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Buckinghamshire Healthcare
Where your needs always come first
Newsbeat

Sandra’s welcome

I am delighted to be welcoming you to the latest edition of the SWAN.

Our main feature this month is the recent staff awards ceremony, which many of you played a part in. I was pleased to be involved in the judging process and was impressed by the high calibre of entries. The extent that staff go to ensure patients have a great experience whilst in our care came through in the nominations and it is heartening to see many of you delivering against our promises and service standards. Of course there can be only one winner in each category, but all those nominated and everyone else working hard to improve standards are an asset to the Trust and I thank you for your ongoing support. You can read more about the award winners on pages six and seven.

Our service standards continue to be a priority in 2011 – many of you will have participated in a training session by now and have heard firsthand how our behaviours significantly impact on the experience people have of the service we provide. Things which are perceived as being relatively simple, such as courtesy and communicating clearly with people, are still coming through as areas for development in the comments and complaints we receive. All of us joined the NHS because we want to make a personal difference no matter where we are working in the organisation. And so through our service standards we can ensure that we are treating our patients and colleagues in the same way that we would wish for ourselves, relatives and friends. We will continue to work hard over the next year to help you embed our service standards to ensure we are putting the needs of other people first; I would appreciate your ideas on what else we can do to support the delivery of the service standards.

Staff engagement and their health and wellbeing is also an important focus for me – I want to ensure staff feel supported and satisfied in the workplace; not only will this positively influence your own wellbeing but it will also help you to deliver great patient care. A ‘well at work’ action group has been set up that will support improvements across the Trust, and I hope many of you will get involved. At the time of writing, our popular valuing staff days had just got underway and our re-established leadership and learning forum saw Professor Ivan Robertson address the first event, giving managers and clinicians some practical tips in supporting and sustaining staff through these challenging economic times.

I welcome your thoughts and suggestions on improving staff health and wellbeing, please feel free to contact me with any ideas. I would also like to thank all staff who took part in our health and wellbeing survey – we have drawn up a list of actions to take forward what you have told us.

Sandra Hatton
Director of HR and organisation development

Dates for your diary

Trust events:
- Wednesday 30 March: Birthing choices and much more
  A drop-in event, aimed at women in the early stages of pregnancy or who are planning a family will take place in Wycombe. No booking required – details will be available in the bulletin soon.
- Monday 4 April: Carers’ Voice event
  An event for all carers, including full or part-time, paid or family carers will take place in Winslow. Please tell carers you may know about this event. Book a place by emailing th@buckshealthcare.nhs.uk or calling 01494 734141.
- Tuesday 12 April: Trust board meeting
  Marlow area, venue to be confirmed on the website and staff bulletin soon.

Health awareness events:
- March: ovarian and prostate cancer awareness month
- 9 March: no smoking day
- April: bowel cancer awareness month
- 11-17 April: Parkinson’s awareness week

If you are celebrating any of these days and would like helping promoting your efforts, please contact the communications team on 01494 734959 or email communications@buckshealthcare.nhs.uk.
The Dr Foster Hospital Guide 2010 was published at the end of November 2010. This year, our Trust was named as one of 19 with a higher than average Hospital Standardised Mortality Ratio (HSMR). Whilst we welcome results from independent reports such as this, it is important to put these results into context, recognising the excellent care provided by our staff every day.

What is the HSMR?
The HSMR looks at the number of deaths at a hospital and compares them to the number of deaths that would be expected at that hospital, taking into account a patient’s diagnosis, age, admission and other health factors.

Should people be alarmed by our results?
No. We know that our rate of deaths (crude mortality rate) is actually low and has fallen over recent years. Our investigations revealed that our method of coding differed from many other trusts, which has affected our mortality ratio. We also reviewed patient notes from 2009 / 10 in detail and although not surprisingly we found areas where we can improve, the review has been reassuring because there were no clearly avoidable deaths. It is also important to note that the data in this guide are over a year old.

Is the HSMR an accurate measurement?
The guide recognises that high mortality ratios may be as a result of coding anomalies and it is not appropriate to use HSMR data on its own for ‘league tables’ of hospitals. The Department of Health has also announced a new mortality indicator to replace the Dr Foster methodology from next year.

Are we taking action following the report?
We continuously monitor our mortality data on a regular basis, addressing any issues as soon as they arise and we report on this at our public board meeting. We also commissioned an independent review which looked at how we code our activity and an action plan was developed, which we are currently working through. A meeting took place recently with Dr Foster Intelligence who informed us of an improvement in our HSMR for August, September and October 2010. We believe this improvement is due to the review of coding and actions we have taken in response to this. We will continue to monitor this and need to demonstrate ongoing improvement.

How can staff help?
It is really important that clinical staff continue to ensure that all patient records are clearly completed and that particular care is taken when completing discharge summaries.

What our patients say
We receive many letters each week from patients thanking staff for going the extra mile. Here’s another selection:

“I was treated with courtesy, efficiency and respect at all times and I would like the staff involved to know how much their professionalism was appreciated”.

“The clean bright ward is a credit to the NHS and coupled with the service provided by the nursing staff, I am sure this could not be bettered in the private sector”.

“I have nothing but praise for my stroke treatment at Wycombe Hospital 17 years ago and again last year. In that time there have been noticeable improvements in all aspects of the care I have received”.

“The staff we encountered were totally professional people but still found the time in their busy schedule to extend genuine kindness….”

“Thank you so much for the way you all looked after me when I was admitted recently. I can’t praise the staff highly enough for their professionalism, kindness and fantastic attitude to caring for the public”.

Where your needs always come first
Hospitals join the ranks of the elite

Both Buckingham and Stoke Mandeville hospitals have been presented with an Elite Award by Aylesbury Vale District Council, for food businesses in north Buckinghamshire that have maintained consistently high food safety standards.

Ian Garlington, director of property services, said: “We are delighted with this fantastic award which really highlights the dedication of our staff to provide the highest standards of food hygiene. As only 3% of all food premises in the area achieved this award, this is truly an outstanding achievement.”

Employer of the year award

We have been awarded an ‘employer of the year’ award by Amersham and Wycombe College for supporting work-based learning, predominantly offering NVQs in health and health & social care.

Trevor James, director of employment skills at the College said: “The college team have been very impressed by the training support offered by the Trust to meet the development needs of staff. Staff are supported with workplace training and college attendance and new ideas are being explored to open up more programmes, which will suit the training needs of other staff in the Trust”.

John Clark, associate director of education, learning and development, said: “We are delighted to receive this award which recognises the positive relationship we have with Amersham and Wycombe College, but most importantly our commitment to ensure staff across the Trust receive the support and training they need to fulfil their potential and meet our organisational needs”.

Best NHS library website in South Central

The Trust’s library services team have won a regional award for the best NHS library service website.

Jennie Kelson, library services manager commented, “we are very proud of the award which is a fantastic accolade for the library and communications teams who are responsible for the overall website infrastructure”.

The design, functionality and essential elements – namely the inclusion of, and ease in finding key information such as opening times and phone numbers – were the three main criteria that the judging panel looked at.

The judging panel was led by K Design; director Alistair Peebles presented the award and said, “this organisation and service has clearly invested time and thought in its web presence, and it shows!”

The award-winning website can be found at www.buckshealthcare.nhs.uk/library.

Promoting good hand hygiene

As expected at this time of year, the Trust recently saw an increase in the number of patients attending our hospitals with winter-related illnesses. We know that during the winter months, illnesses like norovirus affect the community. To help promote the message that by washing their hands members of the public can help reduce the spread of infection, we produced a hand hygiene film and gave the local media a lesson in good handwashing.

Jean O’Driscoll, director for infection prevention and control, and Niamh Whittome (pictured), matron for infection prevention and control, took reporters from the Bucks Free Press and Bucks Herald onto a ward to show them how the Trust manages the spread of infections and tested their own handwashing skills.

Watch the Trust’s video on how to wash your hands on our website: www.buckshealthcare.nhs.uk/hand-hygiene.htm.
Developing community services

During August and September 2010, community engagement sessions were held across the county for people to give their views on community health services in Buckinghamshire.

In line with the government initiative, and following our integration, the Trust is putting together plans to deliver more services in people’s own homes or in local community facilities.

There was overall support for our plans to enhance community services, develop integrated teams and make the best use of our community hospital facilities. Participants were also keen for us to enhance our relationships with GPs and social care.

There was overwhelming support for a single point of access to be developed for our community services to reduce confusion and enable easier access. Participants were also keen for us to focus on chronic conditions and the elderly.

Feedback from every session is available on our website. We are already using this information to help develop integrated teams and other redesign projects across the Trust.

We will continue to work closely with staff, GPs and our local community as we progress with our plans. If you would like more information, please contact communications@buckshealthcare.nhs.uk or call 01494 734959.

A number of recurring themes arose when people were asked what services they would like to see developed in their local community, such as:

- outpatient clinics
- drop-in phlebotomy clinics
- pre-operative and post-operative assessments
- holistic, one-stop elderly care services
- well-man and well-woman clinics
- mobile health clinics
- health information points/centres.

National update: Liberating the NHS

Towards the end of last year, the coalition government published their response to the white paper. The government plans will lead to significant change in the way the NHS is managed. Locally, a number of changes are already underway. Here is a quick rundown of the key things you need to know:

- The national tariff, which affects how much hospitals are paid for procedures, will be reduced by 1.5%
- With the development of GP commissioning, Primary Care Trusts (PCTs) will be statutorily accountable for the next two years and clustered from June 2011. In the South Central region, PCTs will come together into three clusters, each with a single executive team. The proposed clusters are:
  - Southampton, Hampshire, Isle of Wight and Portsmouth
  - Berkshire West and Berkshire East
  - Buckinghamshire and Oxfordshire.
- A national ‘pathfinder’ pilot has also been launched to support the establishment of GP consortia who will locally manage and purchase services. In Buckinghamshire, three groups of GPs have been chosen to participate. This includes almost all of the practices in the county and will be supported to look at how the changes can be implemented for local people, assisted by Buckinghamshire PCT.

The operating framework for next year, which outlines what we need to achieve operationally, was also published at the end of last year. It focuses on maintaining and improving quality, keeping tight financial control, delivering on the quality and productivity challenge and creating energy and momentum for transition and reform. The Trust is currently assessing how this impacts on us and will keep staff up-to-date on any changes through Team Brief.
Celebrating the best – Staff Awards 2009/10

Staff and volunteers working to improve the experience of patients and colleagues at Buckinghamshire Healthcare NHS Trust, were recognised at a special awards evening in November.

Television celebrity and special guest Lynn Faulds Wood presented certificates to the winners at the sixth annual staff awards, which recognise those who inspire others and deliver beyond expectations.

The awards were open to anyone working for or with the Trust, including our community services staff for the first time. Patients and visitors were also invited to tell us who their stars were.

Lynn, famed for her appearances on Watchdog and GMTV, told the 150 guests at the ceremony that she was moved by the many great stories she had heard. “I want to pay tribute to you all; you really do put people back together again. I have been so impressed by everything I have heard and seen this evening and you are all truly inspirational”, she told guests.

Outstanding contribution

During the awards ceremony, which included many highlights, one moving moment took place when the award for outstanding contribution was presented to the partner of Karen Jenkins, who sadly died recently of cancer, for her inspirational and outstanding work as a critical care nurse at the ITU at Wycombe Hospital.

Kathie Jenkins, Karen’s mother said:

“It made me and her partner David very proud and was such an emotional occasion. It was very moving for Karen to be recognised for the work that she did. Karen had trained for five years to get to be an ITU nurse and really enjoyed her nursing career. When she became ill and was no longer able to work with patients on the front line, Karen helped in whatever way she could, using her skills in any way she could, particularly teaching trainee nurses. Karen stayed working right up to January 2010. A star who was always smiling. A charity has been raised in her memory www.karensbigsmilse.org”.

Outstanding contribution award:
Karen Jenkins – ITU nurse (posthumous)
Karen’s award was accepted by Kathie Jenkins, Karen’s mother and also David Featherstone, her partner.

The Trust would like to thank the following organisations who kindly sponsored this year’s staff awards: Laing O’Rourke, Sodexo and Enterprise Healthcare, and United Healthcare South Buckinghamshire.
Staff Awards 2009/10

Staff were awarded in the following categories:

- **Team of the year award:**
  Spinal physiotherapy team

- **Healthcare team of the year award:**
  Uro-oncology clinical nurse specialist nursing team

- **Lifetime achievement award:**
  Myra Paterson – district nurse locality lead

- **Chairman’s award:**
  Service standards – champions and facilitators

- **Healthcare professional of the year award:**
  Jill Mowforth – Lung cancer clinical nurse specialist

- **Volunteer of the year award:**
  Community volunteers – (l-r) Moira Hummerstone, Kath Killick, Betty Kendall, Ann Parker and Marion Marriott (Amersham Health Centre)
NSIC news

What is “The Meaning of CAREFUL”? 

The NSIC was honoured to welcome Dr DJ Brown, the author of “The Meaning of CAREFUL – how putting people before process will deliver outstanding results and transform our healthcare” after he visited Stoke Mandeville Hospital recently.

Dr Brown led a workshop for staff at the NSIC to explore the concepts in his book. Drawing on twelve years experience as both a doctor and an implementation consultant, focusing on helping people to change the way they work, The Meaning of CAREFUL describes a straightforward, step-by-step programme which will transform any hospital or clinic into a great place to work and a great place to be treated. The acronym CAREFUL stands for: committed, active, responsive, energetic, focused, uniform and leading. The workshop focused on each of these areas, using specific examples from the book and from personal experience.

Claire Guy, rehabilitation lead for the NSIC commented: “The way that Dr Brown unpacked the concept of the meaning of CAREFUL and applied it to practical use for us to use to improve patient care was excellent. In addition to ensuring the principles of our service standards are followed, ideas from the workshop are also being used and applied to our day-to-day working, especially in efficiency and breaking down processes”.

For more information contact Dr Allison Graham at: alison.graham@buckshealthcare.nhs.uk or Claire Guy at claire.guy@buckshealthcare.nhs.uk, or alternatively visit www.themeaningofcareful.com

Breast screening service extended

Since 13 January, the Aylesbury & Wycombe breast screening service has extended the age range for women invited for breast screening from 50-70 years old to 47-73 years old. This is a randomised trial in line with the National Cancer Screening Programme.

The extended service will be gradually phased in with just some of the women from the new age groups being invited. This randomised process means that initially the age extension only affects half of the women in these age groups and the benefits can be scientifically evaluated.

Margaret Moss, service manager for the breast screening service said: “To enable our breast screening service to extend, the Trust has invested in a new state of the art mammography machine at Wycombe Hospital. Digital mammography provides a shorter exam for women. It can also be manipulated to correct under or over exposure after the exam is completed, eliminating the need for some women to undergo repeat mammograms, helping to reduce their anxiety”.

More information can be found on the NHS Cancer Screening Programme website at www.cancerscreening.nhs.uk.
Surgery news

Bucks breast service leads the way

We have become one of the first trusts in the UK to introduce OSNA (One Step Nucleic Acid Amplification) testing for sentinel lymph nodes in the breast. This technique means that approximately 20% of breast cancer patients, who used to have to come back to hospital for a second operation and second inpatient stay, can now all be dealt within the same operation under the same anaesthetic.

Andrew McLaren, consultant breast and endocrine surgeon, said: “We are delighted to be able to provide this test, that not only saves money for the hospital and the healthcare economy in Bucks but most importantly will provide real benefits to the patient by reducing the duration of treatment”.

In addition, Bucks is one of few areas to successfully introduce the two week national target for all patients, so that every patient referred to the breast unit is seen in a one-stop clinic within two weeks.

Community & integrated care news

Lowest smoking figures for Bucks

The new Local Tobacco Control Profiles for England, published by the Association of Public Health Observatories (APHO), highlighted Buckinghamshire as having the lowest number of smokers in the country.

The Chiltern area was highlighted as having the lowest number of smokers in England (only 10.2% compared to 35.2% in Blackpool in the North West), closely followed by South Bucks. In addition, Wycombe and the Chiltern area have the lowest death rates from lung cancer nationally.

Val Mills, leader of the Bucks Smokefree Support Service, said: “We are delighted with these fantastic results, which highlights the effort and success of our stop smoking service across Buckinghamshire”.

Chlamydia testing in community pharmacies

A new initiative to offer chlamydia testing and treatment to all young people aged between 15-24 from three community pharmacies, was launched by the Buckinghamshire Chlamydia Screening Programme late last year.

This initiative will mean for the first time young people will be able to access a free Chlamydia test and treatment from a pharmacy, as opposed to the more formal environment of an STI clinic. If they have the test they will receive the results within 10 days by their preferred method such as text or phone.

Anne Downes, clinical lead for the Chlamydia Screening Programme, said: “We are delighted to be able to offer free chlamydia testing and treatment from pharmacies in Wycombe, Aylesbury and Chesham, as part of this pilot project, which we hope to expand as the project develops”.

RiO go-live

Community services will now be able to benefit from the implementation of RiO, an electronic patient records system for community health organisations, with phase one successfully launched during December. The project received high praise from both BT and the Southern Programme for IT for the high standard of the deployment.

RiO replaces the different clinical and patient administrative systems previously used by community services and is a real step towards an electronic patient record that will enable community staff to share information, support patient care and collect the information required to support our business and operational requirements.

The RiO project is being rolled-out in three phases and involves approximately 1,000 staff who have all been trained on the new system. Phase one has successfully been completed and covers adult integrated home care teams and specialist nurses. Phase two will include adult community services and is due to go live in April, to be followed by phase three in August covering children’s services.

Bob Peet, senior reporting officer for the project, said: “We are delighted with the successful launch of phase one. For the first time in Buckinghamshire, all our community staff will be able to access a shared patient record across all services and localities thus helping to improve the delivery of patient care and clinical safety”.

For more information, please contact Sharon Ellis, project support, on 01296 310110.
Women & children’s news

Maternity services perform well in recent survey

Our maternity services received good reviews from women in a recent national survey commissioned by the Care Quality Commission (CQC), making us one of the top performing trusts in our region. We welcome the feedback and have fed the results into our overall plans.

Women who had given birth in January and February 2010 were asked about their care before, during and after birth. We are really pleased that our mums felt they were given the freedom to move around during their labour. We support movement and encourage our mums-to-be to use our birthing pools and birthing balls to help ease pain and discomfort. We encourage skin-to-skin contact between mum and baby as soon as possible to help with bonding and this was also recognised in the survey.

MP meets Wycombe Birth Centre baby

Wycombe Birth Centre welcomed its first baby on 1 November following its reopening. The baby girl, Fatima, returned to the unit with her proud mum, dad and older brothers to meet Steve Baker, MP for Wycombe, who presented them with gifts.

Fatima’s father, Mr Garmtameez, said: “The whole experience was absolutely amazing – brilliant. All three of our children were born at Wycombe and we wouldn’t have wanted it any other way. The midwives were great”.

New film promotes birth choices

A film has been produced by the Trust to provide women in Buckinghamshire with information about their birth choices. The film highlights the options available to women in Buckinghamshire, including homebirths, midwife-led births and obstetric-led births. The film can be viewed via our website at www.buckshealthcare.nhs.uk/birthchoices.

Our young patients meet local sports stars

Players from Wycombe Wanderers Football Club and London Wasps visited the children’s ward at Stoke Mandeville Hospital in December. Wycombe Wanderers players and management staff donated Christmas gifts which were handed out to all the children they met during their visit.

Medicine news

Hyperacute stroke service

A joint bid between the Trust and Heatherwood & Wexham Park Hospitals will ensure that stroke patients in Buckinghamshire and east Berkshire receive 24 hour specialist care.

Joint plans involve developing a hyper acute stroke service, based at Wycombe Hospital, building upon the high quality specialist services already available. The service will provide round the clock specialist care seven days a week, ensuring the right care is being provided in the right place throughout the whole of the patient’s treatment and recovery. The new service will also provide intensive support packages to ensure rehabilitation is provided in the right setting for the correct period of time to help patients return home and live as independent a life as possible.

We were delighted that our bid was approved by the regional clinical network and the Board of Commissioners have also agreed with our proposals. This is a great step to developing a centre of cardiovascular excellence at Wycombe. We hope for the hyperacute stroke unit to be up and running by June 2011.
Swan asks...

Nutritional nurse specialist Liz Evans on healthy eating in time for spring.

It’s always tough trying to eat more healthily in the winter. However healthy eating does not mean boring, tasteless foods.

Try these simple yet sensible steps that will help you adopt a healthier diet, without feeling deprived.

1. Don’t skip breakfast, it can give us the energy we need to face the day as well as provide us with essential vitamins and minerals. Have a bowl of wholegrain cereal, or even porridge with a glass of fruit juice.

2. Water helps flush our systems of waste products and toxins. It’s common to mistake thirst for hunger, so staying well hydrated will also help you make healthier food choices. We should really be aiming to drink between 1.5 – 2 litres of fluid daily.

3. A little of what you fancy really does do you good. So if you want a bar of chocolate have one. But go for the fun size as opposed to the normal size bars. Have a glass of wine in the evening but measure it out – one unit is 125mls.

4. Take time to chew your food and enjoy mealtimes. Chew your food slowly savouring every bite. The more slowly you eat, the fuller you will feel.

5. Start slowly and make changes to your eating habits over time. Make small steps like adding a salad to your diet once a day or switching from butter to olive oil when cooking. And do try to have your five portions of fruit and veg daily – sadly potatoes do not count!

If you want to find out more about the falls prevention service, contact the team on 0844 225 2403. You can also see us on the Trust’s YouTube channel – search ‘Get Fit Avoid Falls’.

Day in the life of… Kate Lord, occupational therapist, community falls prevention team

Our falls prevention service helps older people across Buckinghamshire remain active, independent and steady on their feet. As an occupational therapist, Kate offers rehabilitation and support to people who may have experienced a fall.

On a typical day, Kate and her team are involved with urgent referrals from A&E and the South Central Ambulance Service, referrals from GPs, other healthcare professionals and people who self-refer if they have had a fall or are worried about their balance. The team also offer people a home-based exercise programme, or refer to the day hospitals and run ‘Get Fit Avoid Falls’ exercise classes across the county.

Kate tries to get to patients as quickly as possible to prevent them from having unnecessary admissions. This can involve bringing a range of equipment to their homes and setting up a short rehabilitation programme if they have had an injury that makes daily tasks more difficult.

Kate might also get involved in day-to-day activities, for example walking to the local shop or getting the bus, helping patients to regain their strength in normal tasks that they may have lost their confidence in doing.

“I’ve just qualified as a postural stability instructor so that I can run exercise classes – they are all evidence-based to reduce the risk of falls and even over the 12 week level one classes, people notice an improvement in their balance and confidence. Level two classes are even more advanced and people are encouraged to attend for another 24 weeks.

“One of the great things about my job is that I can be quite creative in the intervention we offer people, so that it’s tailored to what they really want to achieve”.

The team also carry out comprehensive assessments with patients to try and work out why they may have fallen – there is often more than one reason, in which case Kate and her team will liaise with the patient’s GP about medication or blood pressure, provide equipment or make recommendations about their home environment to make it safer.

“I’ve been at the Trust for five years now and am lucky enough to work with a passionate and committed team who are genuinely on hand to improve life for older people who want to remain active and enjoy life”, says Kate.
Competition

Catchphrase corner

Answer these catchphrases to be in with a chance of winning a prize with NHS discounts!

Email your answers and contact details to communications@buckshealthcare.nhs.uk or send it to communications, Trust Headquarters, Amersham Hospital before 28 March 2011. NHS discounts offer a range of special discounts to NHS staff including savings on more than 150 high street brands.

Answers to the catchphrases in the Dec/Jan edition are:
1 – Wrong end of the stick, 2 – Get up and go, 3 – Matinee, 4 – Green with envy

Take a break

Got five minutes to spare? Put your feet up and have a go at solving these catchphrases, enter our competition and read up on some great offers.

Your shout... what’s your favourite website and why?

Nicola Enwright, cardiac care staff nurse:
“www.live.co.uk is my favourite website. It’s nice, practical, easy to understand and gives me access to all my emails. I like that you can send instant messages too”.

Manjit Dhillon, maternity care assistant:
“I like reading about topics such as history and geography on the internet so I generally look for websites about these. The BBC website is very good too”.

Niamh Whittome, matron for infection prevention and control and Lorraine Shaw, infection control secretary:
“Google! It’s got everything...you can find whatever you need and we use it every day. It’s so easy and it’s our default when it comes to using the internet”.

Latest offer

If you’re feeling a bit sluggish and like you need a boost, NHS staff have access to discounted memberships at a range of gyms and fitness clubs across Buckinghamshire. Just visit the intranet for more details.

Staff benefits and discounts:
Don’t forget there’s a dedicated page on the Trust’s intranet with details of current promotions and offers available to you.

If you have a story idea or article for the next edition of the Swan please contact the communications team by 21 March 2011 on 01494 734959 or email communications@buckshealthcare.nhs.uk. The next edition will be issued in May.

When you have finished with this magazine, please recycle it.

Buckinghamshire Healthcare NHS Trust