

'Another healthy year'

Annual Report Summary
April 2010 - March 2011

Alder Hey Children's **NHS**
NHS Foundation Trust

Our New Chair

Sir David Henshaw Joins Alder Hey!

Quality at Heart

It's about safety, experience and effectiveness!

Our Strategic Aims

Find out what we have achieved this year!

Meet some of our patients inside...



Message from the Chair and Chief Executive



It has been a significant year in the Trust's development - a year of change, but also one of continued success and achievement, building upon Alder Hey's strong track record and rich heritage.

The economic and political environment in which we operate has significantly changed and GP's are taking an increasing leadership role in commissioning services. Working together will be vital to ensure that we continue to deliver the best possible services to our children and young people.

Delivering the highest quality of care and excellent clinical outcomes has continued to be our chief driver this year. We were delighted to receive strong endorsements from our regulators – the Care Quality Commission and Monitor, while the NHS Litigation Authority reaccredited the Trust at Level 3, its top standard of risk management. We have also strengthened our governance arrangements to enable us to provide greater assurance, both to our regulators and our patients and families. In addition, we have completely restructured our clinical services into six Clinical Business Units, each focused on particular groups of patients and led by clinicians taking full responsibility and accountability for all aspects of service delivery. These new structures will support a key theme in the coming year; to increase our level of patient and family engagement in how they help us shape and scrutinise our services. As part of this strategy, we will also continue to build and consolidate our relationship with our Governors, who have made

an invaluable contribution to the development of our plans this year.

This year we said a fond farewell to Angela Jones OBE DL, who retired as Chair at the end of October 2010. We pay special tribute to Angela and dedicate this report to her, with the gratitude and appreciation of the whole organisation for her tremendous contribution to the success of Alder Hey.

The Trust has consistently delivered its financial targets since authorisation as a Foundation Trust in 2008. This performance has enabled us to progress with confidence our plans to develop the first Children's Health Park in the UK. In 2011/12 we will take a further huge step forward in realising this vision by selecting our preferred design and building provider by January 2012. Our staff and patients will be central to the work to finalise the design and ensure that Alder Hey delivers one of the finest examples of a children's hospital anywhere in the world - a legacy that they richly deserve.

D Henshaw

Sir David Henshaw,
Chair

L Shepherd

Louise Shepherd,
Chief Executive



All Change at the Top



Radio Merseyside's Roger Phillips hosted Angela's leaving celebrations.

Angela Jones, OBE DL stepped down as Chair of Alder Hey in November 2010, bringing to an end a decade of inspirational guidance and leadership. Since her appointment back in 2001, Angela had been relentless in her quest to promote Alder Hey's reputation in providing world class health care. Angela was instrumental in steering Alder Hey through many significant challenges

and achievements and forged valuable relationships with Merseyside MP's, Liverpool City Council, local councillors and the local community. She was a huge supporter of many exciting new initiatives to improve patient experience, in particular the Alder Hey Arts programme which aims to make a patient's stay in hospital more enriching and enjoyable.

Angela said: "I believe that now is the right time for me and for Alder Hey to move on. It has been a rollercoaster of a decade with its many achievements and significant challenges. However it has been a tremendous privilege to be part of the journey and of all the posts I have ever held, being Chair of Alder Hey is the one that I cherish the most."

We announced the appointment of Sir David Henshaw as our new Chair in November 2010. Sir David was the Chair of NHS North West for four years and among his many achievements, he was responsible for the review of the child support system in the UK in 2007. Prior to his time at NHS North West, Sir David was Chief Executive of Liverpool City Council and Knowsley Metropolitan Borough Council. His outstanding track record in the public sector of delivering the highest quality of services and major capital developments will be pivotal in ensuring that we deliver our new Children's Health Park in 2015.

Speaking of his appointment, Sir David said: "I feel hugely privileged to be joining the Alder Hey team as Chairman. Alder Hey is an extraordinary organisation providing great service to children, young people and their families and I look forward to helping to take it forward both locally, regionally and internationally."



Board of Directors

There have been a number of key appointments to the Board during the year, including that of Medical Director, Director of Nursing and Chief Operating Officer. With our new team now in place, the Board will re-focus its drive in the coming year to achieve Alder Hey's vision for the future.

Chair

Angela Jones OBE DL (to Nov 2010)
Lorraine Dodd (Acting: Oct 2010 – Feb 2011)
Sir David Henshaw (from Feb 2011)

Chief Executive

Louise Shepherd
Dr Steve Ryan (Acting: Jan - May 2010)

Medical Director

Dr Steve Ryan (to June 2010)
Dr Sian Snelling (Acting: Jan 2010 to Feb 2011)
Professor Ian Lewis (from Mar 2011)

Director of Finance and Commissioning

Sue Lorimer

Executive Nurse

Moya Sutton (to Feb 2011)

Director of Nursing

Karen Dawber (from Mar 2011)

Director of Human Resources and Organisational Development

Jayne Shaw

Director of Performance and Service Improvement

Paul Hetherington (to Dec 2010)

Chief Operating Officer

Judith Adams (from Mar 2011)

Director of Business Development

Sue Thoms

Director of Corporate Affairs

Erica Saunders (from Sept 2010)

Non-Executive Directors

Lorraine Dodd, Steve Igoe, Susan Musson (to Mar 2011), Ed Oliver, Michael Yuille (to Jun 2010)
Susan Sellers, Phillip Huggon

About Alder Hey

Alder Hey is one of the largest specialist children's healthcare providers in Western Europe. We have a national and international reputation and are one of a small number of trusts in the UK providing a range of services exclusively for children and young people.

The majority of our services are provided at Alder Hey Hospital in West Derby, Liverpool. However we also provide outreach services across a wide footprint with over 600 clinical sessions held each year across the North West of England, North Wales, Shropshire and the Isle of Man. A recognised Centre of Excellence for children with cancer, heart, spinal and brain disease,

we are also a Department of Health designated National Centre for head and facial surgery.

Alder Hey is England's first public health promoting paediatric hospital accredited by the World Health Organisation. We believe we have a duty of care to provide health awareness, education and support to the communities we serve. We are also the first hospital in England to be accredited by Investing in Children.

Alder Hey is supported by two registered charities, the Alder Hey Imagine Appeal and Ronald McDonald House.



Ellie Ashley

"There is no other place like Alder Hey and both myself and Ellie would like to thank the staff who go above and beyond to make sure she is always their priority."

Diane Ashley - Ellie's mum

Alder Hey's Membership

We became a Foundation Trust in 2008 and have an active Council of Governors representing patients, parents, carers, staff, the general public and our partner organisations.

Alder Hey has over 13,000 members with membership open to anyone over the age of seven. There are three broad constituencies of membership: public, patient and staff. Each constituency breaks into different classes which each have at least one governor representing them on Alder Hey's Council of Governors.



A young member gives Alder Hey the thumbs up!

Membership Strategy

Alder Hey's Membership Strategy is led by a committee to the Council of Governors called the Membership Strategy Committee (formerly the Membership Communication and Engagement Committee).

The strategy was refreshed this year to ensure we maintain our membership numbers and enhance our ability to engage with our members. Children, young people, parents and carers will now be invited to become a member of Alder Hey while governors will also encourage increased membership. A number of communication tools will be used for membership engagement, including regular newsletters, email bulletins, member events, consultations, surveys and more.

To find out more information about our Council of Governors or how to become a member of Alder Hey, please contact our Governance and Membership Office on:

0151 252 5092 / 0151 282 4602

or email: membership@alderhey.nhs.uk

Our Council of Governors

Our Council of Governors represents every staff group and the Communities Alder Hey serves across England and North Wales. It comprises of 36 governors, operating under the leadership of our Chair, Sir David Henshaw and supported by the Senior Governor who is elected from among Council members.

Many of our governors are elected as part of an independent process managed by the Electoral Reform Service. We have nine Public Governors, four Patient Governors and six Parent and Carer Governors all elected by members, together with six Staff Governors elected by staff. There are also eleven appointed governors from nominated organisations.

This year, our Council of Governors has continued to develop its relationship with Alder Hey's Board, particularly in its advisory role and in setting our strategy. Individual governors are also members of different committees which reflect their interests and expertise. Our governors have continued to play a vital role in supporting our Quality agenda, while also being involved in many Trust initiatives such as the annual 'Alder Hey Achievers Awards', the Patient Experience Partnership, the Alder Hey Arts Group and the Annual Members' Meeting and Open Day.



Our 2010 Annual Members' Meeting and Open Day was well supported by our governors and members.

Changing Environment

Over the last few years the environment which Alder Hey operates within has become increasingly complex and dynamic.

Our Trust continues to develop and shape itself to adapt to the emerging landscape and ensure that we maintain our place as a key provider of quality healthcare for children and young people locally, regionally and nationally.

In 2010/11, Alder Hey changed the way in which we manage our services by creating six Clinical Business Units from three previous large Divisions. The new structure moves decision making about services much closer to patients, putting clinicians in the driving seat by providing them with greater freedom and responsibility.

Medical Specialties

- Respiratory medicine
- Infectious diseases
- Immunology
- Metabolic diseases
- Nephrology
- Rheumatology
- Gastroenterology
- Endocrinology
- Dietetics
- Oncology
- Haematology
- Palliative Care



Neurosciences, Head and Neck

- Ear, nose and throat
- Cleft lip and palate
- Ophthalmology
- Maxillofacial surgery
- Dentistry and orthodontics
- Neurology
- Neurosurgery
- Craniofacial surgery
- Long term ventilation

Clinical Support Services

- Radiology
- Pathology
- Pharmacy
- Therapies
- Outpatients
- Electro biomedical engineering
- Central admissions
- Bed management
- Medical records





Critical Care and Cardiac Services

- Cardiology
- Cardiac surgery
- Paediatric Intensive Care Unit
- High Dependency Unit
- Burns Unit



Surgery, Orthopaedics and Theatres

- General surgery
- Urology
- Gynaecology
- Neonatal surgery
- Orthopaedics
- Plastic surgery
- Theatres
- Anaesthesia
- Pain control

District Services

- Accident and Emergency Department
- General paediatrics
- Diabetes
- Dermatology
- Cystic Fibrosis
- Myalgic Encephalomyelitis
- Community Child Health
- Safeguarding services
- Neurodisability
- Fostering and adoption
- Audiology
- Child and Adolescent Mental Health Services



Service Transformation

Our Rapid Improvement and Service Transformation Programme (RIST) challenges us to improve patient care, while increasing capacity and quality of our services.

RIST has already produced some excellent outcomes while involving staff in service redesign and improvements in quality.

The aim of our service transformation programme is to improve:

- the effectiveness of treatment and care provided to patients.
- the safety of the treatment and care provided to patients.
- the experience patients have of the treatment and care they receive.

Quality at the Heart of Everything We Do

High quality care should be as safe and effective as possible, with patients treated with compassion, dignity and respect. As well as being safe and clinically effective, quality also means care that is personal to each individual. Alder Hey's quality agenda focuses on three key areas: patient safety, patient experience and effectiveness of care.

Patient Safety

Patient safety is one of the cornerstones of high quality care. During 2010/2011, Alder Hey aimed to improve, monitor and review the safety of our services in three key areas:

Reduction in IV Line Infections:

Over the past year, our Infection Control Team has been strengthened to ensure that we are able to provide our staff with efficient training and advice when dealing with intra-venous lines. We also achieved all of our infection control targets. This has led to a dramatic reduction in line infections, while ensuring far safer, quality care for our patients.

Reduction in clinical theatre incidents:

Surgery can be a high risk area as it involves some of our sickest and most vulnerable patients. By implementing nationally recognised best practice (e.g. the 'safer surgery checklist') we have been able to reduce incidents in theatre, ensuring our theatres are a safer place.

Zero Wrong Site Surgery:

We have had no incidence of a child or young person having surgery at the wrong site.

Patient Experience

Ensuring that our patients and families have the best possible experience while in our care is really important. To enable us to improve services, we have continued to monitor patient/parent satisfaction and complaints.

We have focused on complaints management and improving staff practice (increasing training in customer satisfaction) while we are also creating a Customer Services Team. Our Patient Advice and Liaison Service (PALs) is also available to provide support to patients, families and carers. It is encouraging to see that this service is being accessed for advice, information and support.

Effectiveness of Care

Ensuring that we provide treatment that is timely and has the best possible outcome is core to providing effective care. During 2010/11, we have been monitoring our readmission rates and waiting times in A&E. Our readmission rates are comparatively lower than in other hospitals while we consistently met the national waiting targets in A&E except during December. This was a challenging month with high rates of flu and infection across the country causing increased attendances and admissions. We have already started planning ahead for December 2011 to ensure we can respond quickly and effectively to potential winter pressures.

We also aimed for a 5% -10% reduction in repeat brain tumour surgery. Our intra-operative 3 -T MRI scanner allows the brain to be scanned while in theatre rather than after the operation. This has allowed us to reduce the number of times a patient has to undergo repeat surgery.

More information on our quality achievements can be found in our Quality Report 2010/2011, available at: www.alderhey.nhs.uk

A photograph showing a man with glasses on the left, leaning over a man in a yellow t-shirt who is holding a baby. The baby is wearing a colorful striped shirt and has a hospital wristband. The background shows a hospital room with a wooden door and medical equipment on the wall.

Ruth Radcliffe

Young Ruth was treated at Alder Hey for Leukaemia. Ruth has bravely completed a year's intensive chemotherapy treatment and now her year of follow up treatment will include day case visits to hospital. However, as her condition makes her prone to infection, Ruth has had many unplanned trips to see the doctors at Alder Hey!

Ruth's dad Nick says: "We never have a problem bringing Ruth to Alder Hey for her treatment. It's testament to how great the staff are. We are so fortunate to have Alder Hey on our doorstep."

Strategic Aim: Delivering clinical excellence in all our services.

During 2010/11, we continued to perform strongly in delivering safe, high quality care for our children and young people.

We achieved a reduction in IV infections in over 50% of patients; saw a 15% reduction in clinical theatre incidents and achieved a 75% reduction in hospital acquired pressure ulcers. We were delighted to maintain zero 'never events' which are events that should not happen to a patient in hospital.

Our A&E Department is the largest of its kind in the country so we were extremely pleased to meet our waiting time targets. Over 60,000 children and young people visited our A&E with 97.5% seen within four hours. We are also proud to have a significantly lower than average length of stay for inpatients across our hospital at just 2.75 days.

Other achievements this past year include:

- Increase in day cases and investment in our K1 Day Case Ward.
- Reducing repeat surgeries using our intra-operative 3-T MRI scanner.
- Implementing a new paediatric nutritional screening assessment tool to ensure those in our care have appropriate nutrition.
- Increasing our provision of end of life care, enabling us to provide more support to patients at the end of their life and their families.
- Developing the Liverpool pathway for children and young people with neuro-disability, supporting those with complex conditions to move between children and young person services to adult services.

Infection Control

We were delighted that we held the number of cases of MRSA and Clostridium Difficile infections below the targets set. Over the last year, we have worked hard to improve infection prevention and control across our hospital. This has included reinforcing responsibilities, investing in specialist staff and reviewing key roles, including the Director of Infection Prevention and Control.

One of our main focuses continues to be hand hygiene and ensuring that staff practice the correct handwashing technique at the right time. Our Hand Hygiene Policy has been updated and includes the requirements for clinicians to be bare below the elbow and for hand hygiene practice. We have also provided staff with personal sanitisers while the number of hand sanitiser dispensers in the hospital has increased.



Cerys Clapham

"Throughout her intensive treatment all of the staff made sure we were looked after as a family. They helped make my daughter's traumatic and challenging experience much more bearable. Cerys remembers her time on Oncology with memories of the play room and friendly staff more than her intense treatment which is testament to the great care that Alder Hey provided."

Melanie Clapham - Cerys' mum

Strategic Aim: To ensure all our patients and their families have a positive experience while in our care.

Providing the best possible experience to our children, young people and families is a key priority at Alder Hey. Engaging with our patients, families and communities is vital to ensuring that we

develop our services in response to patient needs. We have a strong model of engagement and involvement in place which makes a real difference to the services we deliver and the overall patient experience.

Children and Young People's Forum

This forum was created to ensure that children, young people and parent/carers had a voice in our decision making. Over the last year, our Forum has been involved in a number of activities from interviewing candidates for Board level posts to the redesign of food services to patients and the planning of our new hospital. Members of the Forum have presented at the World Health Organisation Conference and the regional Quality Health Council. Two of our members were appointed as Young Mayors of Liverpool which means Alder Hey is represented at key events across the city.

Investing in Children

In 2009, we formed a partnership with Investing in Children (IiC), an organisation focused on the human rights of children and young people. We have been working with IiC to make sure that our services really do change as a result of the views and experiences of those who use them. Over the last year, we have had our PALs, Arts for Health and Renal Services accredited while our Oncology Unit was reaccredited for the second year. In partnership with IiC, we are currently taking a work stream forward with UNICEF UK. This work is aiming to develop a model that can be used in any healthcare setting and which enables, encourages and empowers children and young people to have a say in their care.



Listening

Listening to those who use our services is vital if we are to make changes or improve their experience. We have a number of ways in which we can do this including

via surveys and our PALs or complaints services. In 2010/11, over 2000 patients and parents/carers filled in our feedback cards which asked them to rate our services and their experience at Alder Hey. Overall the feedback was positive but the cards also identified areas which needed improvement. The results of our feedback cards continue to be shared at our Patient Experience Partnership group, which includes parents/carers and governors.

There have been many other improvements taking place throughout the year...

- Increased patient activities including Everton in the Community workshops, dance, storytelling, arts and much more.
- We invested £30,000 in new toys for our wards.
- We produced a music CD with our renal patients.
- A new 'family zone' was created in our restaurant.
- Cold lunches were rolled out across the hospital resulting in less food wastage.
- We produced a new website around accessibility as part of an access audit.
- Improved access to the Internet for patients and visitors.

Strategic Aim: Be the provider of 1st choice for children, young people and their families.

Alder Hey provides a range of over 20 specialist services for a total catchment population of 7.6million people. We treat around 200,000 children and young people each year, 30,000 of whom are admitted as inpatients. Almost 70% of our inpatient activity is of a 'specialist' nature.

This year we achieved an increase of 3.3% in patient referrals while seeing a rise in our elective (planned) inpatient activity with 350 more cases. Our non-elective (unplanned) activity also increased by 4%, a further 1,835 cases.

Alongside this increase in demand we:

- Increased our elective volume share by 3% to be market leader regionally.
- Secured our position as a children's Major Trauma Centre in line with a current review.
- Generated 75% positive media coverage about Alder Hey.
- Had 3,500 unique visits to our website, www.alderhey.nhs.uk, averaging 395 new visits per day.
- Established Twitter and Facebook media channels to enable us to communicate further with our children and young people. Visit www.alderhey.nhs.uk to follow us.



Lauren Mitchell

"Although we live in Carlisle, Alder Hey is only a phone call away and there is always someone who can reassure us and make sure we get answers. It's great that we've been able to keep in touch with so many staff across the hospital over the years."

Diane Mitchell - Lauren's mum

Strategic Aim: To further improve our financial strength in order to continuously invest in services and provide funding for a new hospital

We were pleased to report excellent financial performance for 2010/11, achieving the target EBITDA and a net surplus of £12.9million while investing £6million in medical equipment, our Information Management and Technology infrastructure and our estate.

	2010/11	2009/10
EBITDA	£18.8m	£13.9m
EBITDA Margin	10.6%	8.2%
EBITDA achievement of plan	102.4%	102.0%
I&E Surplus	£12.9m	£7.1m
I&E Margin	7.3%	4.7%
Return on Assets	18.3%	12.9%
Liquidity	36 days	39 days
Risk Rating*	5	4

* Risk is rated 1-5, where 5 is the best.

Our improved financial performance was largely generated by increases to clinical income following a growth in referrals and demand for our services. Meanwhile our expenditure has been contained through service re-design projects and a significant cost improvement achievement of £5.7million.

Financial Risks

Financial pressures such as pay inflation, the VAT increase to 20% and the risk of reductions to the children's tariff will impact on our ability to increase our surplus unless we find enough savings within the organisation to cover these costs. Therefore, to remain successful in the new financial climate, Alder Hey has a robust three year cost improvement plan in place which is supported by our service transformation programme and investment in improvements to our technology infrastructure. We are also part of the Children's Alliance (led by the major paediatric providers in the UK) which engaged closely with the Department of Health to preserve the specialist children's tariff top up for 2011/12. This will help maintain our income levels.

Alder Hey has also joined with other NHS organisations in North Mersey to develop plans supporting the national NHS QIPP initiative. QIPP stands for Quality, Innovation, Productivity and Prevention, all the elements which are driving changes in the NHS. Alder Hey is playing an instrumental part within the North Mersey QIPP programme as we aim to deliver new innovative ways for providing urgent care to children and young people.



Capital Investment

Our key investment priority is our new hospital which is expected to open its doors by 2015. Meanwhile we are keen to ensure our current buildings provide a clean, safe and welcoming environment for our patients and families; that our clinical staff have access to the most up to date equipment; and that our Information Management and Technology infrastructure continues to develop.

Buildings: Infrastructure	£0.2m
Buildings: Upgrades and Refurbishment	£1.7m
Information Technology Infrastructure	£1.5m
Medical Equipment	£2.1m
Decontamination and Other Equipment	£0.4m

Some other financial achievements during 2010/11 include:

- Developed monthly service line reporting and engaged our clinicians in review.
- Gained approval for a business case to replace the financial system to one which improves financial control and provides information at CBU level.
- Engaged with the North West Commercial Collaborative Agency in developing best practice procurement.
- Gained agreement from the Secretary of State to give our charity independent trustee status.

Full financial statements are included in our Annual Report and Accounts which can be found on our website www.alderhey.nhs.uk

Strategic Aim: To be a world class centre for children's Research and Development.

We are proud that Alder Hey, with the support of the co-located Institute of Child Health, remains at the forefront of essential research in the health of children and young people. In 2010/11, 2,710 patients took part in research activity at Alder Hey.

Our Research Unit has been in place for over two years with key areas of focus including medical specialties, Diabetes and Mental Health. The UK Medicines for Children Research Network (MCRN) is hosted at Alder Hey with a Department of Health grant worth £22million. We are the lead centre for the Cheshire, Merseyside and North Wales MCRN – leading the field in paediatric pharmaco-vigilance.

We were delighted to secure funding for a dedicated research facility and development of our new Clinical Research Facility began this year. This facility will enable us to increase commercial research activity, improve the efficiency of research programmes and enhance the experience of participating families. The Clinical Research Facility is expected to be fully operational by the end of 2011. Research will continue to be a key focus for Alder Hey and in the coming year, we will publish a new research strategy while continuing to develop our collaboration with academic and scientific partners.

Other highlights in our research and development activity include:

- Secured further National Institute for Health Research (NIHR) awards, including a £2million grant for a trial of insulin delivery in Type 1 Diabetes and a doctoral nursing fellowship.
- Saw increased commercial research activity and achieved income of £150,000.
- Made a contribution of over 20% of patients recruited into NIHR portfolio studies in Cheshire and Merseyside.
- Developed a new Paediatric Medicines Research Unit.

Halle Winterbottom

"Halle has been under the treatment of Alder Hey's Rheumatology Team for five years and is currently involved in a research study. It is vital that the fantastic research continues here, which will hopefully improve future patients' outcomes and experiences, just like it is doing for Halle!"

Claire Winterbottom - Halle's mum.



UK's First Centre of Excellence for Childhood Lupus

In October 2010, we celebrated becoming the UK's first Centre of Excellence for Childhood Lupus. Childhood Lupus is a severe disease where the body's immune system reacts to its own cells, causing auto-antibodies to be produced and resulting in inflammation and damage to many organs of the body. There is no cure and despite advances in treatment, the damage to organs can be severe and occasionally life threatening.

Alder Hey's Centre of Excellence status was awarded by Lupus UK, the national charity supporting people with Lupus and their families. In receiving this honour, the Trust is leading the way in providing care for children with Lupus and also in undertaking clinical research to advance the knowledge and care of children with the disease.



Louise Russell

"It is really important to keep up the fantastic research at Alder Hey. The staff here have been really good to me and have helped me in so many ways."

Louise Russell - aged 15

Strategic Aim: To ensure our staff have the right skills, competence, motivation and leadership to deliver our vision.

Alder Hey has around 2600 staff who together look after thousands of children and young people each year.



INVESTORS
IN PEOPLE

As a teaching hospital, we are also involved in the training of 600 medical students and 400 nurses each year. We work closely with our University partners and we are proud to be a centre for hosting national examinations. We were delighted to achieve an excellent review of our student nurse placements through both John Moores and Edge Hill University.

Support Through Change

Last year, we moved away from our existing divisional structure to new Clinical Business Units (CBUs). Throughout the development and implementation of our new structure, we communicated regularly with staff through workshops, email bulletins and magazines. Clinical and non-clinical leads were carefully recruited to form six new CBU leadership teams and a bespoke development programme was then designed to support the leadership teams.

Health and Wellbeing

Supporting the health and wellbeing of our staff leads to a motivated workforce, lower sickness absence and greater satisfaction in work. Our staff now have access to a new occupational health service provided by Team Prevent UK Ltd. Team Prevent work with Alder Hey to prevent work related ill health, provide early intervention and appropriate support. Alongside this service, health and safety advisors continue to work closely with our CBUs to ensure we provide a safe and secure environment for our staff to work in.

Health, Work & Wellbeing



Alder Hey Achievers Awards 2010



Congratulations to all our staff who were nominated for the 2010 Alder Hey Achievers Awards! More than 200 patients, parents, visitors and staff nominated staff members and teams who they felt had gone the extra mile in making things better for our children and young people.

The winners were announced at a special awards ceremony in May 2010, which took place at Liverpool's Hilton Hotel. The evening was made possible by the generous sponsorship of Hill Dickinson, Mace & Jones, Barclays Bank, Trophies for All, Hilton Hotel, Medicash, Simpler Healthcare, Big Entertainments, the Alder Hey Imagine Appeal and Alder Hey Charitable Funds.

Awards were given to the winners of a range of categories, including Diversity, Leadership, Service Transformation, Clinical Innovation, Learner of the Year, Patient Experience and Unsung Hero. Special congratulations go to **Dr Eileen Byrne and the Emergency Medicine Team** who were the winners of the prestigious People's Choice Award - voted for by staff, patients, parents and carers. Well done to all our winners and thank you to everyone who nominated and voted for the Alder Hey Achievers Awards 2010.

Staff Survey 2010

Improving staff engagement and satisfaction is a priority at Alder Hey. The national staff survey is an anonymous survey undertaken by Quality Health between September 2010 and January 2011. The survey results provide valuable feedback on a range of issues and identifies areas for improvement.



Areas of strength

Quality of job design: There was an increase in the number of staff who felt they had clear goals and were given clear feedback on their performance.

Effective action towards violence and harassment: More staff than in 2009 thought that effective action is taken if staff are physically attacked, bullied or abused.

Access to training and development: 77% of staff said they had received training, learning and development in the last 12 months which helped them to perform better in their jobs.

Staff motivation at work: More staff than in 2009 reported they look forward to going to work and were enthusiastic about their jobs. The number of staff considering leaving Alder Hey has decreased.

Equal opportunities: A higher than average number of staff believe we provide equal opportunities.

Effective Performance Development Reviews (PDRs): Over 80% of staff received a PDR in 2010 while 72% were given personal development plans.

Areas of Development

Access to handwashing materials: Our infection control procedures and equipment were reviewed and there was a greater focus on accessing handwashing materials.

Incident reporting: Activities took place to ensure staff are treated fairly when reporting incidents. These included a revision of our incident reporting procedures and training.

Work related stress: We recently launched a new Health, Work and Wellbeing Strategy, of which work related stress is a key area of focus. Within this strategy are plans to review our sickness absence and stress management policies, revise our stress management training and establish mental health awareness programmes. A staff self-assessment survey will be used to seek views on health related issues.

Developing potential: Work is taking place within individual CBUs to improve opportunities at work.

Quality of PDRs: Some managers still need further support to deliver well structured appraisals to staff. Training and coaching will be provided to reviewers.

Communications: Plans will be developed to further improve the communication of information to staff. We will also be focusing on ensuring senior management communicate and engage effectively with their teams.

Ensuring staff feel valued: Focusing on key issues identified in the staff survey will have a positive impact on ensuring all staff feel valued.

Close to Our Community

Our commitment to supporting the local community has been demonstrated through our engagement with the government's Future Jobs Fund Initiative, our volunteering programme and health education. In line with a new volunteer strategy, a framework for volunteers at Alder Hey has been established. We have already actively recruited a number of volunteers across the organisation.

The Future Jobs Fund supports long term unemployed to return to employment. 32 candidates have

already been given work experience at Alder Hey with nine of these gaining full employment in the NHS and other organisations.

In 2010/11 we continued to host the Society Health and Development (SHD) Diploma which was expanded to include a pilot group of 14-16 year olds. The first SHD graduation celebration was held in May 2010 and 22 students celebrated their success with staff, teachers and parents.

Many of these students have now gone on to higher education towards careers in health, social care and the legal system. Alder Hey will continue to deliver the Diploma to 16-18 year olds next year.



Volunteer, Khadijah Malik (right) providing valuable support at Alder Hey.

Are you interested in volunteering at Alder Hey? Contact our Volunteer and Placement Manager on 0151 252 5873.

Strategic Aim: To deliver our hospital in the park vision.

The Story So Far

In 2010, our Children's Health Park Project entered a very exciting phase following the placement of an advert in the Official Journal of the EU (OJEU).

The advert invited interested bidders to submit expressions of interest to be involved in building our new hospital. Following this, a "bidder's information day" took place and was attended by over 100 private sector personnel, including some of the biggest construction companies in the UK and beyond. Those who attended heard how Alder Hey is seeking to build a new children's hospital focused on the patient, one that will be a flagship of the NHS and designed with children in mind.

In April 2010, we announced that two highly experienced bidders had been shortlisted to the initial design development stage; Acorn (a consortium of John Laing, Laing O'Rourke Construction, Interserve Facilities M and BDP Architects) and Balfour Beatty Healthcare. In August 2010, we began a competitive dialogue process with both bidders as they finalised their proposals. We completed the initial design stage 1 which involved the defining of the key concepts for the new hospital such as clinical adjacencies and the master planning of the site. We then started the detailed design process which involved the bidders speaking to our Children and Young People's Forum, their parents and our staff to seek their views on the planning details. This was completed in May 2011.

The bidders presented their proposals to various stakeholders and via staff briefings. Over 85% of staff scored the designs as 'good' with 60% considering them to be 'very good' or 'excellent'.

Originally, our new hospital was set to be delivered through a phased approach; Phase One focusing on inpatients and acute services and Phase Two delivering outpatients, therapies and offices. Due to our strong financial position, we are now able to deliver both Phases at the same time, ensuring the whole hospital is effectively integrated. Both bidders will be invited to submit their final bids and a preferred bidder will be selected by January 2012. We aim to open the doors of our new hospital in 2014/15.

Milestone	Indicative Timeline
Submission of DRAFT Bids	June 2011
"Close of Dialogue" and Trust Issues Invitation to Submit Final Bid	September 2011
Submission of Stage 2 (Final) Bids	October 2011
Trust Board appoints the Preferred Bidder	by January 2012
Submission of Full Planning Application/Application for Reserved Matters	by May 2012
Planning Approval	by August 2012
Completion of Planning Judicial Review	by October 2012
Contract and Financial Close	by November 2012

New Programme Director



David Powell (right) with members of the CHP Project Team.

Alder Hey welcomed a new Programme Director of the Children's Health Park in February 2011. David Powell brings with him lots of experience following previous involvement in delivering a specialist hospital for North Bristol

NHS Trust and before that, the new Central Middlesex Hospital. David said: "I am delighted to be involved in such a unique project and feel this is a great opportunity to be part of something really special. I am confident that Alder Hey's new hospital will become the best place for providing care and treatment to children and young people."

Our Commitment to Sustainability

We realise that we have an important responsibility to minimise our impact on the environment, ensure resource use is efficient and maximise funds available for patient care. The Government has introduced the Climate Change Act as it aims to cut carbon emissions. Alder Hey will attempt to meet the NHS' carbon reduction targets by developing a Sustainability Strategy. This strategy will incorporate the core themes of the NHS Sustainable Development Unit's Carbon Reduction Strategy for England.

Did you know that in 2010/11 we:

- Consumed 6,756,947kwh of electricity and 16,457,919kwh of gas.
- Used 66,234m³ of water.
- Disposed of 131 tonnes of landfill waste and 213 tonnes of clinical waste.
- Recycled 510 tonnes of waste.

Alder Hey Imagine Appeal

From this year, Alder Hey Charitable Funds and the Alder Hey Imagine Appeal are effectively working together as one Charity.

The Alder Hey Charity now has a Board of independent Trustees. Its fundraising activities help Alder Hey to provide facilities to the very highest standards for our children. Every donation we receive helps us to improve the quality of life for our young patients, from researching medical conditions and providing vital equipment to building a better environment for children and their families.

This year, through charitable donations we have been able to redesign and redevelop our Physiotherapy Unit; purchased state of the art equipment and medical devices; support a number of initiatives in the arts programme and refurbish our parents' rooms to name a few!



Some of our patients with celebrity visitors!

If you would like to help...

Phone: 0151 252 5716 / 5726 Or visit: www.imagineappeal.com

Ronald McDonald House

Alder Hey's Ronald McDonald House is the biggest purpose built House in the world!

The House provides a 'home away from home' for parents of children who are being treated at the hospital. Ronald McDonald House is funded and run entirely by charitable donations.

In October 2010, dozens of children and their families gathered to watch TV's favourite actor Ricky Tomlinson place a time capsule within the foundations of 15 brand new family apartments. As a long term supporter of Ronald McDonald House, Ricky generously donated £1million towards this £1.5million development.



Ricky Tomlinson said: "I'm delighted to support Ronald McDonald House at Alder Hey. The House provides a vital lifeline to parents and families who come to hospital with their critically ill children and these new apartments will be able to give them some much needed support during an incredibly difficult time. I'm looking forward to seeing them completed!"



Peyton Reaney

"The care we've received at Alder Hey is unlike at any other hospital. The staff here have been so friendly and have always been there for us. I'd like to say a big thank you!"

Sam Reaney - Peyton's mum

Translation available on request.

若有需要時將會翻譯成中文。

ستترجم عند الطلب

অনুবাদ করলে এর অনুবাদ করানোর ব্যবস্থা করা হবে।

अनुरोध करने पर अनुवाद करने की व्यवस्था की जाएगी।

ਬੇਨਤੀ ਕਰਨ 'ਤੇ 'ਤਰਜਮਾ' ਕਰਵਾਇਆ ਜਾਵੇਗਾ

Marka la soo codsado ayaa la turjumi doona

درخواست کرنے پر ترجمہ فراہم کیا جائے گا۔

Tłumaczenie dostępne na prośbę

Declaration of Interests

A copy of the Register of Interests of the Council of Governors and Board of Directors is available via the Trust website www.alderhey.nhs.uk. Alternatively you can contact our Membership Office on **0151 252 5092** to request a copy.

The Annual Report and Quality Report for 2010/2011 are available on www.alderhey.nhs.uk


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 become a friend of alder hey on facebook

Alder Hey Children's 
NHS Foundation Trust