BEING in the safe and swift hands of the new Fast Track Clinic helped Crewkerne patient Hazel Axe face major surgery with confidence.

Retired teacher Hazel was amazed to be undergoing tests just three days after seeing her GP, who made an urgent referral to Yeovil District Hospital by fax.

The next week she saw consultant Mr John Giles for a biopsy and more tests – after just two visits to the hospital within two weeks, Hazel had undergone ultrasound and MRI scans, x-ray, blood tests, examination and biopsy.

These confirmed cancer of the womb, and within three weeks of first seeing the consultant, Hazel underwent a hysterectomy.

"I can't say I wasn't worried – I had moments of panic after being told I had cancer – but I wasn't at all scared about the treatment because everyone in the Fast Track Clinic was so supportive and positive," said Hazel.

"When an examination might be painful there was someone holding my hand, and the consultant told me everything straight – I had to have my womb removed and that would have been the case even if the polyps had not been cancerous.

"Cancer can be a terrifying thing, but the whole team was absolutely fantastic; full of hope and gentle smiles. I just knew I was in safe hands, and because everything was happening so quickly, there was less chance of the cancer spreading. This kept me calm."

Hazel made a speedy recovery and now returns for regular check-ups.

"I have had nothing but the best possible treatment, and I feel completely re-born," she said.



*A patient is reassured by a prompt ultrasound scan in the new Fast Track Clinic.*



## IRAQ EXCHANGE PROGRAMME

CONSULTANT gynaecologist and obstetrician Muhannad Zakaria once again returned to his birthplace Iraq to deliver much-needed medical equipment and training.

Mr Zakaria travelled to the Azadi Teaching Hospital in the Kurdistan region north of Baghdad, at the invitation of the College of Medicine at Dohuk University, as part of an on-going exchange programme to help support healthcare in Iraq.

Mr Zakaria, who has worked at Yeovil District Hospital for the past ten years, has made three previous visits since the programme started in 2004, and in return a doctor in Iraq was chosen to come to YDH last year to learn latest surgical techniques.



In the latest trip, Mr Zakaria took equipment worth around £7,000, including donations from pharmaceutical companies and two baby heart monitors donated by GPs at Sturminster Newton Surgery. He gave an intensive programme of lectures and training to undergraduate and postgraduate staff, covering obstetric emergencies and latest keyhole techniques in gynaecology.

Mr Zakaria said: "Living and working conditions are difficult for ordinary Iraqi people, especially due to lack of supplies. Despite all the difficulties they face, they are very positive about the future, and they were absolutely delighted to know that they are not forgotten."

He is now writing a report on the visit for the Royal College of Obstetricians and Gynaecologists and its Iraqi Doctors Liaison group, which he helped set up. The group is made up of expatriate Iraqi doctors working in the UK, committed to improving the healthcare of women and babies in Iraq.



*Mr Zakaria (third from right) with colleagues outside Shaiba Military Hospital, Basrah, in April 2004, and demonstrating latest surgical techniques at Azadi Teaching Hospital in May 2006*

## ROYAL LAUNCH FOR SOMERSET ACADEMY

HIS Royal Highness The Duke of Kent was given a warm welcome to Yeovil District Hospital when he officially opened the Somerset Academy in May 2006.



The Academy provides state-of-the-art new facilities to train more doctors, nurses, therapists and other healthcare professionals at Yeovil District Hospital.

His Royal Highness, who is a cousin to the Queen and the Duke of Edinburgh, was officially welcomed by Lady Gass, Lord Lieutenant of Somerset.

After greeting a line-up of local dignitaries, The Duke toured the new facility, including watching part of an operation live on screen in the Multi Disciplinary Team Suite, chatting to student nurses in the new IT suite, and greeting staff in the new library.

Leading the visit, Mrs Angela Dupont, Chairman of Yeovil District Hospital NHS Foundation Trust, was honoured to introduce His Royal Highness to many staff and invited guests.



In a speech, the Duke praised the new facilities before unveiling a commemorative plaque. His Royal Highness also mentioned that his wife, HRH the Duchess of Kent, had officially opened Yeovil District Hospital's current building in October 1973.

The Somerset Academy at Yeovil District Hospital has brought together all the Trust's teaching and learning facilities on one, prestige site, enabling staff to work and learn together.

The Academy has developed a wide range of multi-disciplinary training programmes and was the first in the country to implement an inter-professional foundation programme for junior doctors, newly qualified nurses, physiotherapists, occupational therapists and midwives.

It serves the whole of Somerset and was developed in conjunction with Taunton and Somerset NHS Trust, Somerset Partnership NHS and Social Care Trust, local Primary Care Trusts and the Universities of Plymouth, Bournemouth and Bristol.

The Somerset Academy at Yeovil District Hospital is part of a network of academies bringing a new model of partnership between health services and education.

The £1.8 million development included a generous £100,000 from the Friends of Yeovil Hospital.

## PORTER TURNED FILMSTAR SWITCHES ON TELEMEDICINE

TOP film star James Purefoy returned to YDH, where he once worked as a porter, to unveil state-of-the art telemedicine equipment able to link medical experts around the globe.

Somerset-born James, who played Mark Antony in the epic BBC 2 series "Rome", officially launched the new suite, after seeing first-hand its live links to operating theatres.

Surrounded by film crews, photographers and reporters, James watched intently as a keyhole gallbladder operation was projected onto the giant screen, with graphic close-ups and commentary by Consultant Laparoscopic Surgeon Robin Kennedy and his team.

James unveiled an official plaque, along with Gillian Lord, Head of Service Development at Macmillan Cancer Support, who praised the new facility.

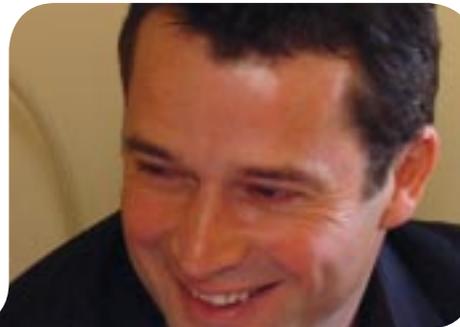
The heartthrob star delighted staff with his relaxed, friendly and informal style, joking with nurses about his days as a porter and his recent on-screen roles.

James chatted enthusiastically with former portering colleagues, reminiscing on his two years as a porter after leaving Sherborne School aged 16.



It provides a purpose-built room for multi-disciplinary teams to meet and discuss care plans for patients, to view x-rays, microscopic samples, and even to examine tumours from the inside, with live camera links to operating theatres at Yeovil District Hospital and beyond.

This means that local expertise can be shared more widely, and specialist knowledge on more rare conditions can be accessed quickly, preventing any worrying delays for patients.



*James delighted 13-year-old patient Sophie Johnson, from Montacute, with an impromptu visit to the Children's Ward. Only the day before Sophie had watched the star playing the role of the King in the film A Knight's Tale, on a hospital DVD.*

The technology also brings significant savings, as expert staff will spend less time travelling to meetings around the country.

Surgeons from around the UK and abroad regularly come to Yeovil to see the latest techniques developed by Robin and his team.

Robin said: "I am delighted that this technology is now available in Yeovil to support the outstanding work which is already taking place here, offering patients some of the most advanced techniques in the country.

"This equipment also puts the hospital in the forefront of research and teaching, allowing us to ensure that innovation and best practice developed in Yeovil is shared with colleagues around the world."

"I used to have a yo-yo and I was always yo-yoing. I thought it might help people who were nervous when they were being taken to the operating theatre," he said.

The MDT suite has been developed thanks to generous support from Macmillan Cancer Support and Ethicon Endosurgery, a surgical instrument manufacturer.

Macmillan Cancer Support invested £50,000 towards the facility, to improve services for cancer patients by enabling specialists to link up and make decisions on cases quickly, without having to travel.

## PERFORMANCE REPORT

By Pat Jenkins, Director of Operations



Pat Jenkins started her 35 year career with the NHS as a dietician, before moving into management. She is responsible for all aspects of the hospital's clinical performance, and she champions staff innovation to improve patient care.

Pat said: "There is clear evidence that patients choose to come to Yeovil District Hospital not just because of shorter waiting times but also due to the outstanding reputation of our clinical staff."

I AM delighted to report another successful year for YDH, in which more patients than ever were treated in some of the shortest waiting times in the country.

At the end of March 2006, no patient waited longer than six months for surgery or 13 weeks for a first outpatient appointment following a referral from their GP, unless there was a clinical reason (such as a separate medical condition affecting treatment) or patients chose to wait longer than these times. In addition, all patients were offered choice on their appointment and admission dates.

The average wait for patients having surgery as a day case was seven weeks, or nine weeks for inpatient surgery. This clearly demonstrates that every year our waiting times are improving, which is due to the hard work and commitment of all the clinical and non clinical teams involved.

All patients referred for an urgent appointment with a suspected cancer were seen within two weeks.

### Did you know...

waiting times for an MRI scan at YDH are now six weeks or less, compared to 22 weeks in August 2005

Despite continually growing demands on our Accident and Emergency Department, 99% of patients were treated within four hours – there were 5,274 more people seen in the department in 2005/6 than in the previous year.

Yeovil District Hospital is proud of these achievements but we are far from complacent, having set a very ambitious agenda for 2006/07 to reduce waiting times even further so that no patient waits longer than 18 weeks from the date we receive their referral to the start of treatment. This will include any wait for diagnostic tests such as x-rays and scans.

In order to achieve this, clinical teams are making significant changes to their working practice in order to shorten the patient's journey. For example, in some specialties patients will be able to have their diagnostic test before they attend for their outpatient appointment so that the consultant already has the results, enabling important decisions about treatment to be made sooner.

Staff in the radiology department are changing their working hours for certain specialised tests, enabling them to offer more appointments. Nurses and physiotherapists are leading follow-up clinics, freeing up time for consultants to see more new patients, thus reducing waiting times for first appointments.

## CHOOSE AND BOOK

PATIENTS are having more say than ever before in when and where to have their treatment, through the new electronic referral system called Choose and Book.

More than 2,000 patients have been referred to YDH through the new system since it went live in Dorset and Somerset in August 2005.

Choose and Book provides GPs with a choice to electronically refer patients to four or five providers in the local area.

A Directory of Services provides information about services available at local hospitals and NHS Treatment Centres and this ensures that patients are referred to the most appropriate clinician and location for them.

The patient is given a unique booking reference number and is asked to use a website or the local Booking Management Service to arrange an appointment. At this point, patients referred to a choice of venues can ask specific questions to help them decide – these often include factors such as waiting times, infection rates and car parking facilities, with information available from the Choose and Book Directory of Services and the central NHS website [www.nhs.uk](http://www.nhs.uk)

Originally, the patient was then given the number of their chosen venue and they could ring or be transferred directly to book an appointment. From summer 2006 patients will be given even greater flexibility and will be able to book their own appointments at the GP surgery or from the Choose and Book website.

As an NHS Foundation Trust, YDH has exercised its right to become part of the Extended Choice Network on Choose and Book and a number of our services have been made available to every patient in England. As one of the top performing hospitals in the country and with some of the shortest waiting times, YDH could soon be attracting patients from Northumberland to Cornwall.

Currently 25-30% of referrals to YDH are being made through Choose and Book and this continues to grow every month.

## X RAYS GO DIGITAL

PATIENT x-rays and scans went film free as Yeovil District Hospital trailblazed latest technology to take diagnostic images into the digital age.



As part of the National Programme For Information Technology, the Trust, along with South Somerset Primary Care Trust, was the first in Somerset and among the first in the South of England to go live with a nationwide programme called PACS – Picture Archiving and Communications System.

PACS allows the digital storage of diagnostic images such as x-rays and scans, doing away with the need for film. Instead, clinical staff are able to view images on computer screens at Yeovil District Hospital, local community hospitals and GP surgeries – and images can be transferred between sites in an instant.

The system is being phased in throughout England, so that eventually clinicians will be able to call up images from any patient at the touch of a button from wherever they are in the country, seven days a week and around the clock.

Adrian Watkins, Radiology Services Manager at Yeovil District Hospital, said: "PACS is brilliant news for patients because they get their results and diagnoses more quickly.

"In the past patients sometimes had to have repeat tests because of the time it took to transport x-ray films manually between hospitals. Now their clinicians, including their family doctor, will be able to access images instantly.



"It is fantastic to be among the first to have access to this amazing technology, which also allows us to zoom in and magnify details in a way that was not possible with conventional film."

The new system saves time, money, and valuable storage space in hospital, where films currently have to be kept on file for up to 20 years.

## MEDICAL DIRECTOR'S REPORT

WHAT a year that was! 2005/06 was my first complete year as Medical Director at Yeovil District Hospital. It was, as predicted, fairly demanding, at times challenging but, for the most part, very interesting and rewarding.

One of my main roles as Medical Director is to provide the link between the Trust Board and the Senior Medical Staff. This is a two way process.

Via our monthly senior staff meetings, I can keep medical staff appraised of all local and national factors which will impact on their service. Part of my role is to keep the Board advised on clinical practice issues and any political factors that may have implications for the Trust.

Many of these have provided challenges, such as the development of the Independent Sector Treatment Centre at Shepton Mallet, "Commissioning a Patient-Led NHS", new contracts for both Consultants and GPs, with changes in working practices eg out of hours services, Choose and Book and Practice Based Commissioning to name but a few.

We are fortunate in Yeovil to have a highly dedicated and innovative senior medical team who are motivated to work through these changes to continue to provide a high quality service for the local population and, in some cases, beyond.

One of the challenges we have started to address in 2005/06, but which will become more important during the next two years, are the changes to Junior Doctor training and hours. Many medical politicians believe that smaller organisations may struggle with the European Working Time Directive (EWTD). On the contrary, thanks to the hard work of the Medical Personnel Department, the Postgraduate Tutor (Dr Mohammed Qadiri) and his team in the Somerset Academy, we are well

on the way to achieving our plan to hit the 48-hour working week target for 2009, ahead of time.

Despite the confines of space, the organisation continues to grow. Phase I of the Capital Programme is nearing its completion. Benefits thus far include the Somerset Academy, a new Kingston Wing for private patients, and a new Management Suite. All of this is in preparation for the new Critical Care Unit (Intensive Treatment/High Dependency Units) and Coronary Care Unit, which will bring a significant improvement in the care we can give to the critically ill.

In addition to a growth in facilities I am pleased to say that we have been fortunate to make some excellent new Consultant appointments in 2005/06. These include Dr Claire Parker – Respiratory Medicine, Dr Sally Knights – Rheumatology, Dr Sue Adams – Histopathology, Dr Meridith Kane – Paediatrics, Mrs Nadia Soliman – Obstetrics & Gynaecology with a Special Interest in Infertility and Dr Csaba Dioszeghy – Accident & Emergency.

Maintaining high standards in our core District General Hospital activity as well as supporting excellence in innovation remains my key objective for 2006/07 following on from the successes outlined elsewhere in this Annual Report.



Consultant gastroenterologist Dr Steve Gore joined Yeovil District Hospital in October 1994 and was the Trust's Clinical Director For Medicine from 1997 to 2003.

Steve was appointed Medical Director in September 2004. Since 2003 he has also represented Dorset and Somerset as Clinical Lead For Endoscopy on the National Endoscopy Programme.

## YEOVIL TEAM RUBS SHOULDERS WITH WORLD EXPERTS TO IMPROVE PATIENT CARE

SHOULDER and elbow specialist Andrew Chambler led a team from Yeovil District Hospital on a visit to learn latest techniques from world experts in Denmark.

The consultant orthopaedic surgeon is a member of the British Elbow and Shoulder Society and was awarded the Society's Travelling Fellowship – issued once a year to new consultants – in 2003/4. This took him to see specialists at work throughout the UK and Europe, including an internationally renowned centre at Aarhus University in Denmark.

In March 2006 Mr Chambler took up an offer to return with his team to Aarhus, to see latest techniques in all aspects of patient care before, during and after surgery.

The team included staff from theatre, anaesthesia and physiotherapy, all of whom have crucial roles to play in the care of patients having shoulder and elbow surgery.



### Did you know...

Mr Chambler (pictured above, left) joined Yeovil District Hospital from Oxford two years ago. He has also set up the Yeovil Elbow and Shoulder Service (YESS) website [www.yess.uk.com](http://www.yess.uk.com) to help patients understand more about their conditions and operations, and to inform other doctors and health professionals on latest techniques and innovations worldwide.

He said: "It was a great honour for us to be invited to see this level of expertise first hand.

"I was delighted to lead such a capable and committed team on what was an unforgettable programme.

"This was a once-in-a-lifetime opportunity to bring the latest techniques to Yeovil, improving all round patient care and enabling the service to be one of the best units in the country."

YDH offers One Stop Shoulder clinics where patients have their tests and treatment the same day, saving weeks of waiting in discomfort and reducing follow-up appointments

## DIRECTOR OF NURSING REPORT

IN another very busy year for clinical services and nursing, midwifery and allied health professional staff have risen superbly to the challenge of providing the best possible care for patients, their families and carers.

Our aim is very simple - to continue to ensure that all patients and their carers are treated as individuals each time they attend Yeovil District Hospital.

Particular attention has been paid over the last year to ensuring that the highest standards are met regarding privacy and dignity, and communication.

Infection control is an absolute priority, and I am pleased to report that levels of MRSA (Methicillin resistant staphylococcus aureus) are relatively low. However, we remain vigilant at all times.

As part of the healthcare community, there are times when patients are admitted with viral infections, such as Norovirus or other gastric bugs.

We have systems in place to control this by acting quickly and introducing even stricter codes of hygiene in the affected areas.

Infection control is everyone's responsibility, so we work with staff, patients, visitors and the local community to raise awareness of how people can help protect vulnerable patients from infection through simple means like scrupulous hand hygiene and asking visitors not to come to the hospital if they have any symptoms.

I am delighted to report that we have a very strong level of patient and public involvement. This contribution is significant when considering how we can improve our services, and I am confident that it will become even stronger over the coming year.

One of the challenges for us will be our ability to work even more closely with our colleagues in general practice



Alison Moon joined the Trust as Director of Nursing in January 2006, having spent 22 of her 25 year nursing career in acute hospitals. She said: "I have been hugely impressed by the commitment and dedication of staff. There is a passion here to provide the best care we can and there is a real sense of being part of the local community."

and in community settings to ensure that patients have the best care in the most appropriate setting, be that at home or in hospital.

I am confident in the skills, abilities and commitment of the nurses, midwives and allied health professionals to continue to meet the high expectations of patients and the particular healthcare challenges that will face our community over the coming months and years.

## CHIEF NURSING OFFICER VISITS YDH

CHIEF Nursing Officer Chris Beasley met staff and patients during a visit to see latest innovations at Yeovil District Hospital, including new services for stroke patients.



The Chief Nursing Officer is the Government's most senior nursing adviser, leading nearly 600,000 nurses, midwives, health visitors and other allied health professionals around the country.

## HOSPITAL HYGIENE ON THE SHOPPING LIST

A HIGH profile teaching programme to spread the word on infection control proved so successful it was extended to a local supermarket.



Starting in the hospital, the One Hour To Save A Life programme invited all staff, from cleaners to consultants, plus members of the public, to attend 60-minute sessions

on infection control, raising awareness that it is "everyone's business" to protect patients from bugs.

The campaign was so successful that 70 sessions were held over eight days, with more than 1,000 people taking part, including 70 per cent of the hospital's nursing and other staff groups and 47 members of the public.

Organisers teamed up with supermarket giant Tesco to take the messages out to the local community, with a special awareness stand in store over five days.

Julie Vance, Deputy Director of Nursing, said: "What came out loud and clear from our Save A Life sessions was that people want more information about infections, including the so-called superbugs, and they want to know what they can do to help.

"We were absolutely delighted with the response to our campaign, which far exceeded our aim to train 800 members of staff."

The programme, the first of its kind at YDH, coincided with the launch of the Saving Lives campaign, a national toolkit for healthcare staff to reduce healthcare acquired infection.

"It is vital that we take the lead, demonstrating that infection control and prevention is a top priority at Yeovil District Hospital, and ensuring that staff are equipped with the skills and information they need," said Julie.

Yeovil District Hospital has pioneered infection control initiatives such as using volunteer "mystery shoppers" to monitor strict compliance with hygiene practices throughout the hospital.

## YEovil MATERNITY UNIT DELIVERS TOP SAFETY SCORES

MUMS and babies are in safe hands at Yeovil District Hospital's Maternity Unit – and that's official.

The popular unit, where 1,300 babies are born every year, has earned top scores for its systems to ensure patient safety and quality of care.

An independent assessment was carried out in March 2006 for the NHS Litigation Authority, as part of the Clinical Negligence Scheme For Trusts.

Last year the Unit achieved 100 per cent in six out of seven standards to achieve Level 1, and this year it achieved 100 per cent in seven out of eight standards in Level 2, with 99 per cent in the eighth.

### Did you know...

midwives at YDH reported a mini 'baby boom' in June 2006, with 131 deliveries compared to 95 in April 2006

## OPERATING AND FINANCIAL REVIEW



Suzanne Tracey joined Yeovil District Hospital in January 2004, having previously been Director of Finance and Performance at Eastern Birmingham Primary Care Trust.

Suzanne, who is also Deputy Chief Executive, is responsible for financial management and reporting, and has a lead role in negotiations with the Trust's commissioners.

Suzanne is Vice-Chairman of the Chartered Institute of Public Finance Accountancy Health Panel.

FOR the sixth successive year East Somerset NHS Trust (now Yeovil District Hospital NHS Foundation Trust) has balanced its books, with a surplus of £2,000. During 2005/06 the Trust achieved all its statutory financial duties of breaking even, achieving the External Financing Limit and Capital Resource Limit, and securing a return on assets of 3.2%.

During the year the Trust has faced a number of financial pressures including a rise in emergency admissions, increased costs of drugs as a result of NICE recommendations, and increased pay costs as a result of Agenda for Change. The opening of an Independent Sector Treatment Centre (ISTC) at Shepton Mallet in July 2005 introduced new competition to the local market. The impact of this facility has been limited during 2005/06 and it is not anticipated that a significant level of elective work will be diverted to the ISTC in future years. During the year the Trust was also successful in attracting a number of additional elective patients from out of county areas due to its low waiting times. Increased patient numbers were delivered whilst reducing waiting times further.

The Trust has set a balanced budget for 2006/07 and plans once again to achieve all financial targets. As an NHS

Foundation Trust, we will for the first time be planning to achieve a surplus by 31 March 2007.

The forthcoming year will see a number of changes in the health economy, including the further introduction of Payment by Results. In addition changes will be made to commissioning bodies with the creation of a Somerset-wide Primary Care Trust. The Trust will need to manage the financial risks inherent in these changes.

During 2006/07 the Trust plans to be amongst the first in the country to achieve a maximum of 18 weeks wait for elective patients treated at Yeovil District Hospital. To achieve this, the level of emergency admissions will need to remain within planned growth levels of approximately 3.7% on 2005/06 outturn. Furthermore, capital investment of approximately £4.2 million for the year includes the completion of Phase 1 works with an expansion to ITU/HDU beds, and new private patient wing.

This summary of the financial statements forms an overview for 2005/06. A copy of the full accounts is available on request. In addition a Remuneration Report, setting out details of membership and terms of service of the Remuneration Committee has been produced and is appended to the full accounts.

## AUDITED ACCOUNTS

A FULL set of audited accounts, including the Statement on Internal Control and Remuneration Report, is available from Suzanne Tracey, Director of Finance, Yeovil District Hospital, Higher Kingston, Yeovil, Somerset, BA21 4AT, tel 01935 475122, e-mail [ask@ydh.nhs.uk](mailto:ask@ydh.nhs.uk)

External auditors RSM Robson Rhodes LLP, are appointed by the Audit Commission. Their fees for statutory audit services in 2005/6 were £86,597.53

## AUDITED ACCOUNTS REPORT

### INDEPENDENT auditors' report to the Directors of the Board of East Somerset NHS Trust

We have examined the summary financial statements set out in the appended Financial Summary.

This report is made solely to the Board of East Somerset NHS Trust in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 36 of the Statement of Responsibilities of Auditors and of Audited Bodies prepared by the Audit Commission.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's directors' as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of directors and auditors

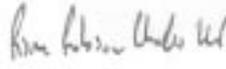
The directors are responsible for preparing the Annual Report. Our responsibility is to report to you our opinion on the consistency of the summary financial statements within the Annual Report with the statutory financial statements. We also read the other information contained in the Annual Report and consider the implications for our report if we become aware of any misstatements or material inconsistencies with the summary financial statements.

#### Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board.

#### Opinion

In our opinion the summary financial statements are consistent with the statutory financial statements of the Trust for the year ended 31 March 2006.

Signature: 

Date: 10 August 2006

Name: RSM Robson Rhodes LLP

Address: 10 Queen Square, Bristol. BS1 4NT

## EMERGENCY PLANNING

YEOVIL District Hospital has a comprehensive Major Incident Plan which is kept under constant review to ensure that it meets all contingencies.

The plan is put to the test at least once a year. In May 2006 more than 40 staff from across the hospital took part in Emergotrain, a national training scheme run through the Health Protection Agency.

Teams of staff took part in an exercise, facilitated by Coventry University, which ran for one and a half days, with a live incident lasting more than three hours.

There were four observers on the day, including two external visitors from Bristol Hospitals.

A report and feedback from the training will go forward to influence the updated plan for 2006/07.

The hospital's Major Incident Plan forms part of county-wide emergency planning, involving emergency services, local authorities and voluntary organisations.

## FREEDOM OF INFORMATION

THE Freedom of Information Act 2000 entitles anyone to ask a public authority for any recorded information that it keeps. The public authority has to confirm that it holds the information and, unless an exemption applies, has to release the information.

The Trust responded to 26 requests during 2005/06, which asked a total of 210 questions. One exemption was applied and all requests were answered within the 20 day statutory time limit.

The Freedom of Information Contact for Yeovil District Hospital is Mel Hillman, Corporate Services Manager, tel 01935 384592 or email [ask@ydh.nhs.uk](mailto:ask@ydh.nhs.uk)

## WHAT STAFF AND PATIENTS SAY ABOUT US

### Job satisfaction despite long hours, say staff

DEDICATED Yeovil District Hospital staff work late to maintain high standards for patients.

While 74 per cent of Yeovil Hospital staff said they work more than their contracted hours in an average week – higher than in most hospitals around the country – they reported good levels of job satisfaction.

The findings were revealed in the NHS National Staff Survey published in March 2006 by the Healthcare Commission.

Patient safety and hand hygiene achieved top scores. The number of staff witnessing errors or incidents which could have harmed other staff or patients were among the lowest in the country, while a new survey question on the availability of handwashing materials for staff, patients and visitors attracted a high 4.67 out of 5.

Staff safety was also paramount, with fewer staff reporting harassment, bullying or abuse from patients or relatives in the last year, with scores among the lowest in the country. Violence against staff also fell by a third, with eight per cent of staff affected in the last year – also among the lowest nationwide.

Staff had higher than average confidence that the Trust would take effective action if they were attacked, bullied, harassed or abused, including racial and sexual harassment.

Feelgood factor at the hospital, including communication, employee involvement, innovation and patient care, scored three out of five, which is higher than average but showed a drop in a small number of staff groups compared to last year.

Nearly three quarters of staff said they had taken advantage of flexible working options, such as part-time, flexi-time, job sharing, or working from home – more than the national hospital average. And the numbers keen to leave their jobs remained among the lowest in the country.

Pressure of work affected more YDH staff than in other

hospital trusts around the country, but showed a significant drop since last year. Work-related stress levels also fell slightly, remaining below the national average.

Nearly half the workforce surveyed said they had received an appraisal or performance development review in the previous year – a 12 per cent drop from the previous year and below the national average. This is now a top priority for hospital managers, and is being addressed through the overhaul of NHS terms and conditions, Agenda For Change.

### What our patients say

SHORT waiting times and clean, comfortable conditions have been praised by patients treated at Yeovil District Hospital last year.

YDH was among the top 20 per cent of NHS Trusts nationally for offering a choice of admission dates, and for having some of the shortest waiting times.

Once in hospital, patients felt they had to wait a long time for a bed on a ward, but they reported good levels of satisfaction over cleanliness, and hospital food continued to improve. Staff won top marks for being quiet at night.

Information given to patients about medicines was highly rated, and the hospital was among the top scorers nationally for including patients in copies of letters sent to their family doctors.

However, it was among the lowest scorers in new questions on whether patients believed doctors and nurses had cleaned their hands between touching patients. All the findings are now being addressed by the Trust through a comprehensive action plan.

The independent findings were revealed as part of the Inpatient Survey published in May 2006 by the Healthcare Commission.

A random sample of 850 adults treated as inpatients in July 2005 were asked to answer more than 60 questions about

the care they received, ranging from information and choices offered, to pain relief, privacy and quality of food.

For the first time this year, the survey included those who had been admitted as emergencies, as well as those patients who had planned their stay.

Once again, YDH attracted a higher than average number of respondents (ten per cent higher than the rest of the country, at 69 per cent).

The results of both staff and patient surveys will be used by the Healthcare Commission as part of Yeovil District Hospital's Annual Health Check, the new NHS performance ratings which replace star ratings for the first time this year. For more details, see [www.healthcarecommission.org.uk](http://www.healthcarecommission.org.uk)

As part of the new ratings system, the hospital has carried out a detailed self-assessment against 24 "core standards" laid down by the Healthcare Commission, and these have been set out in a declaration now available on the website, [www.yeovilhospital.nhs.uk](http://www.yeovilhospital.nhs.uk). Hard copies are also available.

## CLINICAL GOVERNANCE

CLINICAL Governance is the name for the systems and processes which ensure the highest quality care for patients and service users. This work has continued to increase as Yeovil District Hospital has taken every opportunity to improve its services during 2005/2006.

As in previous years, we have made use of a variety of sources of patient and carer views, including patient surveys, complaints and issues raised with the Patient Advice and Liaison Service (PALS).

Once again, each ward and department has been asked to identify a project based on the findings of the latest National Inpatient Survey, in order to ensure direct improvements in those areas which matter most to patients.

The total number of complaints received during the year was 295, of which 189 were written. This was a significant increase (36%) on the previous year. It represents one complaint for every 655 patient attendances at the hospital.

The Government target for acknowledging complaints is two days, and we achieved 98% compliance with this. A written response is due within 20 working days and we achieved this target in 74% of all cases.

To ensure that lessons are learned from all complaints, we have improved the way we respond to include clear information about the actions taken as a result of issues raised. Information is provided to each department and ward and to the Board of Directors about any trends identified.

We also offer conciliation meetings, which have proved extremely valuable in resolving particularly complex complaints.

## PALS

THE Patient Advice and Liaison Service (PALS) provides patients, relatives, carers and service users with confidential and impartial help if they have a problem or need more information while using NHS services. The overall aim is to improve the patient experience.

The PALS Officer helps people talk through their concerns, identify any problems and work through a solution to the patient's satisfaction. In this way, some simple misunderstandings have been easily resolved, while more difficult problems can be discussed and options considered.

Now in its fourth year at Yeovil District Hospital, the number of inquiries to PALS has more than doubled since the service was introduced in 2002, to just over 400 in 2005/6.

## 26 YEOVIL DISTRICT HOSPITAL

### THE WAR ON INFECTION

INFECTION control and prevention remains a top priority at YDH, where the number of cases of MRSA (Methicillin Resistant Staphylococcus Aureus) bacteraemia went down in 2005/6 compared to the previous year.

There were 15 cases recorded, however, detailed analysis showed that 11 of these had been acquired in the community prior to hospital admission. Of the other four cases recorded, three concerned the same patient – each case has to be counted separately. This represents a reduction of 30% from the previous year.

Actions include an enhanced screening programme to detect all MRSA cases at an early stage. A new 24-hour test for MRSA (previously test results could take up to a week) means swift treatment and isolation for patients affected.

#### Clostridium Difficile

Commonly known as C Diff, this is a diarrhoea bug associated with antibiotics. There were two outbreaks at YDH in 2005/6 requiring ward closures to new admissions to stop any spread.

Its effects range from minimal to very serious for elderly and vulnerable patients. Acting on the recommendations of national experts, the Trust has adopted new measures to combat this infection, with a change in antibiotic policy and the addition of seven new side rooms on three wards, each with new style hand wash basins and sensor taps.

#### Viral Gastroenteritis/Norovirus

Six wards were affected by outbreaks during 2005/6, at times when these sickness bugs were prevalent in the community - the so-called "Winter Vomiting Bug" - affecting patients and staff.

We were extremely grateful for the co-operation of visitors and the local community, who kindly observed restrictions on visiting and scrupulous hand hygiene to help combat further spread.

### KEEPING YOUR HOSPITAL CLEAN AND SAFE

CLEANING staff at YDH are highly prized for their efforts, which keep the hospital running smoothly and safely.

Housekeeping teams earned top accolades during the year, with a new awards scheme called Polished Performers for the outstanding efforts which saw many areas earn 100% in spot checks. Regular audits are carried out by Matrons and housekeeping managers, and scores are reported to the Trust's Patient Environment Action Group, which is made up of staff and public representatives.

The Patient Environment Action Team annual inspection in February 2006, including infection control elements, earned a rating of "Good".

### EQUAL OPPORTUNITIES

YEOVIL District Hospital NHS Foundation Trust is committed to equal opportunities for all. Policies were approved in April 2005 covering employment, dignity, work/life balance, flexible working and the rights of disabled people.

A Race Equality Scheme was approved in March 2006, in line with the Race Relations (Amendment) Act 2000. The Trust is now working towards a single equality scheme covering age, race, gender and disability.

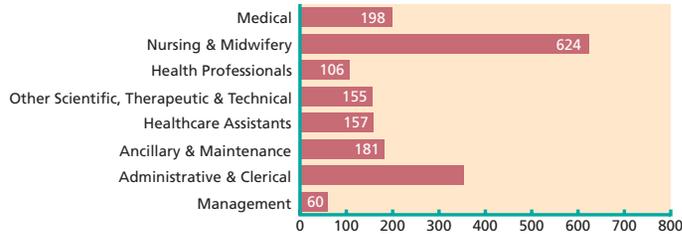
### YDH - AN EMPLOYER OF CHOICE

#### Recruitment and Retention

Yeovil District Hospital remains committed to attracting, developing and retaining a top quality workforce. At the end of March 2006 the number of staff in post was 1,834. This equates to 1,494 whole time equivalent posts.

The Trust has put in place a range of initiatives that have contributed to this recruitment and retention success.

Staff are supported in their personal and professional development through progression programmes and leadership development initiatives. In house training and development services are available to all staff.



The Trust wants all staff to have a good work/life balance and offers flexible and family friendly working.

### Equality and Diversity

The Trust firmly believes that equality of opportunity is central to the development of a modern, dynamic and responsive service and it remains committed to ensuring the delivery of equal opportunity for all staff and patients. The Trust's Service Equality Plan provides the framework that enables the Trust to put its commitment into action. Other equality measures introduced were:

- ensuring all staff receive an appraisal and personal development plan, (the majority of staff have now been given appraisals and there is a short term plan to complete this process)
- diversity training
- involvement of staff, patients and the community.

### Staff Involvement and Consultation

The Trust is committed to staff involvement and has a number of well-established ways of communicating with employees.

### Agenda For Change

Staff Side representatives worked closely with the Trust to implement the new pay system, Agenda for Change. By July 2006 all but 14 posts had been assimilated. These members of staff have been placed on an interim banding.

## A WINNING TEAM

A TALENTED team of Non Executive Directors make a major contribution to the work of Yeovil District Hospital.

Two new Non Executive Directors were formally appointed as the organisation became an NHS Foundation Trust – Mark Aichroth and Alexander Russell, who bring valuable commercial expertise from international careers in private sector healthcare and retail business.

Mark said: "As Non Execs we maintain our traditional roles of chairing committees, being a critical friend to the executive board and providing the governance framework for major decisions and direction.



"The Non Execs will increasingly get to see more of the way the hospital works and meet those providing vital services. The horizon is changing almost on a daily basis and aligning incentives between all staff will be key as we meet the challenges together.

"The landscape has changed and we must think positively about how things are done in order to innovate. This will help us continue to be one of the best performing hospitals in the country."



The Trust said a fond farewell this year to Paula Willis, who particularly championed the needs of staff, black and minority ethnic issues, and arts in healthcare during her eight years as a Non Executive Director.

Led by Trust Chairman Mrs Angela Dupont, and Vice-Chairman Amanda

Ellingworth, other Non Executive Directors are Anthony Daniell, who chairs the Audit Committee, and Gillian Waldron, who chairs the Clinical Governance and Compliments and Complaints Committees.