

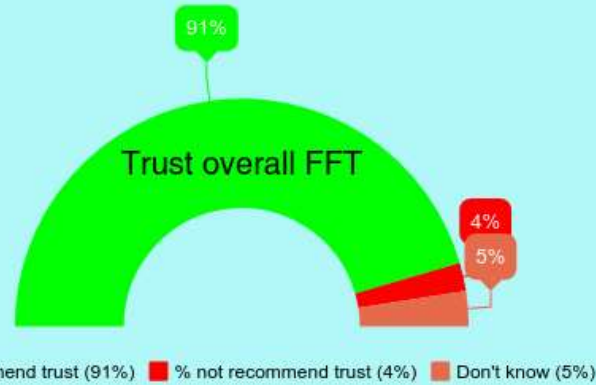
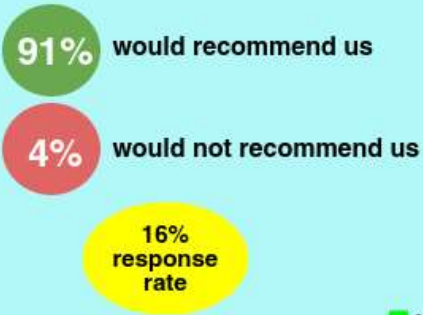
## PATIENT EXPERIENCE REPORT

June 2017 (May 2017 data)

### Trust level report

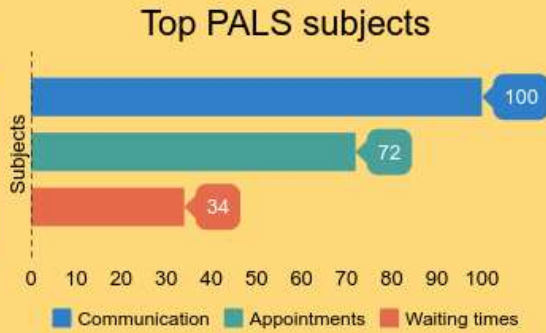
- Complaints
- PALS
- Friends & Family Test
- Patient Opinion
- Voluntary Services
- Patient Experience news and developments

## Friends & Family Test



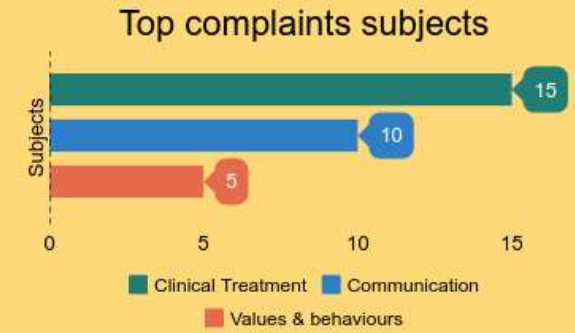
## PALS

**322**  
PALS concerns received



## Complaints

**51**  
Complaints received



**66 stories posted**  
**8,515 people have read the stories**

**74% positive stories**

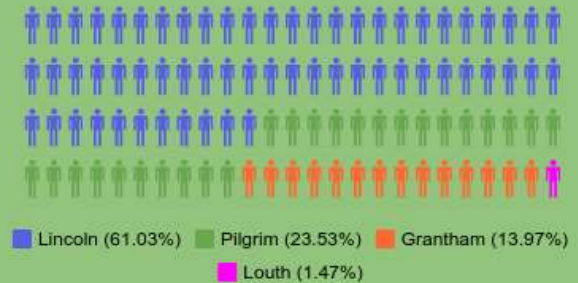
## Compliments



**1,440 counting compliments recorded**  
**Compliments v Concerns**  
**29:1\***

\*includes counting compliments and Patient Opinion

## Volunteers



# Patient Experience Report May 2017



## Inpatient & DC FFT

**93%** Would recommend Inpatient/DC Services

**3%** Would not recommend Inpatient/DC Services

National score  
**96%**

April 2017



## Emergency Care FFT

**81%** Would recommend Emergency Care Services

**11%** Would not recommend Emergency Care Services

National score  
**87%**

April 2017



## Maternity Birth FFT

**97%** Would recommend Maternity Services

**3%** Would not recommend Maternity Services

National score  
**96%**

April 2017



## Outpatients FFT

**93%** Would recommend Outpatient Services

**2%** Would not recommend Outpatient Services

National score  
**94%**

April 2017

**12,272**  
ratings received

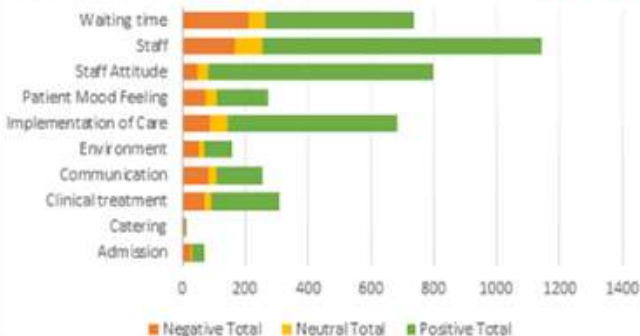
**9,868**  
comments received

## FFT Themed Analysis

**74%**  
positive

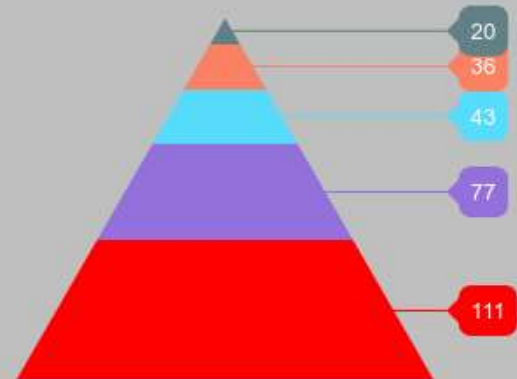
**19%**  
negative

### TRUST THEMES



## Core Themes

Top 6 themes across all PALS, Complaints and Patient Opinion



■ Communication (38.68%) ■ Appointments (26.83%)  
■ Clinical Treatment (14.98%) ■ Waiting times (12.54%)  
■ Admission & Discharges (6.97%)



**62 stories posted**  
**8,515 reads**

**74%** positive stories  
**26%** negative stories

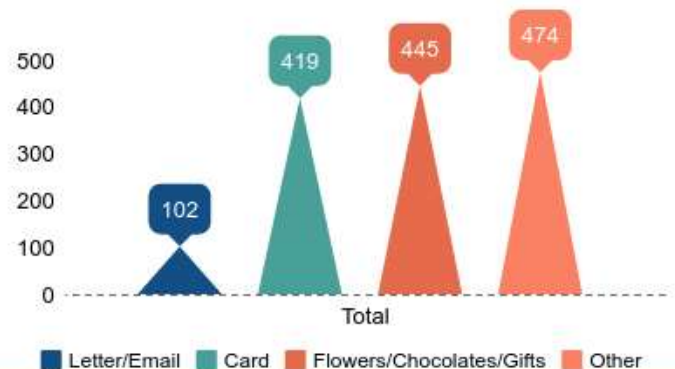
Compliments vs  
Complaints ratio

**29:1**



**1,440** Counting Compliments received this month

## Counting Compliments by type



To find out more please visit our patient experience intranet pages <http://ulhintranet/patient-experience> or contact Sharon Kidd, Patient Experience Manager - Sharon.kidd@ulh.nhs.uk or 01476 464560

# COMPLAINTS

## Trust level



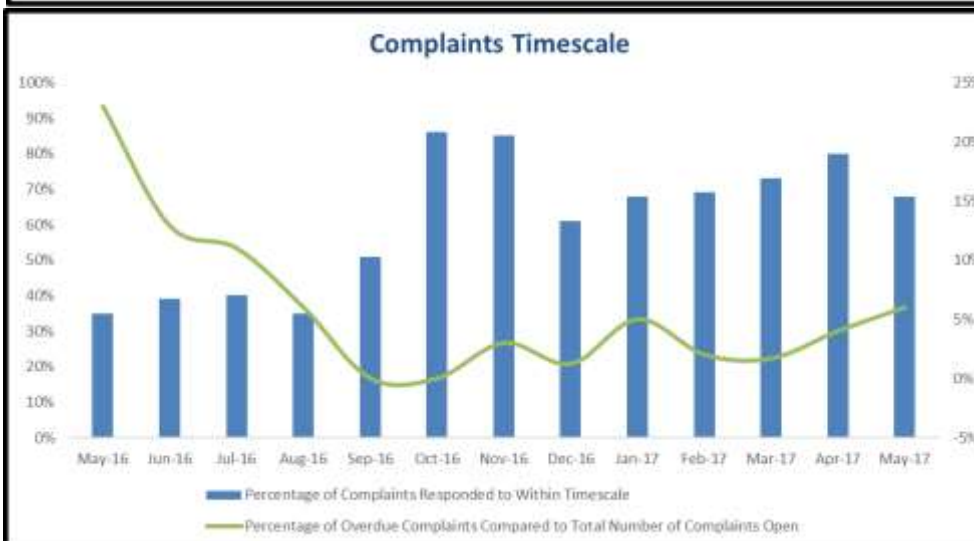
**Notes:**

May 2017: 51 complaints received

Subjects of complaints include:

- 39 clinical treatment
- 17 Patient care
- 34 communication
- 6 admission and discharge
- 25 values and behaviour
- 11 waiting times
- 2 safeguarding
- 11 prescribing
- 4 Privacy, Dignity & Wellbeing

2017 average monthly complaints received = 55



**Notes:**

May 2017:

31/45 complaints responded to within timescale 68%

15/250 of overdue complaints against the total number of complaints open



**Notes:**

May 2017:

250 complaints open

129 within timeframe

15 overdue

35 ongoing

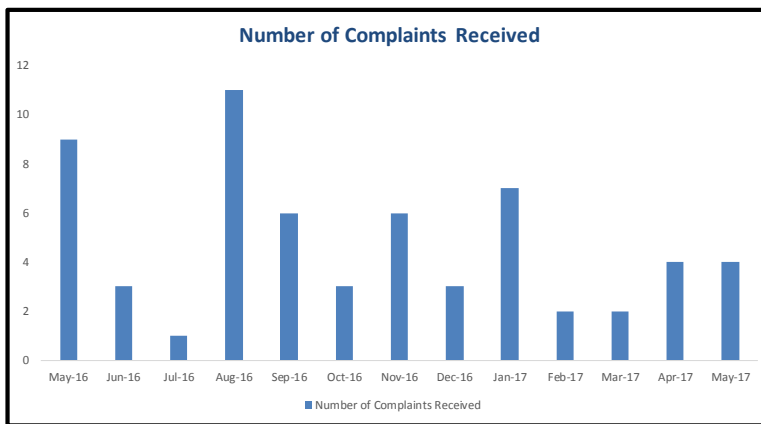
27 PHSO/IR

35 awaiting closure/ 9 signing

14 overdue responses for May



## Grantham



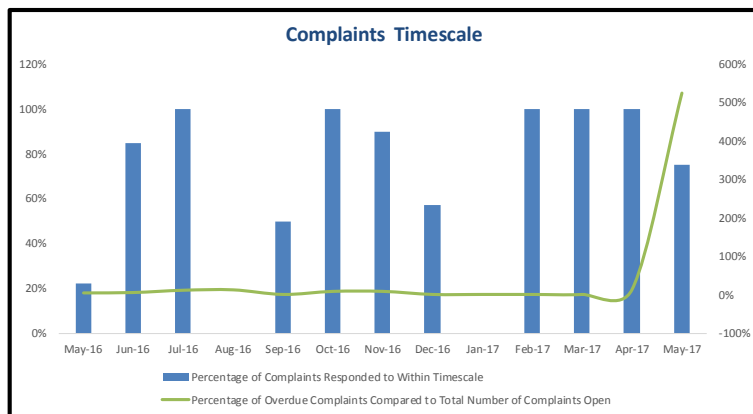
**Notes:**

May 2017: 4 complaints received

Subjects of complaints include:

- 3 clinical treatment
- 2 communication
- 0 admission and discharge
- 2 values and behaviour
- 0 waiting times
- 1 safeguarding
- 0 prescribing

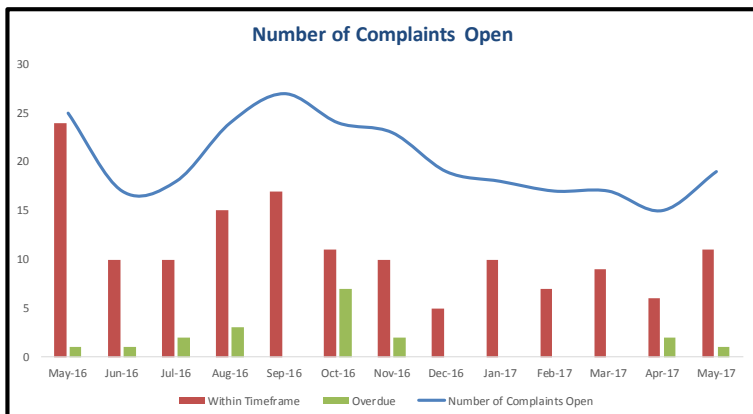
2017 average monthly complaints received = 4



**Notes:**

May 2017:

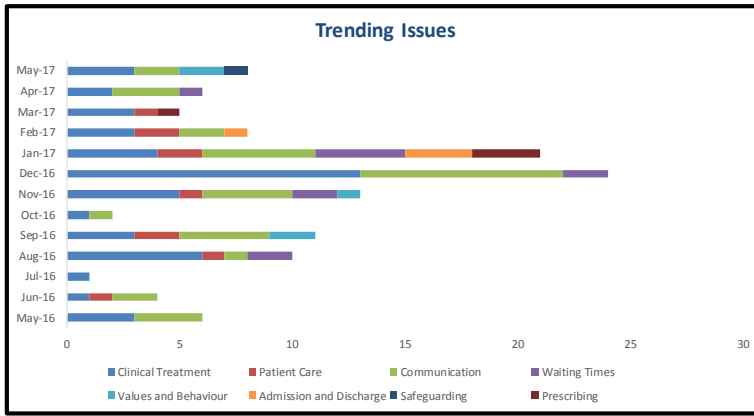
- 3/4 complaints responded to within timescale 75%
- 1/19 of overdue complaints against the total number of complaints open



**Notes:**

May 2017:

- 19 complaints open
- 11 within timeframe
- 1 overdue
- 2 ongoing
- 1 PHSO/IR
- 4 awaiting closure/1 signing
- 1 overdue responses for May

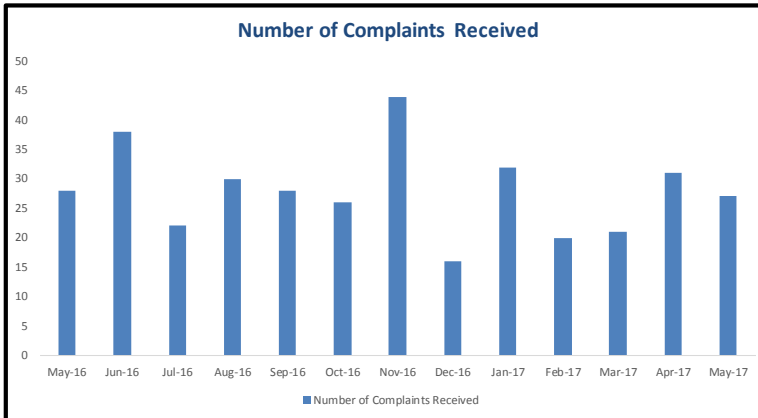


**Notes:**

May 2017:

Top 3 themes for complaints for April were:

- Communication
- Clinical Treatment
- Waiting times



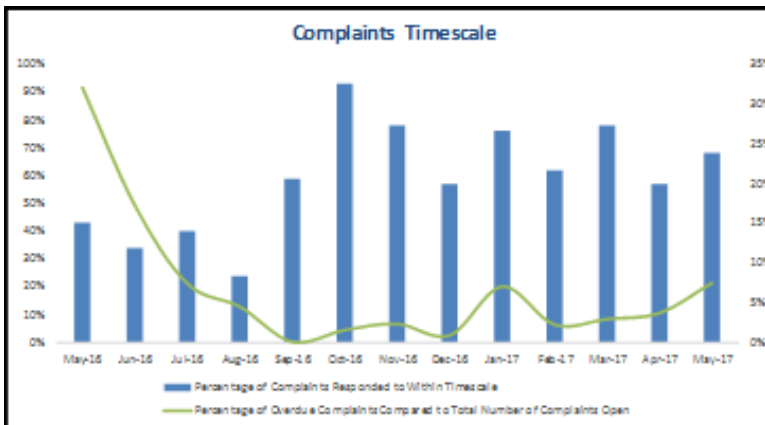
**Notes:**

May 2017: 27 complaints received

Subjects of complaints include:

- 22 clinical treatment
- 11 Patient Care
- 23 communication
- 6 admission and discharge
- 13 values and behaviour
- 11 waiting times
- 1 safeguarding
- 6 prescribing

2017 average monthly complaints received = 29

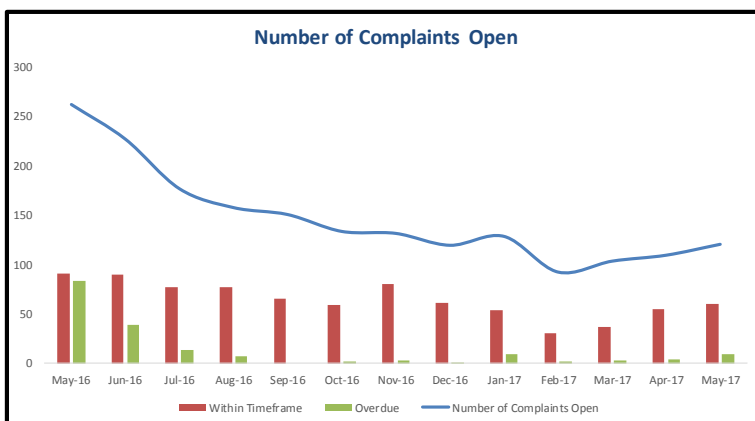


**Notes:**

May 2017:

11/16 complaints responded to within timescale 68%

9/121 of overdue complaints against the total number of complaints open



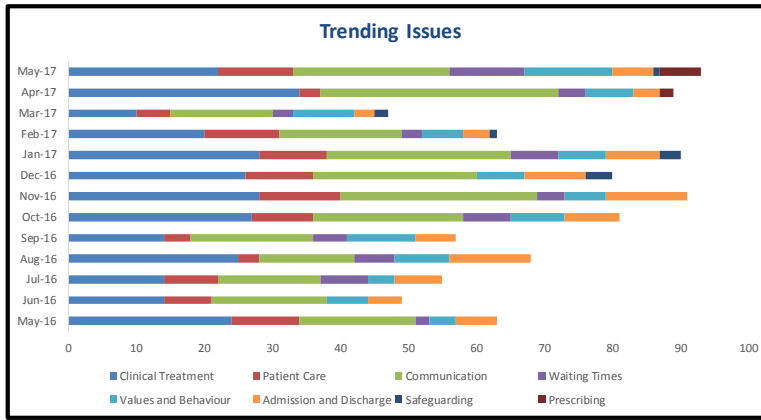
**Notes:**

May 2017:

- 121 complaints open
- 60 within timeframe
- 9 overdue
- 20 ongoing
- 14 PHSO/IR
- 15 awaiting closure/3 signing

5 overdue responses for May

# Pilgrim

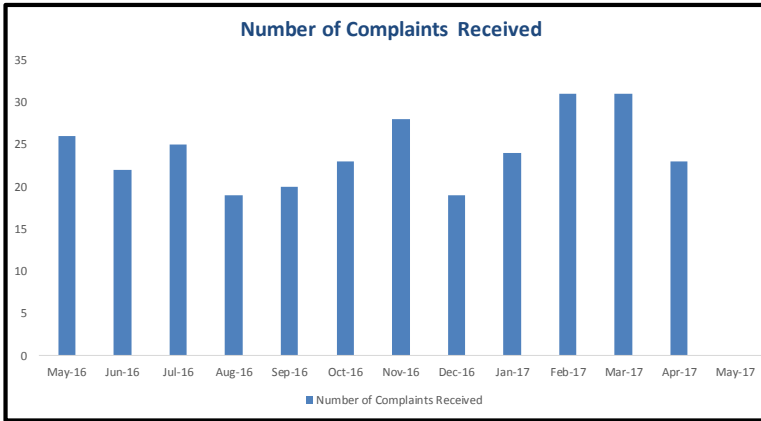


**Notes:**

May 2017:

Top 3 themes for complaints for April were:

- . Communciation
- . Clinical Treatment
- . Values & Behaviours



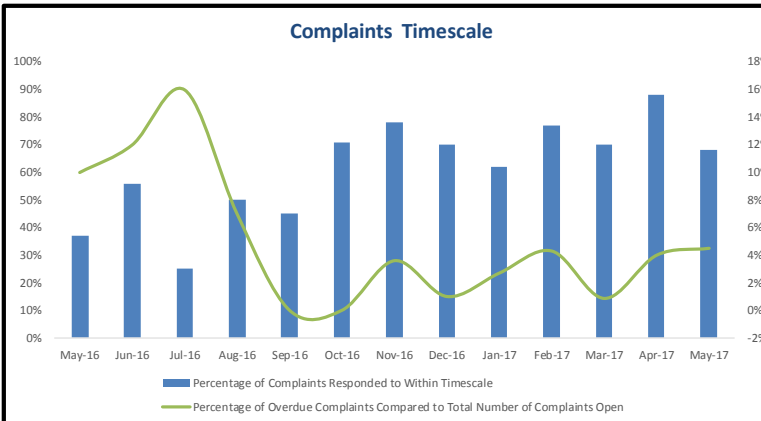
**Notes:**

May 2017: 20 complaints received

Subjects of complaints include:

- 14 clinical treatment
- 23 communication
- 0 admission and discharge
- 10 values and behaviour
- 0 waiting times
- 0 safeguarding
- 5 prescribing
- 4 Privacy, Dignity & Wellbeing

2017 average monthly complaints received = 23

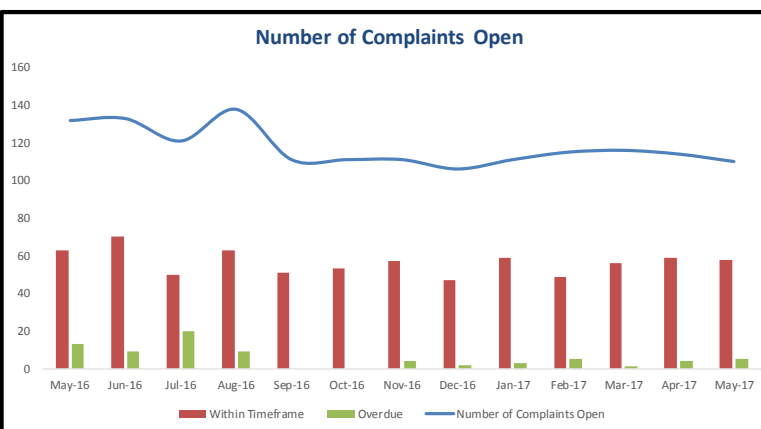


**Notes:**

May 2017:

17/25 complaints responded to within timescale 68%

5/110 of overdue complaints against the total number of complaints open

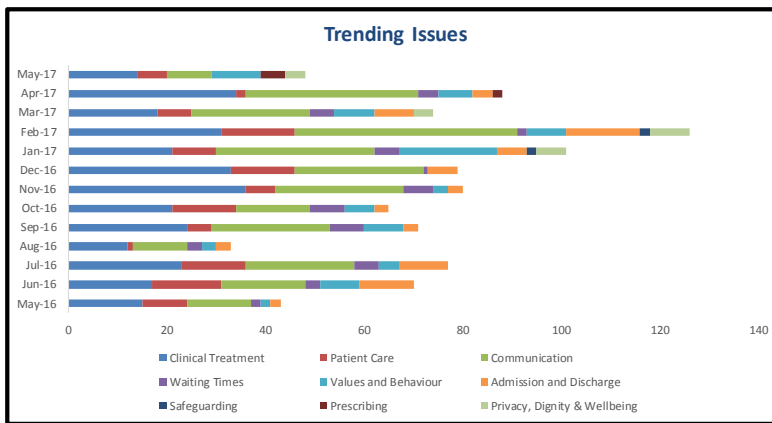


**Notes:**

May 2017:

- 110 complaints open
- 58 within timeframe
- 5 overdue
- 19 ongoing
- 12 PHSO/IR
- 11 awaiting closure/5 signing

8 overdue responses for April

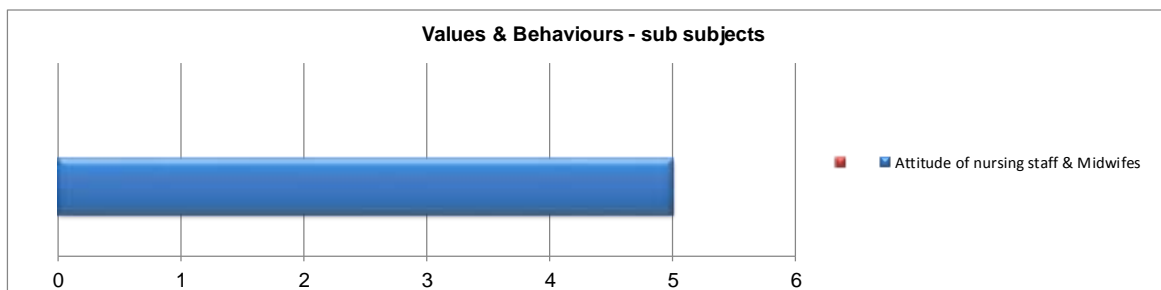
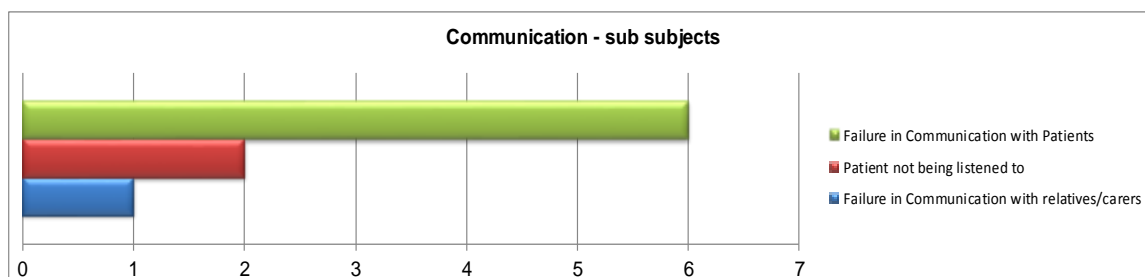
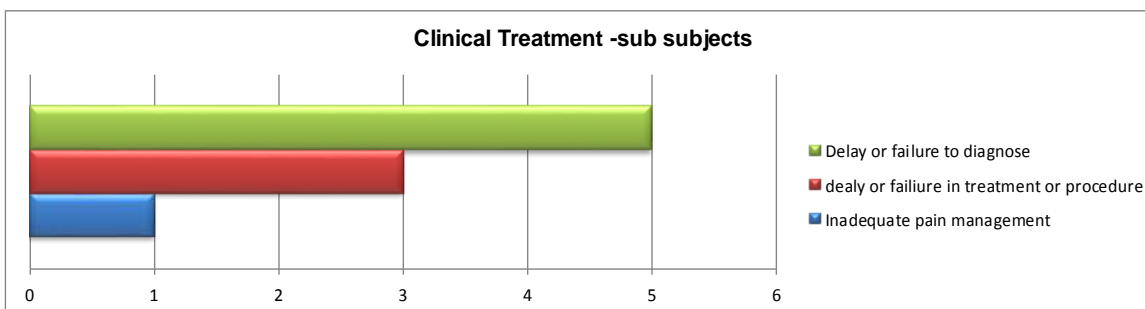
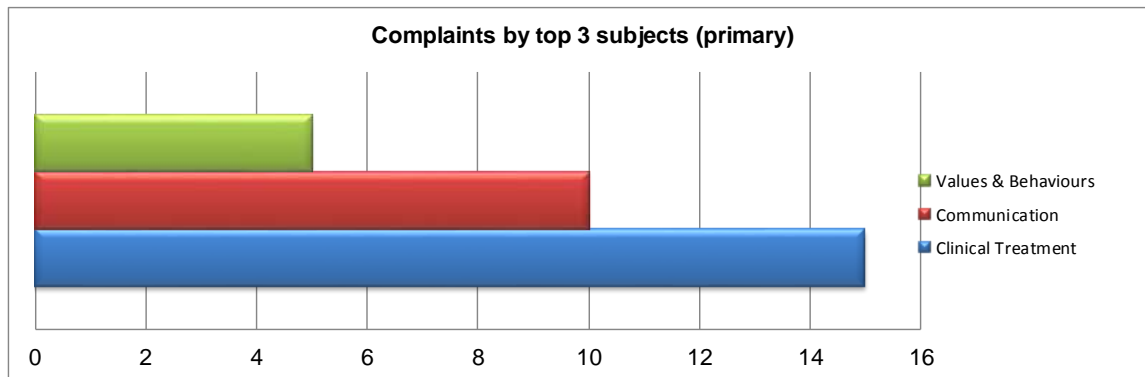


**Notes:**

May 2017:

Top 3 themes for complaints for April were:

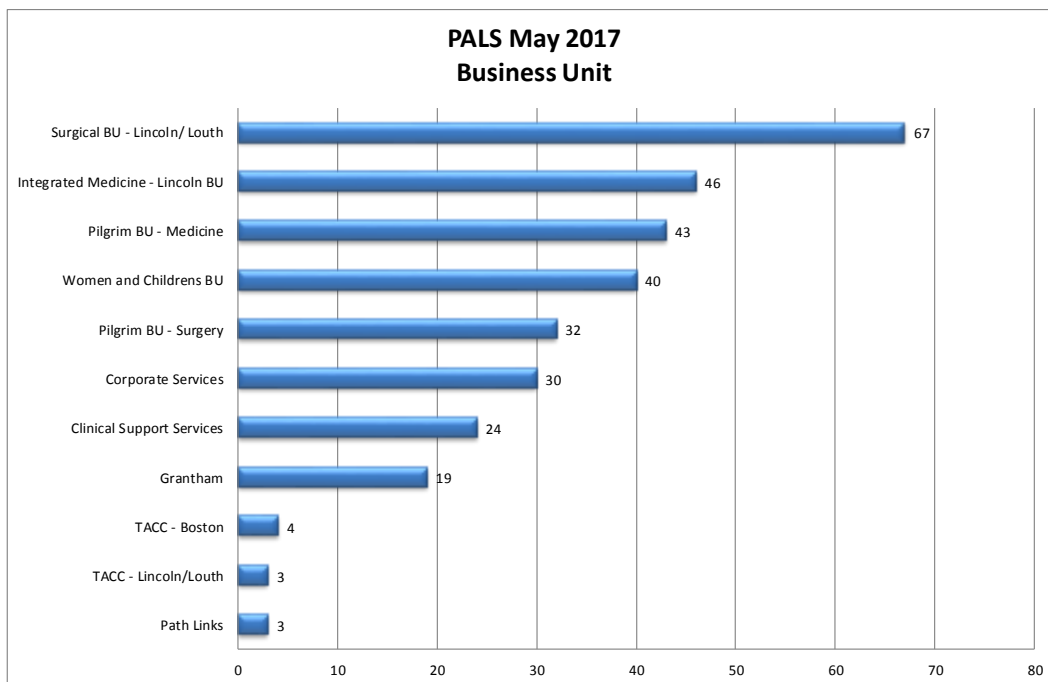
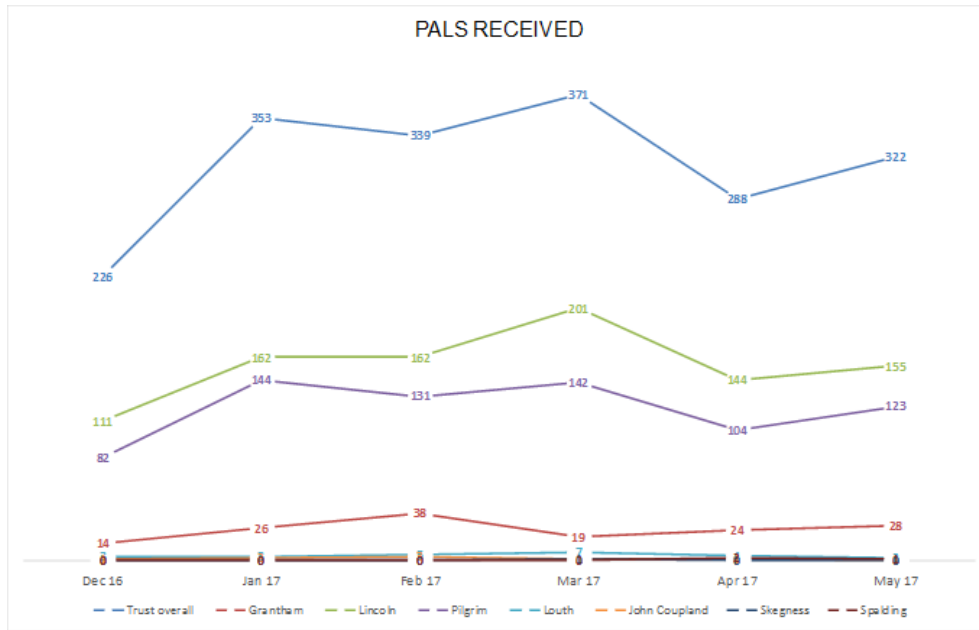
- . Communication
- . Clinical Treatment
- . Values & Behaviours



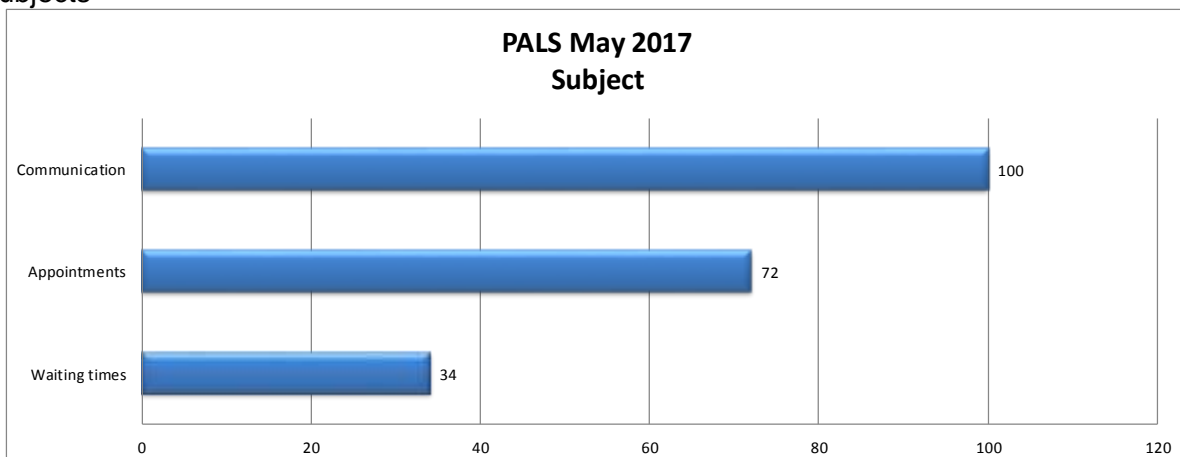


# PALS

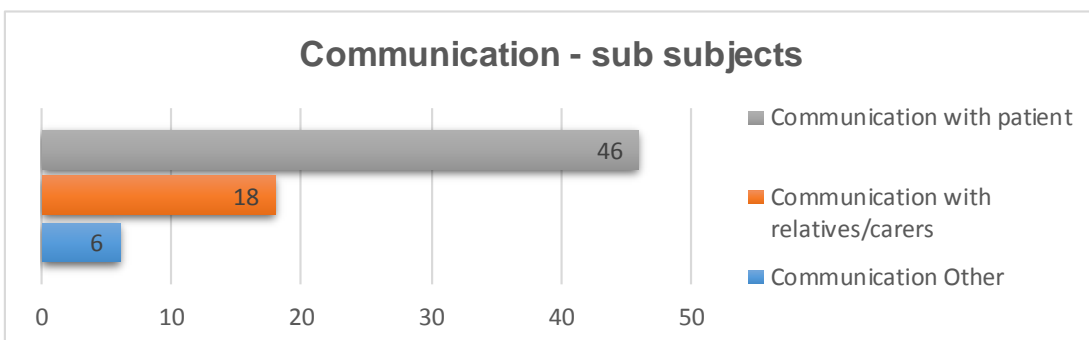
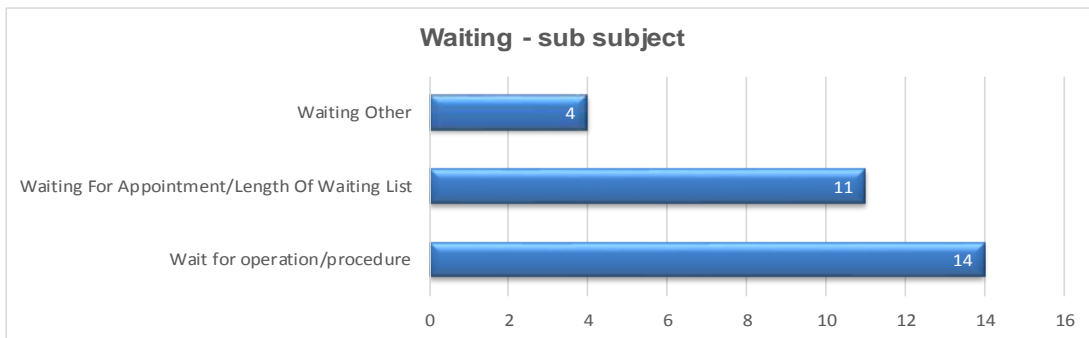
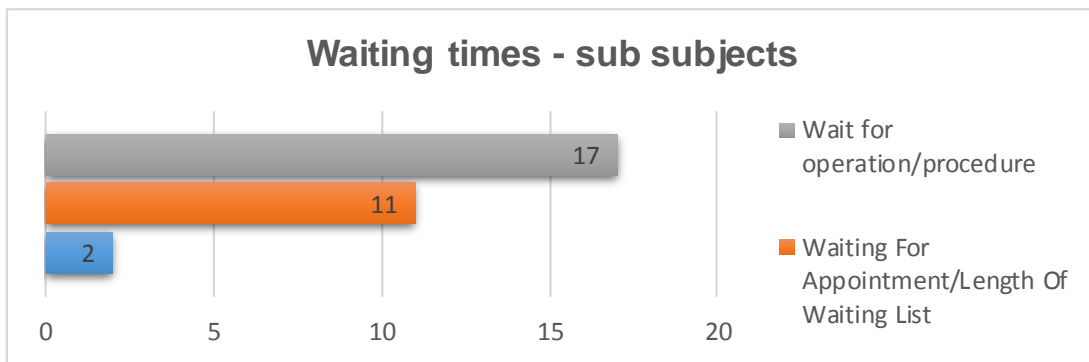
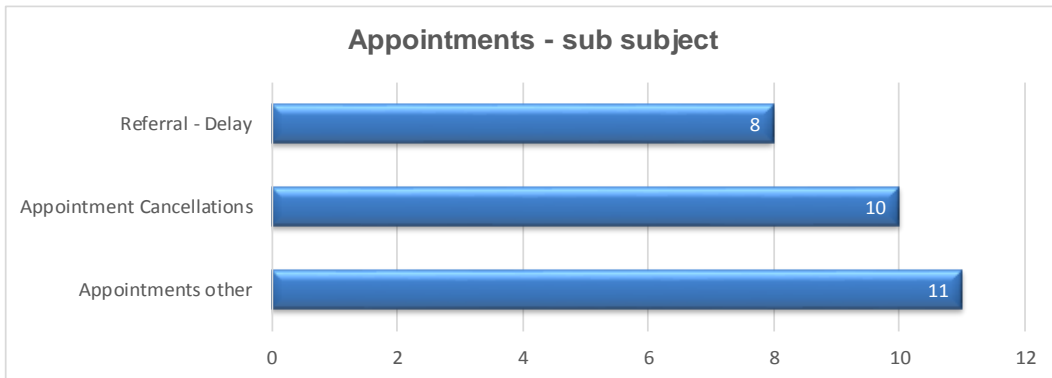
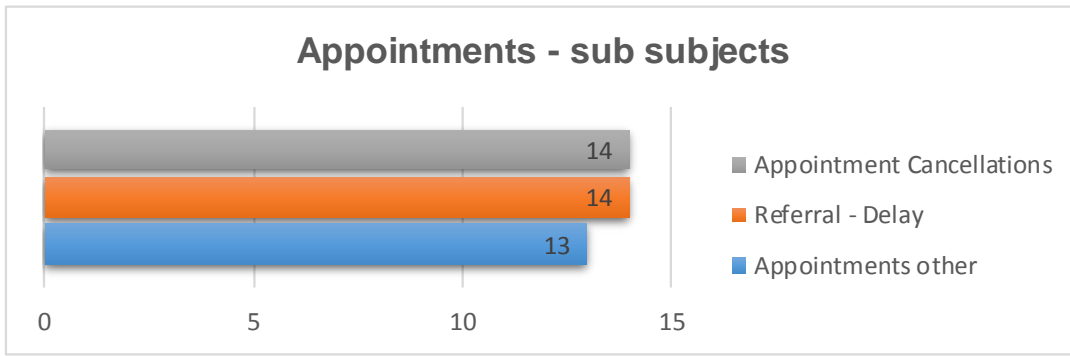
322 PALS concerns were received in May 2017.

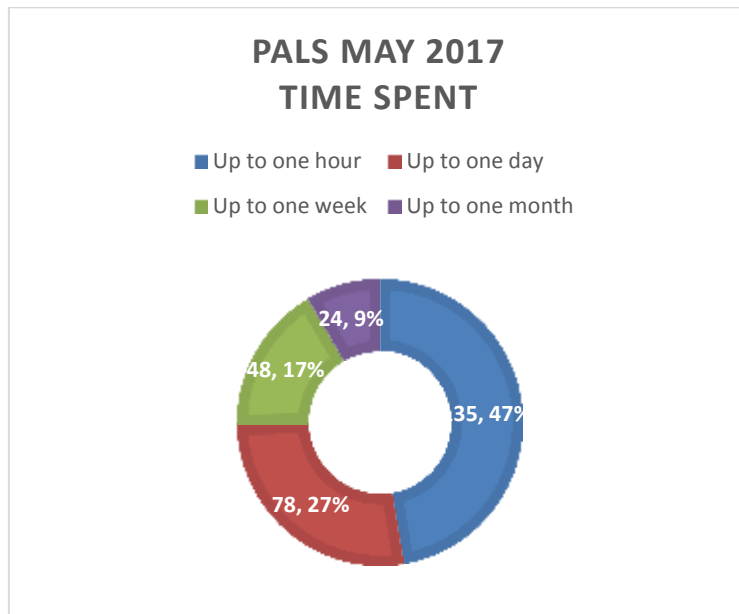
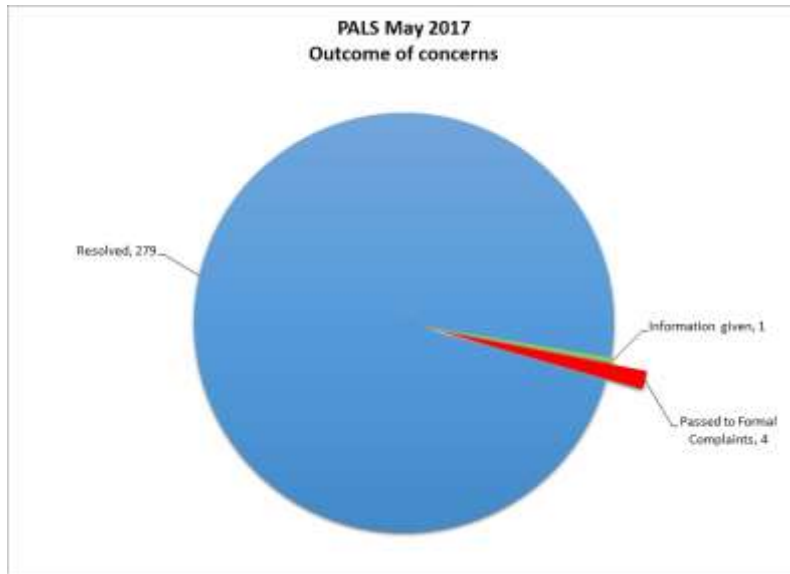


## Top 3 subjects



Top 3 sub subjects





## COMPLIMENTS



The ratio on compliments vs complaints for May is **29:1\***

## FRIENDS & FAMILY TEST

The table below shows May performance against ULHT internal target and the variance against April performance.

Stream	Would recommend			Would not recommend		Response rate		
	Monthly performance	Against target	Change from last month	Monthly performance	Change from last month	Monthly performance	Against target	Change from last month
Trust overall	91%	n/a	0%	4%	0%	16%	n/a	-1%
Inpatients	89%	-8%	-2%	6%	2%	30%	4%	1%
Emergency care	81%	-6%	-1%	10%	0%	21%	2%	-1%
Day Case	96%	-1%	1%	1%	1%	21%	-5%	-3%
Outpatients	93%	-1%	0%	2%	1%	16%	2%	0%
Paediatrics	85%	n/a	0%	9%	0%	3%	n/a	-1%
Therapies	92%	-2%	-3%	4%	-2%	24%	10%	-7%

Antenatal community	95%	-3%	-5%	0%	0%			
Labour Wards	97%	0%	-3%	3%	3%	14%	-9%	11%
Postnatal wards	95%	0%	14%	3%	-9%			
Postnatal community	85%	-13%	-12%	10%	10%			

### May Headlines:

- Trust overall **static**
- IP **2% decrease**
- EC **1% decrease**
- Day case **1% increase**
- Therapies **3% decrease**
- Paediatrics **static**
- Outpatients **static**

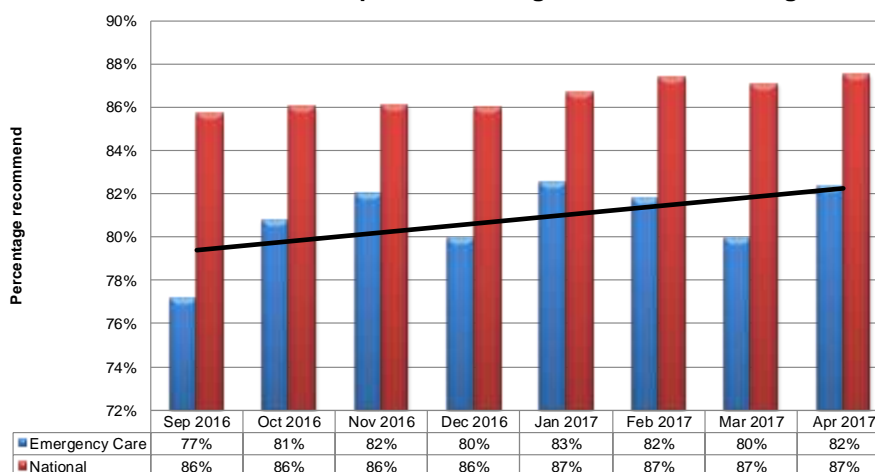
**Please note – the drop in response rates was due to the cyber-attack as no activity data was sent for 4-5 days**

### Benchmarking

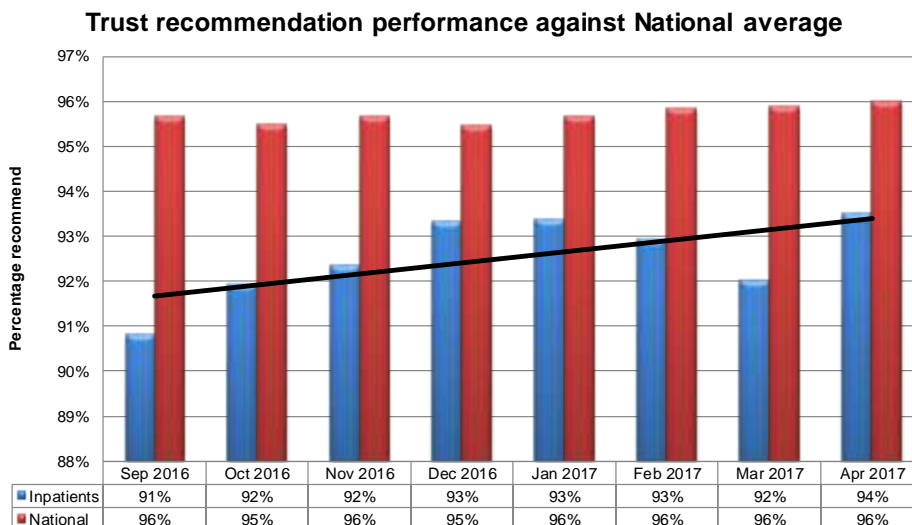
This is a national temperature check for the Trust against all other NHS acute trusts. The FFT does not provide results that can be used to directly compare providers because of the flexibility of the data collection methods and the variation in local populations. This means it is not possible to compare like with like. There are other robust mechanisms for that, such as national patient surveys and outcome measures.

Emergency care – ULHT is still below national % recommends. Comparison with the published April national data shows a slight increase in the % recommends and has resulted in ULHT being ranked 117<sup>th</sup> against 141 Trusts compared to 124<sup>th</sup> for March 2017.

**Trust recommendation performance against National average**



Inpatients including day case – ULHT is still below the national % recommends; scores dropped in March but have risen for April. A comparison against the national April published data shows ULHT a slight increase in % recommends. Although when benchmarked with 173 Trusts, ULHT is ranked 142<sup>nd</sup> compared to 127<sup>th</sup> in February; this significant drop is due to primarily to other lower performing trusts improving their % recommends proportionately *more than* ULHT.



### Confidence Intervals

A 95% confidence level with a 5% variance is the industry expected standard. Having explored with our ULHT improvement coach it has been determined that we are only able to provide this at Trust or site or level as the sample size at ward or service level would not be an effective population on which to determine the confidence level.

Using emergency care data for Trust level for May 2017 and the 'Raosoft' sample size calculator:

- The eligible sample size was 8,847
- To determine a 95% confidence level the required sample size was 369 responses.
- For May 2017 ULHT received 1869.

As the number giving feedback is larger than the required sample size we can be 95% confident that the 81% 'recommends' accurately reflects the rest of the eligible patients within a variance of plus or minus five percent.

Using inpatient care data for Trust level for May 2017

- The eligible sample size was 2,651
- To determine a 95% confidence level the required sample size was 336 responses.
- For May 2017 ULHT received 796.

As the number giving feedback is larger than the required sample size we can be 95% confident that the 89% 'recommends' accurately reflects the rest of the eligible patients within a variance of plus or minus five percent.

Understanding these confidence intervals should now provide business units and directorates with the assurance that their reports are reflective of their average patient population and can focus improvement measures accordingly.

### Recommendation rates - May 2017

Area	%age recommend	%age non recommend
Day Case	96%	1%
Emergency Care	81%	10%
Inpatients	89%	6%
Maternity Birth	97%	3%
Outpatients	93%	2%
Paediatrics	85%	9%
Therapies	92%	4%

### Response rates - May 2017

Area	Response Rate
Day Case	21%
Emergency Care	21%
Inpatients	30%
Maternity Birth	14%
Outpatients	16%
Paediatrics	3%
Therapies	24%

The charts below show the Trust rankings for all nationally published FFT streams, both for recommendation and response rates (again noting the caution in comparisons).

### ULHT ranking against national data

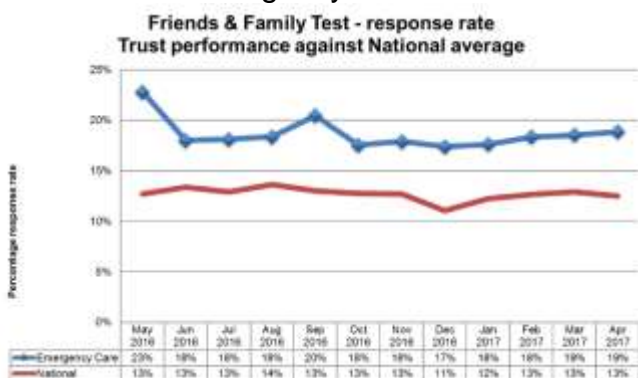
		Recommendation rate											
Ranked out of*	Stream	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17
141	Emergency Care	119	131	127	130	130	115	114	119	108	119	124	117
173	Inpatients	156	157	158	153	161	152	158	143	147	147	127	142
233	Outpatients	181	179	161	167	151	162	163	155	167	189	174	177
135	Maternity Antenatal	1	103	1	116	46	1	83	81	1	102	80	1
135	Maternity Birth	1	121	1	118	1	1	1	1	1	121	127	1
135	Maternity Postnatal ward	108	40	115	90	110	78	99	111	96	120	122	122
135	Maternity Postnatal community	79	76	1	1	101	1	1	1	1	75	94	78

		Response rate											
Ranked out of*	Stream	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17
141	Emergency Care	17	39	39	42	26	45	39	30	40	40	38	40
173	Inpatients	98	111	108	109	101	101	109	114	91	111	81	106
233	Outpatients	35	37	38	30	31	41	42	30	28	29	30	24
135	Maternity Birth	130	129	124	126	126	128	131	129	131	130	126	123

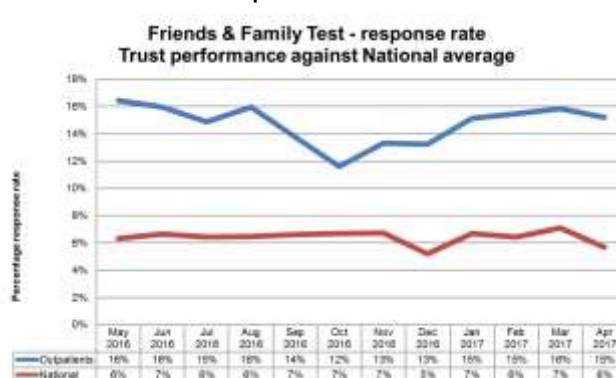
### Response rates

The graphs below demonstrate that the Trust is well above the national average for response rates across emergency care and outpatients and only slightly below for inpatients up to the published April data. In May the inpatient response rate was 30%.

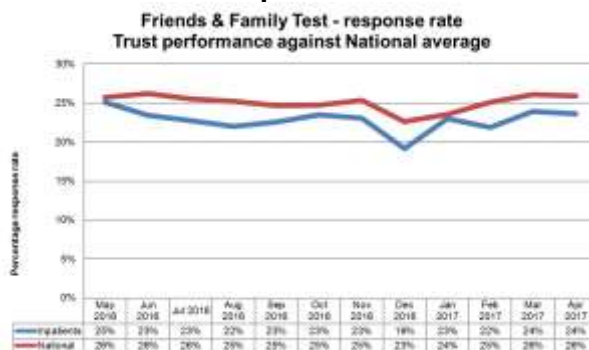
#### Emergency Care



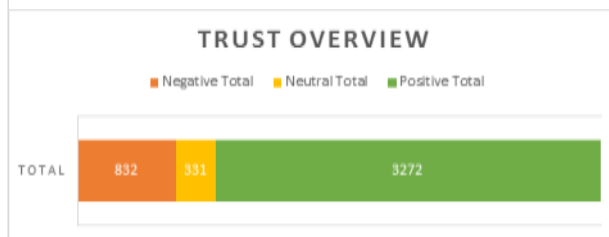
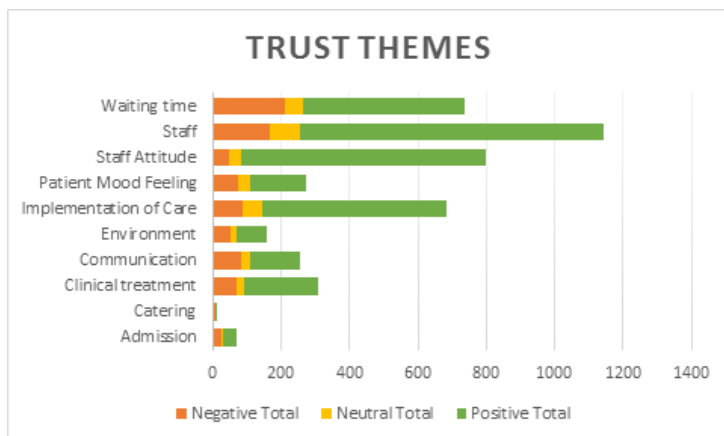
#### Outpatients



#### Inpatients



The charts below show the overall number of positive, neutral and negative themes based on all FFT comments by theme. There has been a slight improvement within the positives over the last month at 75% and there has been a reduction in the negatives down to 17%.



During May – **12,272** FFT ratings for FFT and **9,868** individual comments were received.

Themes		
Positive themes		
Staff	3951	40%
Staff attitude	3666	37%
Clinical Treatment	1961	20%
Implementation of care	1277	13%
Waiting time	1143	12%

Negative themes		
Waiting time	291	3%
Staff	206	2%
Communication	184	2%
Clinical Treatment	116	1%
Staff attitude	82	1%

Thought the way I was treated was compassionate. Addressed any of my concerns and the team made you feel very comfortable and treated you with empathy. Even apologised for delays in being seen.

Kind, friendly staff explained everything clearly to me. I was seen quickly and further treatment was provided instantly. When I was nervous they were patient with me and gave me a stress ball to help keep me calm. I felt well looked after and in safe hands

It was my first time at this hospital and my new consultant in dermatology was brilliant with me... I suffer with anxiety and I felt at ease with him after meeting him, he went through everything with me which I felt was good..

Staff very friendly, very good at explaining my problem and what was going to happen. Understand the pressures of A&E and didnt mind waiting as waiting room wasnt chaotic and didnt feel my care was rushed

Lack of communication from staff to service users and play room was filthy with a lack of clean, safe toys

Felt the doctor was not really bothered with examining me voicing I dont see really a point in examining you or you could examine yourself didnt really listen to my complaint or pain levels and voiced we can give you pain killers.

Words		
Positive words		
Staff	3680	37%
Attitude	2599	26%
Treatment	1821	18%
Clinical	1628	16%
Time	791	8%

Waiting time was a very long time. When I asked questions about my x rays relating to my chest probs did not understand so my husband asked for explanation. The reaction was not very patient friendly. Once again patient being treated like NHS number not a person.

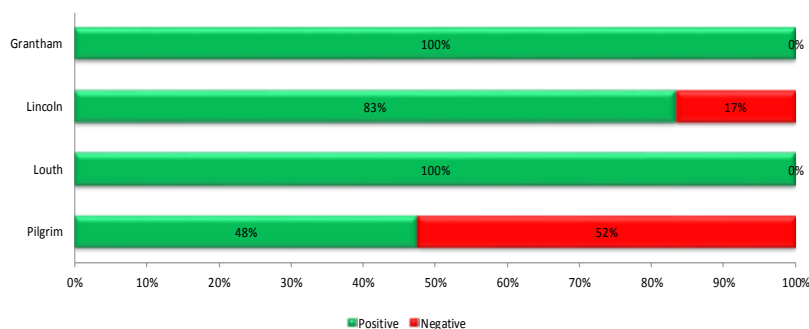
I waited 4 hours with what appeared to be one triage nurse and one doctor on duty .. I was unhappy with the attitude of the doctor who refused to listen properly to me as I presume she was overworked and obviously trying to get through everyone as quickly as possible

Negative words		
Waiting	199	2%
Time	194	2%
Staff	114	1%
Communication	94	1%
Doctor	68	1%

## CARE OPINION

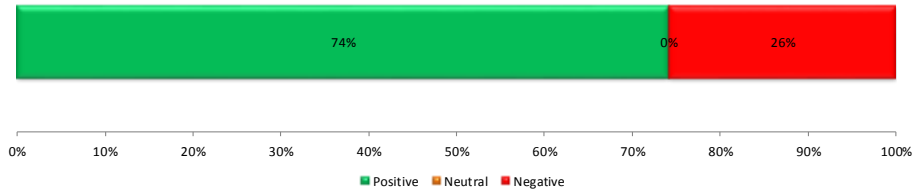
62 stories have been posted during April and have been read **8,515** times. This equates to each story being read **137** times.

Care Opinion stories by site and type - May 2017



Total number of stories by site				
Grantham	Lincoln	Pilgrim	Louth	Not known
9	30	21	2	3

### Care Opinion stories by type - May 2017



#### We just cannot thank the team enough [Lincoln County Hospital / Maternity](#) Read 685 times

After having a number of scans due to cramps and bleeding we found out that our baby had no heartbeat. As you can imagine my husband and I were/are devastated, the only way forward was an evacuation of the womb, this was/is the most traumatic experience we have been through, but... Janet W on Branston Ward was the most kindest, nicest and caring nurse we have both ever met, she had so much time for us and really guided us through the stages of what was going to happen, making the whole experience so much easier to process, but the fantastic treatment did not stop there, my anesthetist lady, Sam, was also very informative explaining to us what she was going to be doing, when arriving at the theatre I was greeted by Sam and the team who were doing the procedure, all were absolutely amazing, such caring people, we just cannot thank the team enough.



#### Trust response

Dear Kirsty

I am so sorry to hear about the very sad loss of your baby. I would like to thank you and your husband so much for taking the time to provide feedback to us and I am so pleased to hear that you were treated with such kindness and compassion. I know the ward sister will pass your comments onto Janet who cared for you and the rest of the team. If you need any further advice or support please do not hesitate to contact us.

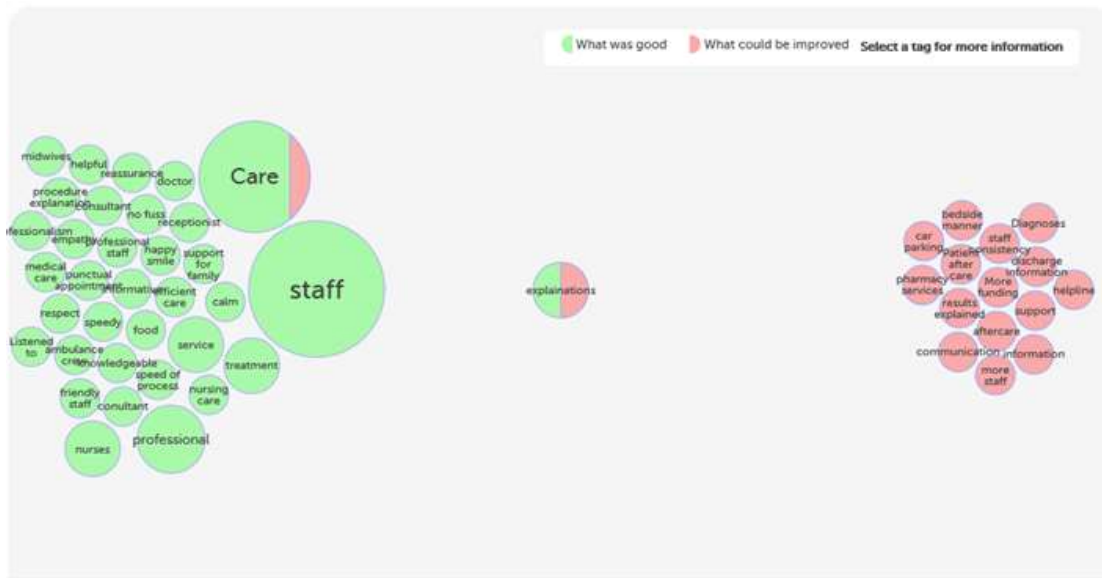
Best wishes

Sue

Sue Bennion, Head of Midwifery & Nursing

#### Tag bubbles

The bubbles are split according to how often the tag is used to say "what was good", or "what could be improved". This visualisation provides a lot of information in a very easy to understand way.



Tag bubbles – May 2017





## VOLUNTARY SERVICES

### Overview

- 9 new applications were received during the month down on last month's 38 total.
- A total of 90 applications are currently being processed and although this is a drop on last month it remains difficult due to small team to avoid slippages in placements.
- 11 new volunteers started with the Trust during May up on last month's 8 figure.
- Work on preparing a Business Case to recruit additional admin support is underway.
- 3 new Volunteer positions were set up during the month in Grantham Ward 6, providing general, activity and lunchtime roles.
- The Training Department ELearning platform for volunteers was successfully embedded and 113 core training modules were completed in its first month since launch.
- Positive discussions regarding volunteers becoming involved in the Digital Reminiscence project were held and it was agreed that volunteers could support staff with helping this to be a success.
- Agreement to have a permanent picture of Volunteer of the Year put up in Lincoln main reception was authorised and funded by Friends of Lincoln charity.

### Report Review

- Active volunteers at the month end numbered 272. A net increase of 7 for the month.
- 166 (61%) are based at Lincoln, 64 (24%) at Pilgrim, 38 (14%) at Grantham and 4 (1%) at Louth.
- The number of hours achieved was 4032 for the month, an increase of 503 hours on last month. This is a new monthly record for the Trust.
- This total equates to 108 Full Time Equivalent staff (@ 37.5 hours per week) an increase on last month's 94 figure.
- At the end of May 90 applications were currently being processed. Of these 43 people had been interviewed and had not yet started. The average wait time was 45 days since interview, up on last month's 36 day average. Indicating time pressures on administration are leading to longer delays in placement
- 38 Vacancy roles are currently being advertised on the ULHT Website and at the local Volunteer Centres across the County. The decrease is due to the high number of Grantham applications likely to fill all current vacancies. It is hoped that additional volunteering roles will be set up within Grantham soon as more areas could take on volunteers.
- 4 volunteers left the Trust during the month and one of these were dissatisfied with their volunteering experience. Investigations found that this was due to two volunteers unable to work positively together.

### Volunteers Story

I am very lucky to be able to volunteer on the children's ward and to get the chance to help make their stay in hospital a little more fun if I can.

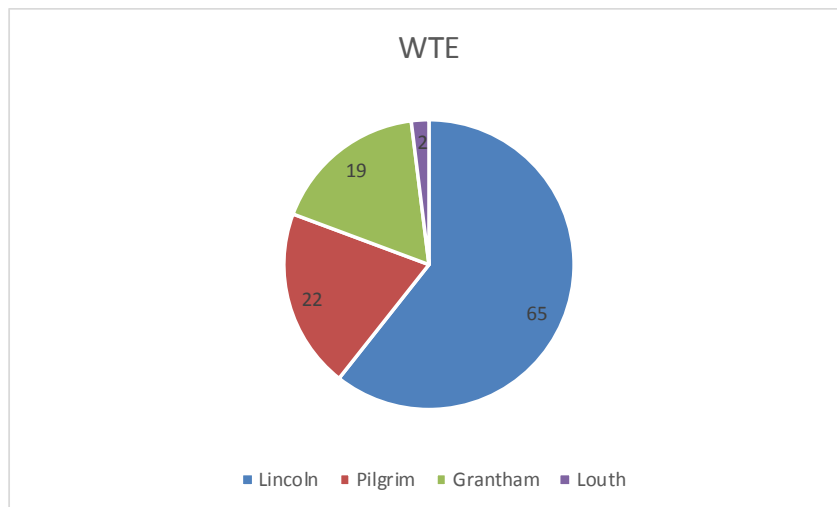
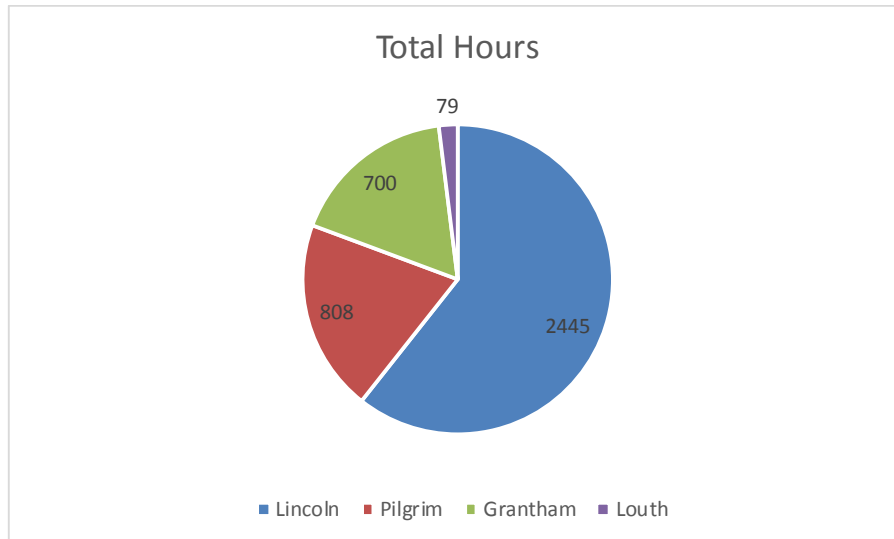
I also help support the staff by doing little tasks and errands that helps to make their roles a bit easier on the ward.

I have volunteered at the ULHT for over 5 years now and have loved every minute. I share my volunteering between Scampton and the children's wards.

**Paul - Volunteer - Waddington Ward - Lincoln County**

New Volunteer Activity					
	Lincoln	Pilgrim	Grantham	Louth	Total
New Applications	7	2	0	0	9
Started During Month	4	6	0	1	11
Applications in progress	41	17	19	4	81
<b>Total</b>	<b>52</b>	<b>25</b>	<b>19</b>	<b>5</b>	<b>101</b>

Volunteer Placements					
	Lincoln	Pilgrim	Grantham	Louth	Total
On Ward	37	10	5	0	52
Day Wards	25	9	0	0	34
OPD/Clinics	27	13	3	3	46
A&E/Assessment units	5	0	4	0	9
Pharmacy	6	0	9	0	15
Chaplaincy	12	18	4	1	35
Macmillan	7	7	3	0	17
Catering	29	0	0	0	29
Admin/Other	18	7	10	0	35
<b>Total Active Volunteers</b>	<b>166</b>	<b>64</b>	<b>38</b>	<b>4</b>	<b>272</b>
<b>Total Hours</b>	<b>2445</b>	<b>808</b>	<b>700</b>	<b>79</b>	<b>4032</b>
<b>WTE</b>	<b>65</b>	<b>22</b>	<b>19</b>	<b>2</b>	<b>108</b>



## Patient Experience news and developments

Academy of FAB NHS <http://fabnhsstuff.net/about-us/>

The idea of the Academy was a dream of Roy Lilley health policy analyst, writer, broadcaster and commentator on the National Health Service and social issues. Roy wanted to make the Academy the first port of call to show off, to make us proud and put a smile on the faces of the people working right across the NHS; to make services better, more efficient and above all fun. The Academy launched on Valentine's Day 2015 and since then there have been nearly four million page views of the fabulous stuff people have shared showing what they are doing at the front line, in the board rooms, the community and primary care.

The Academy is essentially a website and it exploits the power of social media to reach likeminded people who have an interest in innovation and practice development. It's a repository of inspirational ideas and people can explore and contribute.

In December 2015 Roy and co-founder Dr. Terri Porrett visited ULHT to celebrate and show off the fabulous work that we had been doing in the Trust. Roy and Terri visited some wards, met the executive team and held a seminar entitled 'Roy and the Blonde' before visiting a huge market place of over 20 stalls where staff showed off their work. It was an amazing day with such energy and buzz around the site and gave a huge boost to staff; following this a number of ULHT staff submitted their work to the academy and when NHS England invited the Academy to lead National Change Day in 2016 ULHT were hugely engaged and involved. In November 2016 the first Academy of Fab NHS Stuff National Awards were held at the O2 in London attended by Simon Stevens, NHS CEO, Helen Bevan Chief Transformation Officer, NHS England and many other dignitaries. ULHT had 4 projects shortlisted and the Caring for Carers work won the Rosa Parks Award.

In early 2016 the Academy developed the role of Fab Ambassadors who were chosen for their energy and enthusiasm for promoting and facilitating improvements and sharing of ideas and innovation; Jennie Negus Deputy Chief Nurse was asked to be an ambassador and in November 2016 three more ULHT ambassadors were nominated; Sharon Kidd Patient Experience Manager, Tracey Pemberton, Ward Manager at Grnatham and Samantha McCarthy-Phull, Clinical Education Nurse. In addition Sharon was recently asked to be a regional ambassador and the ULHT team are working in partnership with the Lincolnshire Community Services ambassador based at Gainsborough.

The ULHT Ambassadors team have recently met and considered how to promote and maximise the use of the Academy particularly in light of current improvement plans.

The team plan to:

- Raise the profile of the Academy through the creation of a ULHT webpage for information, links, advice and support.
- Support and assist business units to map current initiatives across to the work within the Academy and forge networks, contacts, support and the sharing of ideas.
- Encourage the submission of at least one ULHT Fab-type initiative to the Academy every month.
- Use Facebook, email and twitter to share great ideas particularly where they relate to current ULHT priorities.
- Include a FAB Academy update in Patient Experience reports going forward.

### Patient Experience Conference November 1<sup>st</sup> 2017

With a working title of '*Listening to our patients*' the team are organising a full day conference supported by Bishop Grosseteste University which will be held at Sincil Bank, Lincoln City Football Club. Speakers confirmed to date include Niel Churchill, National Director of Patient Experience, Roy Lilley and Dr. Terri Porrett of the Academy of Fab NHS Stuff, Professor Tom Reader from London School of Economics, James Munro, CEO of Care Opinion as well as ULHT staff.



Just a small sample of the initiatives on the Academy website:

### **Do you know which consultant is looking after you?**

<http://fabnhsstuff.net/2016/07/05/improving-patient-engagement-and-information-the-dr-gulliford-business-card-model/> Dr Stephen Gulliford at Wrightington, Wigan and Leigh NHS Foundation Trust developed a simple business card with his name and details and contact number for his secretary and gave these out to patients on his ward round. Evaluating the initiative showed a significant improvement and feedback and is now being rolled out further.

### **“I don’t want to complain, but....”**

<http://fabnhsstuff.net/2017/02/15/blackpool-hospitals-tell-us/> Recognising the need to go a step further with patient feedback Blackpool Hospitals developed posters to encourage more feedback saying ‘I don’t want to complaint but....’ and also sent leaflets out with appointment letters.

### **“Thank you....”**

<http://fabnhsstuff.net/2016/11/30/awproud-power-peer-peer-recognition/> Avon & Wiltshire Partnership Trust developed an easy-to-use facility that allows staff to send a personalised message to say ‘thank you’, ‘well done’ or ‘you made me proud’ to anyone in the Trust. This could be for anything, big or small: for saving a life, for having a brilliant idea, or just for being a good-humoured colleague who makes others look forward to coming into work.

### **Freedom to speak up**

<http://fabnhsstuff.net/2017/03/06/uhmbt-becomes-first-trust-launch-freedom-speak-app/> Morecambe Bay is embracing technology to make it easier for staff to raise concerns having developed a Freedom to Speak up App.

### **Reducing take home medicine delays**

<http://fabnhsstuff.net/2016/02/24/reducing-medication-ttos-delays-patients-ready-leave-hospital/> We often hear of patients who are in a bed waiting for hours for their medicine to arrive so that they can go home.

### **Innovation panel**

<http://fabnhsstuff.net/2016/08/16/ruh-innovation-panel/> A pro-active approach to innovation, inviting staff to pitch their ideas at a ‘dragons den’ style panel.

### **LEAD-it approach to recruiting medical staff**

<http://fabnhsstuff.net/2017/05/15/lead-key-outcomes/> also won HSJ 2016 Workforce Value award. Recruiting international medical graduate within ED departments.

### **Post-anaesthesia care**

<http://fabnhsstuff.net/2017/01/31/post-anaesthetic-dementia-care/> Considers the care of patients with dementia within a busy recovery area.