

Members' magazine
September 2022



Frimley Health
NHS Foundation Trust

*in*Touch

A look back on 2021-2022
at Frimley Health

How our strategy is
driving the changes
patients need

Our new hospital
at Heatherwood

How COVID-19
has impacted
our services

Going digital
for better
patient care



Committed to excellence

Working together

Facing the future

Welcome

from our Chairman and Chief Executive

It has been an unprecedented period for the NHS and, over the last year, our teams strived to provide great care for our patients while delivering major change programmes to ensure Frimley Health can be one of the most advanced and outstanding Trusts in the future.

The NHS has operated under extraordinary pressure with the ongoing global pandemic, increases in urgent and emergency care demand and the resulting impact on waiting times for patients, as well as supporting national imperatives such as the vaccine programme.

Thanks to the compassion, commitment and determination of our staff Frimley Health treated more than 250,000 people in our emergency departments, saw over 900,000 outpatients, performed 88,000 planned operations and delivered over 9,000 babies – while delivering major change programmes that will enable significant future improvements. This includes the new Heatherwood Hospital (page 6) – one of the best planned care facilities in the NHS,

launching our electronic patient record (page 15), which will enable us to be one of the most digitally advanced trusts in the UK, and developing our integrated care system so we can work with partners to improve the health and wellbeing of our communities.

The NHS still has significant challenges, but we will continue to improve our services such as through improvements to our intensive care unit at Frimley (page 8) and the introduction of more surgical robots (page 18). We are proud that, as well as national awards for our cardiology team at Wexham and our neo-natal team at Frimley (pages 8 and 9), individual frontline staff received both national and international recognition for their dedication and professionalism (pages 22 and 23).

We are very grateful for the support of our Board and Trust governors, our army of fantastic volunteers, Trust members, health and care partners, our military partner colleagues and everyone who supported us. The Frimley Health family is truly something to be proud of! By staying true to our values and delivering on the improvements we have made, we are confident we will deliver the benefits of 'Our Future FHFT' strategy.

Pradip Patel
Chairman



Neil Dardis
Chief Executive



What you'll find inside

Our Future FHFT strategy	3	Advancing our digital capability	18-19
Facing our challenges together	4	Frimley Health Charity	20
Our year in numbers	5	Building a greener Frimley Health	21
Introducing Heatherwood Hospital	6-7	A year of celebration for Frimley Health staff	22-23
Improving quality	8-9		
Supporting our people	10-11		
Working with our partners	12-13		
Transforming our services	14-15		
Making our money work	16-17		

On the cover

Going digital for better patient care, see pages 18-19



To become a member of the Trust, please contact Sarah Waldron. You can also join online – click the 'Join us' button on the home page of our website.

Telephone: **0300 613 6801**

Email: **fhft.membership@nhs.net**

Website: **www.fhft.nhs.uk**



Foundation Trust Office:

Frimley Park Hospital
Freepost GU16 5BR
Portsmouth Road
Frimley GU16 5BR

You can read more about Frimley Health's operational and financial performance in the Frimley Health annual report and accounts 2021-22, which can be found on our website [fhft.nhs.uk/about-us/](https://www.fhft.nhs.uk/about-us/)

Magazines are also published as PDF files on the membership section of our website within the 'About us' section under 'About our members': www.fhft.nhs.uk/about-us/about-our-members

Please recycle this magazine and help the environment

Follow us on:  

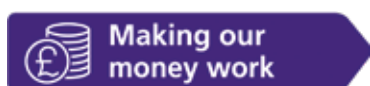
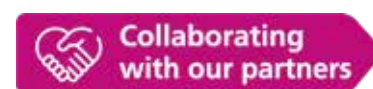
Our Future FHFT strategy

The year 2021-22 was the second year of our ambitious five-year strategy 'Our Future FHFT 2020-2025' which will deliver our vision: To be a leader in health and wellbeing, delivering exceptional services for our local communities.

Our vision is underpinned by our Trust values:



Our values are supported by six strategic ambitions, and these filter through the organisation into the plans for every team and department in the Trust to ensure we can work together to achieve our vision.



Our Future FHFT describes how we will create an exciting future where Frimley Health builds on previous successes to continue as one of the best performing trusts in the country. This involves working together with

our partners in health and social care, tackling inequalities to improve health outcomes for all.

We wrote this strategy with a clear desire to continuously improve the

quality of care for our patients. We will do this by making our money work better so we can invest in medical and technological advances and supporting our teams with a focus on staff wellbeing, recruitment and retention.

We have been proud to deliver on some key programmes this year that all form part of our efforts to deliver our strategy and be a leading NHS trust. These include:

The opening of **Heatherwood Hospital**, a £100 million project to build a state-of-the-art hospital to deliver planned care services for patients across our area.

The launch of a new electronic patient record system – **Epic EPR**. This replaces hundreds of separate systems that were used before and creates an integrated system that will improve care for patients and release clinical time.

Our **Frimley Excellence programme** of continuous quality improvement that empowers and encourages teams to take the lead on making local improvements. By developing and teaching tools and techniques we have seen a number of successful projects take place.

Development of our **urgent community response (UCR)** teams has allowed some of our more frail and vulnerable patients to be visited by acute responders at home rather than coming to hospital. This project has helped patients to avoid hospital admission on 96% of occasions.

The opening of our new **therapy-led intermediate care unit** at Heathlands in Bracknell. Our 20-bed unit works with local community providers and integrated community teams to help people receive well-coordinated and joined up care promoting independence for as long as possible.

Frimley Health and Care Integrated Care System (ICS) has been one of the most successful ICSs. We have continued to play our part within the system, collaborating with our partners on many projects, such as the joint Connected Care programme of work, which has allowed partners to share information about patients and clients safely and appropriately where people are identified as needing additional support or intervention. Our ICS Provider Collaborative also brings together key organisations with the aim of aligning clinicians to focus on working together to improve clinical pathways.

You can read more about our progress throughout this magazine.

Facing our challenges together

The continuing impact of COVID-19

The year 2021-22 brought changing demands as the effects of the COVID-19 pandemic developed.

Throughout periods of lockdown and various levels of restriction our teams continued to do their best, caring for people and supporting each other, often working in different environments than they had been used to and adjusting to new processes.

The public support for the NHS has been overwhelming and has helped provide that extra boost on tough days.

Emergency department doctor Roxanne Cottrell said:

"I have worked some tough shifts and going into work you walk past the rainbows and thank-yous and you think, 'Okay, I can do this'."

There have been some incredibly difficult times alongside some fantastic achievements as we have worked together and adapted to new requirements.

The COVID-19 vaccination hub is one of those achievements, opened back in December 2020 at Wexham Park Hospital as we became one of the first trusts in the country to start delivering vaccinations.

After almost five months of operation with more than 42,500 jabs delivered to people including Trust staff, care

home workers, patients and local residents over the age of 80, the hub closed its doors in April 2021, with Frimley Health volunteer James Horton receiving the final dose. Fittingly, James had been volunteering with the vaccination team and his jab was administered by Tracey Coulson, the Trust's lead nurse for the vaccination programme.



Pressure on services and waiting lists

Compared to the last two years, we have seen a consistent increase in how many people attend our sites, both for planned and unplanned care. At the emergency departments (EDs) we have seen unprecedented numbers, often reaching over 800 people and 200 ambulances in a single day.

With such high demand for our services, it's been important for us to work with our local communities to ensure people know how to get the right care at the right time, and to highlight the availability of services such as 111, pharmacists and minor

injury units (MIU), as well as the ED for those who need urgent care.

Strict infection prevention and control measures and more staff absences due to COVID-19 have also limited the number of patients we could see for elective care during the year. We made good progress during the summer of 2021 to address some of the backlog from the first waves of the pandemic, but this was slowed because of the emergence of the Omicron variant in December.

Throughout the year our clinical teams have made sure priority patients

have been seen as soon as possible, particularly in cases of suspected cancer. We have also worked with our system partners to support people to take steps to improve their health while they are waiting.

The impact of the pandemic has significantly increased waiting times across the NHS and Frimley Health is no exception. Delivering exceptional services to our local communities continues to be our goal and we are making every effort to improve staffing and adapt our processes to reduce waiting times as quickly as possible.

Our year in numbers

It's been another busy year for all of us at Frimley Health. Here's a quick overview of the Trust before we get into some key stats for the year.

We provide NHS hospital services for **900,000** people in Berkshire, Hampshire, Surrey and South Buckinghamshire, and deliver most of those services from three main hospital sites: Wexham Park Hospital in Slough, Heatherwood Hospital in Ascot, and Frimley Park Hospital near Camberley.

Additionally, we provide outpatient and diagnostic services from Bracknell, Aldershot, Farnham, Fleet, Windsor, Maidenhead, and Chalfont St Peter, and we run community services in North East Hampshire, Farnham, and Surrey Heath.



9,451

Babies born



88,204

Planned operations
carried out



908,665

Outpatient appointments



10,362

Number of staff
(substantive positions)



257,332

Attendances at the
Emergency Department



171,223m²

Space our 3 main
hospital sites cover
(or 24 Premier League
Football pitches)



£49m

Costs per year to provide
estates and facilities
services and maintain
the FHFT estate



55,000+

Maintenance jobs per
year completed by the
Estates team



38,000

Medical devices maintained
by the Electronics and
Medical Engineering team,
plus 3,000 models



11,375

Cleaning audits carried
out across our sites by
Housekeeping staff



969,000

Meals, including
breakfasts, produced
by the Catering team



2,000

Incidents per year
responded to by our
Security teams



380,000

Jobs completed by our
portering teams, including
86% of all patient moves
within 20 minutes



635,000+

Calls taken by our
Switchboard in a year



140,000

Contacts with patients by
our community teams



35,000+

Responses to requests
for help by our estate
and facilities teams

Introducing...

Heatherwood Hospital



The brand new Heatherwood Hospital opened its doors to patients on 28 March this year, three years after construction began. It was a special moment when first patient Carole Gray cut the ribbon to declare the £99m hospital open, a world-class centre for non-emergency care.

There is no other hospital like it in the UK, and this state-of-the-art facility replaces the original hospital, which began its life in 1922 as a tuberculosis and orthopaedic hospital for children before it was managed by the newly formed NHS in 1948.

One hundred years later, the 11,500 square metre Heatherwood Hospital supports planned care, separate from our urgent and emergency care sites at Frimley and Wexham, with every element designed to provide easy and efficient care for patients. We have maximised the hospital's potential to deliver great diagnostics and planned care through a combination of using the latest digital technology and flexible outpatient spaces, co-ordinating appointments for consultations, diagnostics and surgical procedures, and remodelling some of the services.

This has increased the number of operations and procedures we can offer at a time when it is needed most, while also reducing the number of visits patients need to make to the hospital by providing one-stop services. As a result, in 2022-23 we expect to increase the numbers of procedures we carry out at Heatherwood by around 4,000.

A great example of these improvements can already be seen in our new one-stop clinic for prostate cancer, which co-ordinates scans, biopsies and other investigations into one appointment. This has shortened diagnosis times, reducing worry for the patients and allowing any treatments needed to start sooner.

Ahead of the official opening in March, small groups of local senior councillors, the Mayor of the Royal Borough of Windsor and Maidenhead, and the

Trust Board and governors all enjoyed being guided around the hospital.

The groups were taken on hour-long tours to see the building 'through the eyes of a patient'. They visited the outpatient areas and procedure rooms, the day case pods and state-of-the-art operating theatres, the diagnostics area including the CT room and endoscopy, and the impressive inpatient ensuite side rooms and four-bed wards.

Mayor John Story said:

"It is a truly state-of-the-art and magnificent facility, and brilliantly designed – it fits into its woodland surroundings so well."

Built with sustainability in mind

The new hospital is designed to make the most of the stunning woodland setting and we are proud to say that it has a BREEAM (Building Research Establishment's Environmental Assessment Method) rating of 'very good'.

Renewable energy comes from a solar farm covering a large section of the hospital's roof and a robust sustainable urban drainage system (SUDS) is installed under the car park. Rainwater from the roof drains into a nearby balancing pool, which will prevent flooding and will be used to promote biodiversity in the area, and the surrounding woodland has been opened up to the public.

A 2.4km network of informal pathways have been created around the new Heatherwood building for patients, staff and local residents to enjoy. The pathways are part of the SANG (Suitable Alternative Natural Greenspace) which aims to safeguard nature while allowing biodiversity to flourish in the woodland surrounding the hospital. These will not only provide a lovely outdoor space in the warmer weather, they also help to take the pressure off local heathland habitats and preserve them for the future.

These sustainability benefits support our Trust Green Plan, which we also launched in 2021 as part of our contribution towards the NHS commitment to be carbon neutral by 2040.

Heatherwood includes:

- **Six** state-of-the-art operating theatres
- **38** inpatient beds, of which 18 are en-suite
- **22** day case pods, lithotripsy and one procedure room
- **24** outpatient, procedure and treatment rooms
- **Two** endoscopy suites compared to the current one
- Radiology: MRI, CT, X Ray, Ultrasound (5), Mammography
- A primary care hub – a purpose-built GP hub housing two local practices opened on the site in June 2021
- Private patient facilities with consulting rooms, procedure room and 10 beds



Solar panels provide energy



The old Heatherwood Hospital



The outpatients atrium

Improving quality

A new look for the ICU

In March 2022 we completed the first phase of our intensive care unit (ICU) revamp at Frimley Park, with the second phase due to finish in only a matter of weeks.

This £2.3 million project will increase ICU capacity by a third, taking it from a 12-bed to a 16-bed unit. The redesign was centred around the specific needs of critical care patients, and improves the whole environment with better facilities for staff and patients' families.

The project has introduced two isolation rooms to care for patients with highly infectious diseases, and three new side rooms. The new state-of-the-art filtration systems change the air ten times every hour, and they are attached to individual ante rooms, giving staff have a safe, hygienic space to put on or remove personal protective equipment (PPE).

Di Dodsworth, head of nursing for critical care, said:

"Everything from the colour scheme, to the ceiling lights and the new state-of-the-art bed pendants have been carefully selected to provide the most calming, comfortable and caring environment for patients. The final results are really impressive and I'm so proud of all of the staff who have been involved in the project."



Neonatal unit wins national award

The neonatal unit at Frimley Park Hospital received Platinum status from national baby charity Bliss thanks to "overwhelmingly positive feedback from parents".

The unit has been re-accredited with the Bliss Baby Charter, less than five years after it became one of the first hospitals in the country to be given the status for delivering high quality family-centred care.

The Bliss Baby Charter helps hospitals caring for premature and sick babies to assess the quality of care they provide and identify areas for improvement.

The unit was praised for its "clear vision on how to continually improve and develop" and the report noted

the excellent communication between staff and families and how the unit tailors its care to suit each family's needs and requirements.



As part of the report, one parent said,

"I never felt sad on the unit – there were challenges – but I was always supported by the unit – they facilitated my happiness and baby is now thriving because of their care. I am confident as a mum and I really know my baby."



Improving quality for patients

Heart team wins prestigious industry award

Our Wexham Park Hospital cardiology team is one of only 50 in the country to have been re-accredited by the British Society of Echocardiography (BSE) for its high standards and quality of practice.

The team, which carries out specialist scans called echocardiograms on patients' hearts, was re-accredited in all areas of its practice, including the three different types of echocardiograms which look at the structure and function of the heart.



This represents a benchmark of quality and demonstrates that the hospital's echocardiography service is safe and effective.

Dr Emanuela Alati, clinical lead for imaging, said:

"I am very proud of the team. Personally, I think the primary value of accreditation is the verification of the quality of our service; the impact that our department will have on patient care and the difference that we can make."

Dementia ward transformation

As part of ongoing work to improve how we care for people living with dementia, we have refurbished a 'dementia hub' at Wexham Park Hospital, creating a multi-use activity and relaxation room and an outdoor space for patients and their families.

At Frimley Park Hospital, design changes have been made to the main dementia ward including covering the doors with a huge, floral vinyl print, which nursing staff say has had "calming effect on patients".

Our specially adapted dementia friendly wards are among the best in the region. Dementia is also the subject of our Trust charity's main appeal, enabling us to invest in additional therapies, facilities and equipment to help improve how we can support patients with dementia. You can read more about the appeal on page 20.

We are incredibly proud of the work our staff do every day to improve the quality of our services and the care delivered to patients. There's simply not enough space here to tell you about them all in detail, so here are some headlines on service developments from throughout the year.

We have **invested in more clinicians** to help diabetes patients manage better at home, and remote monitoring of blood oxygen levels means suitable COVID-19 patients can recover safely at home.

Our **expanded community midwifery hubs** support women closer to home and a same-day emergency care service for gynaecology at our acute hospital sites means fewer women need to be admitted.

The **Hospital @ night service** at Frimley Park and Wexham Park hospitals provides additional clinical support out of hours to improve safety in response to increase demand.

We created **support packs for families** whose baby has received a Down's syndrome diagnosis after birth. These include letters of support from families who have previously received a postnatal diagnosis and support resources.

We are among the first to offer a **new process for treating narrowing of the urethra** called Optilume. It involves using a new treatment and could provide better longer-term outcomes for patients.

We created a **new youth forum**, including some of our long term paediatric patients, to give a stronger voice to children and young adults in how we improve care and clinical environments for them.

We have introduced **'HIS bundle pacing'** – an advanced physiological form of cardiac pacing with potentially better long term outcomes – in our cardiac catheter labs.

The Wexham maternity team achieved Stage 2 of the **UNICEF Baby Friendly Initiative**, which supports and promotes breastfeeding, and the team is now one step away from being fully accredited.

Supporting our people

Recruitment and retention

The need for enough staff has never been more important, and though recruitment within the NHS is a challenge, we continue to focus on attracting staff to join our Trust.

We do this by working to understand why people choose to work for us, why they stay and why some leave, by working to create the best possible working environment for staff working in all areas of the Trust, and by providing regular opportunities for personal development.

During the year we have recruited more than 3,000 people, which includes permanent, bank, fixed-term and locum staff. This has included 487 nurses, 712 doctors and 1,009 clinical support staff, and together they will provide valuable support and resilience to services across the Trust.

We know just how important our people are to what we do and we will continue to work hard to create a trust where staff are valued, respected, and want to develop rewarding careers.

Staff wellbeing

Wellbeing can mean different things to different people, and as well as grand gestures we know that our teams are incredibly busy and sometimes it's the small things that can make the biggest difference. During the year we have invested more than £500,000, including donations to staff via the Trust charity, NHS Charities Together and Captain Sir Tom Moore's fund, in a variety of wellbeing projects for staff.

'Frimley Eats' has seen food and drinks trolleys taken to staff working in our hospitals and offering refreshments. These are particularly focused on areas where staff find it harder to get away from clinical areas, so that staff can still grab a much-needed boost during busy shifts. We have also delivered treats such as wellbeing boxes, hampers and chocolates to teams, and arranged ice-cream vans during hot weather.

In March we gave every member of staff a Frimley Health water bottle as a small token of our appreciation for the fantastic jobs they do, and we have also been able to offer all permanent staff an additional day to their annual leave entitlement as a thank you for the exceptional effort shown during the year.

We completed a large-scale initiative to refurbish staff rooms across the Trust this year as part of our wellbeing programme, which is focused on improving the working environment to look after staff's emotional health. Over 70 staff rooms have been transformed into relaxing, practical and calming spaces thanks to new kitchen facilities, furniture, lighting and flooring.



The work including the transformation of some outdoor spaces, many of which can be used by patients and their families. This includes the Captain Sir Tom Moore garden, the staff emergency department wellbeing courtyard and the chapel garden at Frimley Park Hospital. By providing pleasant, comfortable spaces to relax in, staff can take some time for themselves away from the busy demands of their jobs.



Supporting
our people

A royal visit on International Nurses Day

Celebrating our nursing and midwifery staff became a royal occasion when The Earl and Countess of Wessex visited to personally thank our staff for their hard work throughout the pandemic.

The Earl and Countess also attended a tea and cake celebration in the Post Graduate Education Centre (PGEC) at Frimley Park Hospital. Many of the individuals invited to

the event had been nominated by their colleagues for their outstanding work during our response to COVID-19.

While in the PGEC, the royals took part in a video call with some of our nurses at Wexham Park, Heatherwood and in the community, and their kind words provided some well deserved recognition and motivation for the staff who met them.

Lorna Wilkinson, Chief of Nursing and Midwifery, said:

"It is an honour to have The Earl and Countess of Wessex visit Frimley Park Hospital and pay tribute to the work of our nurses and midwives across the Trust. I am extremely proud of what they have achieved and the commitment and the dedication they have shown to patients during the pandemic."



Medals of honour for senior staff

We are incredibly proud of three colleagues who received royal recognition as they were invested as MBEs this year.

Medical Director Dr Tim Ho and head of nursing for critical care Di Dodsworth attended separate ceremonies to receive their insignias after the awards were announced in the New Year Honours for 2021. Nurse consultant Suman Shrestha was later named in the Queen's Birthday Honours in June 2022.

All three staff were recognised their roles in shaping the Trust's response to the COVID-19 pandemic. Dr Ho mobilised and supported senior colleagues who stepped into emergency



response command positions, oversaw the retraining of staff into frontline COVID-19 roles and had overall responsibility for significant changes to some of the Trust's care pathways.

Di helped the Trust to double its critical care capacity during the first wave of the pandemic in 2020. She also assisted with the redeployment and training

of more than 200 nurses who were required to work in critical care units.

Suman worked in intensive care during the pandemic and trained more than 400 redeployed staff so they could help caring for the most unwell patients. Working with the Royal College of Nursing he also helped to develop national guidelines and strategies for managing COVID-19.



**Collaborating
with our partners**

Working with our partners

Heathlands opens its doors

In March we celebrated an innovative community service development with the opening of our new therapy-led intermediate care unit at Heathlands in Bracknell.

The project is part of an exciting collaboration with Frimley Clinical Commissioning Group and Bracknell Forest Council. Our 20-bed unit is focused on rehabilitation and supports patients coming out of Frimley Park, Wexham Park and sometimes the Royal Berkshire hospital.



The teams also care for those who are medically stable but are not managing at home and may be approaching a time of crisis. At Heathlands they can receive well-coordinated and joined up care, promoting independence for as long as possible.

Care is delivered through collaborative working with local community providers and integrated community

teams, including rehab nurses, therapy technicians, physiotherapists and occupational therapists.

Beth Spickett, unit manager for Heathlands, said:

"This facility is the first of its kind for the Trust and is providing a much more appropriate environment for people living with frailty or with conditions such as dementia. By spending time at Heathlands we can ensure a better experience by either avoiding a hospital admission or providing extra support enabling patients to leave hospital sooner."



Hospital care, delivered at home

Developing effective community services is vital to improving people's wellbeing and independence while delivering better experience of care, and we've done just that with two important community care initiatives.

The Hospital@Home service involves a community team supporting patients with blood tests, electrocardiograms (ECGs), medication reviews, prescriptions and IV medications, all administered in the comfort of their own homes.

By providing acute medical care in patients' homes, we are helping to avoid unnecessary hospital admissions and maintain people's independence, keeping them at home for as long as possible.

Building on the success of our Hospital@Home service, we developed an urgent community response (UCR) team, which sees patients with an urgent care need who have been referred by either a GP or community clinician, including community matrons, specialist nurses and home-visiting paramedics.



Patients from across Farnham, north-east Hampshire and Surrey Heath are seen within two hours of a referral. The multi-disciplinary team, which is supported by elderly care consultants, can offer a similar level of care to a hospital ward, carrying out blood tests, giving IV medication, taking an ECG reading and giving a nebuliser or oxygen, alongside therapy assessments and providing equipment to help patients' mobility.

By integrating these services with the specialist expertise of the acute Trust, we can reduce duplication and delay and enable patients to receive specialist expertise without attending hospital.

Celebrating 25 years of military partnership

In June 2021, Frimley Health staff and our military partners saluted a quarter of a century of standing shoulder to shoulder on the front line of hospital care.

The milestone was marked with an event to thank staff for their service and with the Trust re-signing the Armed Forces Covenant – a pledge that current and former service personnel, and their families, will be treated fairly.



Since 1996 more than 1,000 armed forces personnel have worked at Frimley Park Hospital – from paediatrics and patient safety to emergency care, infection control and intensive care.

The partnership was formed following the Strategic Defence Review in 1995 which saw the closure of military hospitals and the inception of the Ministry of Defence Hospital Units (MDHU), since renamed the Joint Hospital Group (JHG).

One change we are making is to increase the number of paid leave days from five to 10 for all our members of the Reserve forces to accommodate the training and deployment of these staff.

New support line for expectant mums

Frimley Health's 24-hour telephone triage service supporting pregnant women and new mums was launched earlier this year.

The Maternity and Midwifery Advice and Support (MAMAS) Line is a collaboration with South Central Ambulance Service (SCAS) and provides a single point of contact for women from 16 weeks into their pregnancy through to 28 days postpartum.

Our team of midwives provides consistent and evidence-based advice to women who are concerned about their pregnancy or who think they may be in labour. They signpost other callers to alternative services when appropriate.

The team is based at the SCAS northern headquarters in Bicester, Oxfordshire, and also monitors 999 calls, enabling them to provide support when needed and to offer guidance to paramedics on the road.

Debbie Simkin, lead midwife for the telephone triage project, said:

"This brand new and innovative pregnancy advice telephone line maximises our clinical expertise and empowers women during pregnancy, birth and the postnatal period."





Transforming
our services

Transforming our services

Frimley Excellence programme drives improvements in care

Frimley Excellence is a programme of quality improvement that aims to create a culture where staff feel empowered to explore new ways of working and changes that will help make things better for their patients and support the delivery of Our Future FHFT strategy ambitions.

It's an investment in our workforce, where we have developed and provided training on tools and techniques that enable teams to apply team-focused improvement projects. It delivers learning, support, coaching and mentoring to help embed these techniques in everyday work for effective and lasting improvement.

The Frimley Excellence Yellow Belt course has been designed to develop staff's understanding of how to deliver improvement activity in their working area while also allowing for meaningful contribution. The course is Lean Competency System accredited and on successful completion of the course a person gains a globally recognised qualification.

The requirement for all healthcare staff to understand how to problem-solve using proven and structured methods

has never been greater. The ability to ensure that the root cause of any problem is identified before developing well-considered, effective and sustainable solutions helps to make improvements that deliver meaningful benefits such as enhanced patient experience, improved safety, increased staff morale, increased efficiency and reduced costs.

One of the improvement programmes that Frimley Excellence has supported this year was to strengthen the impact of patient safety improvement work, particularly to reduce patients falls in our wards and the number of serious incidents relating to deterioration of the condition of adult patients while in hospital.

The pandemic, combined with operational and staffing pressures, has made delivery of improvement

challenging. However, 10 wards that were part of the first wave of the falls improvement programme have reduced their weekly average falls by 21% in a year on year comparison, which is fantastic progress. The number of serious incidents relating to deteriorating adult patients has decreased from 24 to eight thanks to support from the Frimley Excellence team and staff engagement with its systematic approach to improvement.

We will continue to drive the Frimley Excellence programme forward in the coming year and hope to see many more staff take the opportunity to test and implement improvements in their wards and teams, delivering better experiences for their patients and colleagues.

Frimley Health goes live with state-of-the-art new electronic patient record system

This year Frimley Health became one of the most digitally advanced NHS trusts in the country after introducing a new system that eliminates paperwork and keeps all patient information in one place.

The new single electronic patient record (EPR) means clinical teams can instantly access every patient's record from anywhere to support their treatment.

The move, which will greatly improve patient safety and experience, is the biggest change the Trust has ever undertaken and is the culmination of three years' preparation from our teams.

Replacing more than 260 separate data and paper systems with one joined up digital record for each patient is significantly improving safety and experience for people in Frimley Health's care.

When our patients stay or visit, they will notice an all-round better experience, and they won't need to repeat the same information to different members of staff.

For instance, if a patient attends an appointment one morning and a procedure is scheduled in the



afternoon, each member of staff that patient interacts with will know exactly where they've been and how they can be caring for them. Our electronic record will have followed our patient on their Frimley Health journey.

Patients will also receive better information about their care, including our new After Visit Summary which will be provided to them at the end of their stay.

The Epic EPR system was selected by clinicians and managers and is considered one of the best in the world. It represents a considerable investment in care for Frimley Health's communities in Hampshire, Berkshire, Surrey and South Bucks.

It also links with other data systems to ensure care is seamless for patients transferring or being looked after by multiple agencies.

Change Challenge inspires new ideas

The CEO Change Challenge, our annual initiative supporting staff-led innovation, attracted a host of exciting proposals. The challenge sees staff pitch their ideas to improve patient care to a panel of judges in a Dragons Den-style format in a bid to win a share of the £150,000 funding pot that will help turn great ideas into reality.

An incredible 65 proposals were received – almost twice as many as were submitted the previous year –



with 10 bids shortlisted to present to the judges. Every proposal was thought provoking and centred on delivering real benefits for our patients, and after some tough deliberations, six people were chosen as winners.

The good news didn't end there as the panel also pledged to support the four runners-up in seeking alternative funding, including from the Trust's charitable funds, which means that all ten projects were supported for development.

The overall winner of the challenge event was community sister Megan Kaliniak, who pitched for funding to buy two ankle-brachial pressure index (ABPI) machines. These reduce leg ulcer assessments by 30 minutes and minimise discomfort for patients, Saving time and improving patient experience.





Making our money work

Making our money work

We faced another challenging year in financial terms due to the extension of an alternative financial regime as a result of the pandemic.

Our finance teams did a great job of keeping us on course during an unpredictable year over 2021-22 with a very different financial regime, where central support continued for much of the additional costs associated with COVID.

We met our financial targets, achieved a further £14m in cost improvements and retained a cash balance of £195m.

We continued to extend our joint working with our Frimley Health

and Care system partners on cost savings, financial planning and capital investments.

Our £70m capital plans last year included investments in the new Heatherwood Hospital and Epic EPR that will deliver excellence and efficiency in future years. It also included costs of remedial and reinforcement works on our original roof structure at Frimley Park Hospital and a replacement office block that will enable the closure of another building with the same Reinforced Autoclaved Aerated Concrete (RAAC) structure that must be eliminated by 2035.

However, we also had to prepare during the year for a return to a much more challenging 2022-23, where the financial regime in the NHS has returned to pre-pandemic arrangements.

The NHS is now experiencing one of its toughest years financially due to increases in demand and long waiting lists for planned care combined with soaring energy prices and other inflationary costs. The NHS pandemic response redirected significant resources and additional costs to support patients and communities.

The way national finances are structured this year assumes NHS trusts will quickly return to pre-pandemic levels of activity, efficiency and productivity, which Frimley Health and most other trusts across the country are finding very challenging.

Frimley Health has a good track record of financial management that has enabled us to make significant investments in the future of healthcare for our communities over recent years.

This includes a new urgent care centre at Wexham Park, incorporating an emergency department and short stay urgent care wards, and significant upgrades to maternity services at Wexham Park and Frimley Park.





A single electronic patient record to improve care

You can find many more examples throughout this magazine where investment is driving the progress of our ambitious strategy.



Home-from-home birth centres for midwife-led care (and opposite page)

Sound financial management in recent years has enabled us to make significant investments.



Building a new emergency department and urgent care centre at Wexham Park Hospital.



Automated dispensing to wards

By making our money work over the past year, we have been able to make investments such as:

- Delivering our new Heatherwood Hospital in Ascot – more on pages 6 & 7
- Investing in a best-in-class electronic patient record system that is transforming the way we work and care for patients – more on page 15
- Offering our patients and teams some of the most cutting-edge equipment, such as surgical robots, better diagnostics using artificial intelligence and automated pharmacy systems – more on pages 18 & 19
- Offering more services in non-hospital environments for better care closer to home
- Investing in staff to support patient self-care and virtual wards at home

We are determined to bring our financial plans back on track this year so we can continue to make the investments improving and transforming care across our communities that our patients need. By making our money work, in 2025 we aim to be rated as outstanding by the Care Quality Commission, getting the best from our Heatherwood Hospital elective care centre and electronic patient record system, among the most advanced trusts for innovation and cutting edge services, and offering more to support our patients in the community.

Advancing our digital capability

Robots join the surgical team

We are firm believers in how medical technology improves standards of care, and this year we've made further investment in the da Vinci Xi, a robotic surgery system that expands the range of cutting-edge procedures that we can offer our patients.

The da Vinci Xi system helps surgeons to perform complex keyhole operations and is used for urology, colorectal and gynaecology procedures. It increases the Trust's daily surgical capacity by as much as a third, as the keyhole operations take less time than open surgery.

The system includes a dual console so that two surgeons can work alongside each other for training and complex surgery. The system also complements our versatile Versius surgical system, making Frimley Health among the most advanced trusts in the NHS for robotic surgery.

Robot-assisted surgery can be more efficient and expands the range and quality of keyhole surgery we can offer, with shorter recovery times, reduced

length of stay and better outcomes for patients.

Consultant urologist Muddassar Hussain, who was the first Frimley Health surgeon to use the new da Vinci Xi robot, said:

"One of the most common operations we will use it for is partial nephrectomies which is where a cancerous part of the kidney is removed, and the remaining kidney is repaired with stitches. Operating with the da Vinci robot allows most of these patients to go home after only a single overnight stay, in comparison to open surgery which could result in a stay of up to five nights."

The da Vinci Xi is the fourth robot to be purchased by the Trust. We were one of the earliest adopters of

robotic-assisted systems with the first da Vinci model, we were one of the first hospital trusts to use the state-of-the-art Versius robot and the first in the country to use it for a urology procedure.

We have since performed a wide range of keyhole procedures on hundreds of patients, including complex cancer cases, and we are the only NHS trust using both the Versius robot system and the da Vinci Xi, offering improvements in care and experience for our patients.





**Advancing our
digital capability**

Automation improves medicine management

Two new robotic systems have been installed at Wexham Park Hospital's pharmacy department to speed up prescription processing and manage medication on the wards, saving valuable time for the pharmacy team and allowing nursing staff to focus more time on caring for patients.



The system will be able to dispense around 100 items per hour and will deliver the required medication within seconds of a request. Once the pharmacy staff process the label for the medicine, the robot selects the box from the shelves, scans it to ensure it is the right medication and transports it along a conveyer belt to one of the three collection points.

The dispensary system will even work out of hours for emergency requests. When the pharmacy is closed, the medication would be ordered and delivered by the on-call pharmacist working from home. The bed



managers can then pick up the medication from a secure hatch located just outside of the main pharmacy office.

The second 'distribution' robotic system that has been installed in pharmacy stores will be capable of processing up to 2,000 items per hour and will automate the management of stock in each of the hospital's ward areas.

Linking with the new pharmacy system, Omnicell dispensing cabinets are being installed in wards to automate the supply of medicine for patients.

The cabinets are also integrated with the electronic patient record Epic system, enabling patient medication to go digital. These programmes bring us significantly closer to our ambition to bring an end to paper reporting, drug trolleys and the manual Controlled Drugs Register, as well as easing pressure on pharmacy staff and releasing time for nursing teams.

The Omnicell cabinets make everything automatic, with multiple drawers and different compartments assigned to specific medications. Staff access the system with a fingerprint, then put in the patient's name and hospital number, select the drugs and a drawer will pop open with the medication. If supplies are running low, the cabinet will automatically raise a top up request with pharmacy.

Dennis Lauder, chief pharmacist, said:

"These developments are an important step forwards on our digital journey and represent a great example of how we're investing in technology to improve care for our patients."

CT scanners using AI to improve imaging

We are delighted to have installed a new MRI scanner at Wexham Park Hospital that is capable of using artificial intelligence (AI) to improve accuracy and efficiency and increase endoscopy capacity.

After being the first in the UK to use AI to improve the quality of CT scan reconstructions in Frimley Park

Hospital only two years ago, this new technology is delivering benefits for staff and patients.

The algorithm has been trained to differentiate 'noise' from true signal, which reduces possible distortions and delivers quicker, more reliable and higher-quality image reconstructions from patient CT scans.

Carmina Esperanza, CT lead radiographer at Frimley Health, said:

"The advantage to our radiologists is much sharper images to report on. The benefit to our patients is confidence that they are gaining the highest standard of care through investment in the latest medical imaging equipment."



Frimley Health Charity scoops charity of the year award

Last year Frimley Health Charity was named Healthcare Charity of the Year for the south of England.

The award, part of the Prestige Awards 2021 run by business insight specialists Corporate LiveWire, is the first won by the charity.

Judges said they were impressed with the charity team's personal touch, consistency of reviews and community feel.

They added:

"It's extra special to know you are making a positive difference and we hope this achievement brings more success moving forward."

The Frimley Health Charity helps to improve lives of our patients, staff and visitors, working across all our sites to

fund new projects and take others to a greater level than would otherwise have been possible. This includes purchasing cutting edge equipment to support our drive for excellence and helping to create calm, stress-reducing environments for patients and staff, such as our recent staff room upgrades.

Dementia Appeal aims to transform patient care

This year, 3,500 diagnosed dementia patients will come through our doors – and every single one will need unique care.

For someone with dementia, being taken to hospital can be incredibly distressing. On top of the physical pain you are suffering, there's the confusion of not knowing where you are, or why you are there.

We launched our Dementia Appeal to raise £850,000 by 2023, which will help transform our hospitals and make them as dementia friendly as they can be. That means creating calming environments for our patients and providing our dedicated teams with the training needed to provide the unique care that every patient with dementia deserves.

Experiencing health issues as we get older is an inevitable part of life. We care for 175,000 patients on our wards and 900,000 people use our hospital services yearly, and national statistics show that one in three people will be affected by dementia in their lifetime.

The appeal will help fund pioneering technology, new staff and training and will allow us to transform life for some of our most vulnerable patients. From dementia clocks and motion-sensor lights around patient beds, to music therapy and safe outdoor garden rooms, the generosity of our communities and supporters will help us take our care to the next level.



£25

could help pay for a **Dementia Activity Box, filled with arts and crafts materials, so patients can take part in engaging activities like bingo, card making and colouring in.**

£50

could help install interactive sensory play equipment that allows every dementia patient to socialise and take part in meaningful activities.

£75

could help fund a multifunctional outdoor garden room, allowing patients to spend time with their family in a calming

frimleyhealthcharity.org/appeal/dementia-appeal/

Building a greener Frimley Health

We have made a commitment to reduce our operational carbon emissions to net zero by 2040, and this year we published our Green Plan 2022-2025.

Alongside continuous sustainability programmes, a key focus for the plan is to make net-zero everybody's business, through involving staff in driving improvements in our carbon emissions and integrating sustainability into projects and planning to help make it 'the norm' alongside factors such as care quality and finance.

As we progress to a net-zero target, our ambition is to reach a 90% reduction by 2035, reducing the harm to health from carbon emissions and environmental degradation as quickly as possible.

We will target a number of key interventions which will deliver significant savings beyond 2025. These include:

- The launch of the **electronic patient record – Epic** clinical transformation programme
- The opening of the new Heatherwood Hospital, resulting in a **1,200 tCO2e (45%)** reduction in energy and water emissions on site

- Designing **net zero** into planning for the redevelopment of the Frimley Park Hospital which may take place over the next 10-15 years

Much of this work is already ongoing and delivering energy savings, and in truth we have been working to reduce our environmental impact for a number of years already. Just a few of our successful programmes have included:

- The introduction of the Warp It re-use platform – saving **£50k, 40 tCO2e** and **15 tonnes** of waste to date
- An electric pool car fleet, booking software and charging points at Wexham Park and Frimley Park hospitals, also setting up several mobile clinical teams with dedicated electric cars, saving over **90,000** business miles claims and **20 tCO2e** per annum.
- The installation of LED lighting and a combined heat and power (CHP) plant at Wexham Park Hospital – saving over **1,500 tCO2e** and **£750k** per annum.

The Green Plan can be found on the Trust website



Heatherwood Hospital caring for patients and the environment

When the Heatherwood development was completed in late 2021, the hospital achieved a BREEAM Very Good status for its 'green' credentials – placing it in the top 25% of buildings in the UK for sustainable value. Environmental impact has featured at every stage of design and construction, and the hospital includes a range of features intended to improve sustainability, such as a solar farm, balancing pool, urban drainage system, green transport options, smart LED lighting in wards and corridors, and green roofs.

New technology is reducing maternity emissions

Our maternity departments are helping to protect the planet by cracking down on greenhouse gases. We are introducing new tech to purify 99% of the nitrous oxide (N2O) exhaled by women who use Entonox 'gas and air' pain relief during labour – currently one of our most polluting sources of emissions.

Special valves on Entonox handsets direct the N2O to a machine that breaks it down into harmless nitrogen and oxygen – minimising damage to the environment and creating a safer space for our patients and staff.



A year of celebration for



Nurse consultant wins human rights award

Suman Shrestha was named as one of the 2021 winners of the Human Rights and Nursing Awards following his amazing work supporting health and social care in Nepal and the UK. Suman is a nurse consultant at Frimley Health and professional lead for critical care at the Royal College of Nursing. He has contributed significantly to the development of health and social care both in Nepal and the UK. He has led on initiatives in the management of sepsis in the UK and, on a voluntary basis, spearheaded the advancement of critical care and infection control in Nepal. Suman has also played a key role in the response to the pandemic through the Royal College of Nursing to support the strategic redeployment of nurses into critical care locally and nationally.

Research team celebrates top recruiter status

Frimley Health is playing a leading role in national research that could transform care for patients with liver disease.

Earlier this year, the hepatology research and development team was recognised as the top recruiter to the BOPPP trial for liver disease since research restarted in July 2021. If successful, the research could save up to 11,000 lives and help over 60,000 people with the disease in England and Wales annually.

Running at Frimley for two years and funded by the National Institute of Health Research (NIHR) Health



Technology Assessment (HTA) programme, the BOPPP trial aims to test if early use of a common beta-blocker (usually used to treat high blood pressure) is a cost-effective treatment to prevent bleeding in patients with liver cirrhosis.

Consultant wins Royal College of Emergency Medicine top prize



Senior Frimley Health consultant Dr Prem Premachandran was awarded a top honour for his contribution to urgent and emergency care over many years. He was chosen by Dr Katherine Henderson, president of the Royal College of Emergency Medicine, to receive this year's President's Medal award.

Dr Premachandran has worked as a consultant in emergency medicine at Frimley Health for 25 years and has taken a leading role in many major Trust developments, including; the redevelopment of Frimley Park Hospital's emergency department (2012), when Frimley Park Hospital joined with Heatherwood & Wexham Park Hospitals to become Frimley Health (2014), and during the building of Wexham Park Hospital's £50m Emergency Assessment Centre (2019). He has also worked as a national professional adviser in urgent and emergency care for the Care Quality Commission.

Frimley Health staff

Data team wins award for third year running

Frimley Health has recorded a hat-trick of awards for the high-quality information it provides about joint replacement surgery. At the start of 2022 the Trust was named as a National Joint Registry (NJR) Quality Data Provider for the third successive year.

The NJR monitors the performance of hip, knee, ankle, elbow and shoulder joint replacement operations in order to improve clinical standards and outcomes. The NJR Quality Data Provider certificate scheme provides a blueprint for trusts to reach high quality standards to promote patient safety and rewards those that meet registry targets.



Research award for Frimley Health pharmacist

Lead critical care pharmacist Katherine Lee was given a prestigious Research Support Award earlier this year, for her role in helping to recruit patients into the COVID-19 clinical trials.

Katherine and her team have played a crucial role in the COVID-19 clinical trials, which have been running since April 2020, to investigate the effects of wide range of different medications.

The accolade, from the National Institute for Health and Care Research Clinical Networks (NIHRCRN) Kent, Surrey and Sussex, was one of four awarded to recognise the "unsung heroes" of research who support R&D departments and research delivery teams across the region. Katherine was the winner in the Acute Trust: COVID-19 category and received a £500 reward for the Trust.



Frimley Health shortlisted for HSJ awards

Frimley Health was shortlisted in three categories at the HSJ Awards 2021, including the highly prestigious Trust of the Year Award, the Environmental Sustainability Award and the Military and Civilian Health Partnership Award. Shortlisted entries were selected based on their "ambition, visionary spirit and the demonstrable positive impact their performance has had on both patient and staff experiences."

Our Trust of the Year Award entry focused on our response to COVID-19 and how we managed one of the highest numbers of COVID inpatients in the NHS. For the Environmental Sustainability Award, the shortlisting recognised our green initiatives and annual savings over 61 tonnes of CO2 emissions and £12.5k and the Military and Civilian Health Partnership Award entry celebrated our successful 25-year relationship with the Joint Hospital Group South East (JHGSE).

FOR THE AMBITION LEADERS
HSJ | AWARDS

National recognition for Trust's first safeguarding nurse

Safeguarding nurse Francine Franks has been honoured with an NHS safeguarding award for her fantastic work both at Frimley Health and within the national safeguarding team. Fran has worked at Frimley Park Hospital for nine years, where she was the first ever safeguarding nurse for the Trust.

As part of her professional development Fran reached out to NHS England for shadowing opportunities within the national safeguarding team and spent six weeks working alongside them where she helped to start meaningful conversations between NHS England and safeguarding teams at trust level, providing them with invaluable feedback.

Frimley Health Annual Members' Meeting

Come and join us for an online event on
Wednesday 28 September 2022, between 6-7.30pm

You'll have the opportunity to hear from Trust Chairman, Pradip Patel and Chief Executive, Neil Dardis, as well as some of our Executive leads and Governors, who will be looking back at the challenges and achievements of the last 12 months.

You'll also be able to ask questions of the presenters and find out more about what's coming in the year ahead.

To register for your place, please visit www.fhft.nhs.uk/17204

Committed to excellence

Working together

Facing the future



Frimley Health
NHS Foundation Trust

Know where to go when feeling unwell



Self care

Be prepared to care for yourself with a well-stocked medicine cabinet and plenty of rest if you have:

- an upset tummy
- pain or headache
- sore throat (although if for 2 weeks or more contact your GP)



Pharmacist

Pharmacists are qualified healthcare professionals, who can offer clinical advice and over-the-counter medicines. Ask for help with:

- minor aches and pains, burns, scalds, head lice etc
- bites and stings
- queries about medication dosage, type, or suitability, plus urgent requests
- medication related to hospital discharge
- repeat prescriptions



GP Surgery

Visit your GP surgery website and click on eConsult to:

- get help for a condition that has not improved after seeking help from your pharmacy
- to report urgent conditions that are not life threatening
- to report a deteriorating chronic condition

If you do not have internet access you can continue to phone your surgery.



NHS 111

When the situation is not life threatening and:

- you think you need to go to hospital
- if you don't know the most suitable place to go or call
- if you don't have a GP to call or the practice is closed
- if you need advice or reassurance about what to do

Available 24 hours a day, every day. If needed, an NHS advisor will help you to be seen quickly and safely. Go online to 111.nhs.uk, or call 111.



Minor Injuries

A minor injury service is only for conditions such as the following:

- sprains and strains
- suspected broken limbs
- minor head injuries
- cuts and grazes
- minor scalds and burns

Visit the Minor Injury Unit at Brants Bridge in Bracknell RG12 9RT. You can also visit the High Wycombe Urgent Treatment Centre HP11 2TT.



A&E/999

Only for very serious or life-threatening situations. This can include:

- loss of consciousness
- an acute confused state
- fits that are not stopping
- chest pain
- breathing difficulties
- severe bleeding that cannot be stopped
- severe allergic reactions
- severe burns or scalds.

Call 999 immediately if you or someone else is having a heart attack or stroke, or if you think someone has had a major trauma such as after a serious road traffic accident, a stabbing, a shooting, a fall from height, or a serious head injury.



For urgent help on your mental health, use NHS 111 online service or call 111. If you've injured yourself, taken an overdose, or are in an emergency and believe that your life is at risk, please dial 999.

www.nhs.uk/oneyouevery-mind-matters provides NHS-approved expert advice and practical tips to help you look after your mental health and well-being. You can also text Shout 85258, a free, confidential 24/7 text messaging support service for anyone who is struggling to cope.

Not sure what to do when your child is unwell? if you are worried about a child, visit the Frimley Healthier Together website:

frimley-healthiertogether.nhs.uk



Healthier Together