



# YOUR trust

## Guardian Angel

**SUCCESS FOR DUDLEY  
IN NATIONAL AWARDS...**

- Annual Midwifery Awards
- Nursing Times Awards
- Good Nurse Awards
- Health Service Journal Award
- QuDoS Award

### ALSO IN THIS ISSUE

#### Committed to Excellence

The Dudley Group annual staff awards hosted by BBC News presenter Nicholas Owen. [See page 6](#)

#### Annual Summary 2015/16

Overview of the Trust's achievements, performance and finances over the year. [See page 7](#)

#### New Carer's Passports

Carers of patients with long-term conditions can now visit their loved ones in hospital at any time. [See page 19](#)

#### Day Case Improvements

Patients now wait less time for their procedures and the number of rearranged operations has reduced. [See page 22](#)



# News from The Dudley Group

**W**elcome to Your Trust magazine, sharing news from across The Dudley Group. This issue includes our 2015/16 Annual Summary – a summary of the year, and a look at what we hope to achieve over the coming year. On pages 7 to 18 you'll find an overview of our key achievements, our finances, our performance against nationally and locally set targets and a summary of our key quality priorities.

Everyone who works for the Trust has so much to be proud of. We have once again clinched several national awards, including the prestigious Health Service Journal Award for our patient flow through the Emergency Department and the hospital. We have continued to exceed the standard to see, treat, admit or discharge over 95 per cent of emergency patients within four hours and continue to perform amongst the best in the country.

Our staff are also amongst the very best, highlighted by Sarah Causer being crowned Nurse Leader of the Year at the Nursing Times Awards for her outstanding work in her role as Lead Nurse for Older People. Michael Douglas, consultant neurologist, also received national acclaim at the QuDoS awards (Recognising Quality in the Delivery of Service) in Multiple Sclerosis. You can find out more about our award winners on pages 4 and 5.

We also held our annual Committed to Excellence awards which shine the spotlight on the best of the best at the Trust and recognise the fantastic work our teams and individuals do every day. You can see photos from the night and our first place winners on page 6.

Our dedication to quality care and patient experience is reflected in our Friends and Family Test (FFT) results where patients consistently tell us they would recommend us to a friend or family member if they

needed similar care or treatment. In fact, results from our inpatient, A&E, maternity and community areas have been equal to or better than the national average most months during the year. You can read more about our work to improve patient experience on page 9.

Our staff also continue to tell us that we are a good place to work, with improved results in our NHS Staff Survey highlighted by our ever increasing staff engagement score. Staff also consider the Trust highly when it comes to the care we offer our patients, with 89% of staff telling us they would recommend us in the Staff FFT.

On to the money, we succeeded in making more than £16 million in savings during 2015/16 which is a huge step towards delivering sustainable health services for Dudley and also the biggest saving the Trust has ever made. This means we have ended the year with a much smaller deficit of £2.9 million and are looking to get back into balance during 2016/17. More about our financial performance can be found on pages 15 to 17.

As ever, we face cost pressures from nurse staffing levels, increasing emergency demands and providing seven day services, whilst also ensuring safe services during periods of industrial action. The year saw the full effect of reducing our non-clinical workforce to reduce pay spend and it is pleasing that we did not have to make further reductions during 2015/16.

The year saw a number of changes at Board level, with three of the Trust's long serving directors moving on. We said farewell to Director of Nursing Denise McMahon, Non-executive Director David Bland and Chairman David Badger. In turn, we welcomed our new Chief Nurse Dawn Wardell, Chief Operating Officer Paul Bytheway and Non-executive Director Julian Atkins.

Our staff continue to uphold our values of care, respect and responsibility in everything they do to provide all our patients with high quality care and the best possible patient experience.

Looking ahead to the next year, there will be many challenges to be faced. Service demand looks set to increase as our population continues to get older, whilst our overall resources will remain stretched. Despite these circumstances, we are confident that everyone at The Dudley Group, whether working in the hospital or within the community, will strive to keep our local health and care system working well and effectively for the benefit of all who need our care.

Best wishes from Paula Clark (Chief Executive) and Jenni Ord (Chairman)



“ Everyone who works for the Trust has so much to be proud of. We have once again clinched several national awards including the prestigious Health Service Journal Award ”



# Join our team of volunteers

Volunteering with us can make such a difference to patients and visitors. We are currently recruiting volunteers to join our fabulous team. If you are aged 16 or over, and you can spare a few hours a week, why not get in touch? We'd love to hear from you!

We have a variety of volunteering roles with vacancies at the moment, from assisting patients at mealtimes to helping visitors find their way around our hospitals. If you are interested in becoming a volunteer, please telephone our volunteer coordinator on (01384) 456111 ext. 1887 or email [volunteering@dgh.nhs.uk](mailto:volunteering@dgh.nhs.uk)

## What our volunteers say

Sixth form student Sairah has been volunteering with us for just over a month. She helps out by making drinks for patients on the wards at Russells Hall Hospital one day a week.

“ I find it really rewarding that I am able to make a difference by helping patients and staff - Sairah. ”

Retired dance teacher John Milward has been a volunteer for six years. John became a volunteer after he spotted someone else volunteering when he came into hospital. He now helps to book patients into our Anti-coag Clinic every Friday.

“I like being able to put people at ease if they are worried and enjoy keeping lonely patients company when they are visiting hospital.”



# Get social with us!

Want to stay up-to-date with all the latest Trust news and info?

Check out our Facebook and Twitter pages for our latest job vacancies, volunteering opportunities, press releases, Trust events, photos and announcements.

If you don't already, like or follow us and invite your friends to do the same!

Find us on both Facebook and Twitter by searching for 'DudleyGroupNHS'

  [DudleyGroupNHS](#)



The Twitter page



The Facebook page

# AWARD WINNING DUDLEY

In partnership with



## National award for improving care for emergency patients

“ This award is testament to the truly tremendous efforts and hard work of staff across all areas of the organisation who have pulled together to make this success possible. ”

**W**e were thrilled to win a national award for the work we have done to improve how efficiently emergency patients are treated in Accident and Emergency (A&E) before being discharged or admitted to a ward.

The prestigious Health Service Journal (HSJ) award was given to us in the category of Acute, Community and/or Primary Care Services Redesign at a ceremony at the Grosvenor House Hotel in London.

It was awarded for the fantastic work of everyone across Russells Hall Hospital and in the community to help us consistently exceed the national standard to see, treat, admit or discharge emergency patients within four hours of arrival at A&E.

Paul Bytheway, Chief Operating Officer, said he was delighted that Dudley’s success had been recognised at such a high level.

“This award is testament to the truly tremendous efforts and hard work of staff

across all areas of the organisation who have pulled together to make this success possible.”

“Making sure we’re able to treat and care for emergency patients in a timely manner is no single team’s responsibility, it relies on everyone working together, both in hospital and in the community, and so this achievement really is one for the whole Trust to be extremely proud of. Well done everyone!”



## Older people’s nurse wins top award

**O**ur lead nurse for older people Sarah Causer was crowned Nurse Leader of the Year in the prestigious Nursing Times Awards for her outstanding work.

Sarah received her award at a ceremony at the Grosvenor House Hotel in London.

Dawn Wardell, Chief Nurse for the Trust, said she was absolutely thrilled by Sarah’s award.

“This is a wonderful achievement and Sarah should be very proud,” said Dawn.

“Sarah is already a highly regarded leader within the organisation, but to be recognised at a national level at such a prestigious event really is fantastic. I want to say on behalf of everyone at the Trust – well done Sarah!”

Sarah was put forward for the award by her matron Rachel Tomkins.

“Sarah inspires and motivates the nursing teams she leads, her compassion for her vulnerable patients and her drive to ensure they receive quality patient-centred care is exemplary,” Rachel said.

“A very well-deserved award for a true role model – if only you could bottle her.”

Jenni Middleton, editor of Nursing Times, said, “The nurses who have won this year – and those who are finalists – are smart, innovative and making real changes to the way that patients are cared for.”

“ A very well-deserved award for a true role model – if only you could bottle her. ”

## DUDLEY RECOGNISED IN NATIONAL AWARDS



## National award for learning disabilities liaison nurse

A nurse who ensures patients with learning disabilities receive the best possible care and treatment has won a national award for her work.

Jacqui Howells, our Learning Disabilities Liaison Nurse, picked up the Good Nurse Award at the Great British Care Awards at The ICC in Birmingham.

Jacqui was thrilled by the honour.

"Receiving a national award means so much to me but the fact that my patients nominated me and think that I am a good nurse makes it even more special," she said.

Dawn Wardell, Chief Nurse for the Trust, was delighted for Jacqui.

"This is a fantastic achievement and Jacqui should be very proud," said Dawn.

"Jacqui has worked incredibly hard to ensure that patients with learning disabilities are recognised and it is wonderful that her hard work has been rewarded at a national level. Well done Jacqui!"

**" Jacqui has worked incredibly hard to ensure that patients with learning disabilities are recognised and it is wonderful that her hard work has been rewarded at a national level. "**



## Mums Midwife of the Year 2016

Community Midwife Claire South has won a regional midwifery award for being a 'guardian angel' to a mother throughout two pregnancies.

Claire was awarded 'Emma's Diary Mums' Midwife of the Year 2016' for the Midlands and East Region as part of the Royal College of Midwives' Annual Midwifery Awards.

Claire was nominated by Lucy Goodway who was helped by Claire throughout two of her pregnancies.

Claire sadly discovered Lucy's baby had no heartbeat in July 2014. Claire stayed by Lucy's side following the stillbirth to remember her baby and support her family through such a difficult time.

Seven weeks later Lucy discovered she was pregnant again. She was terrified about what was to come but Claire's support and encouragement is what got her through the pregnancy.

Lucy gave birth to a baby boy named Archie Jack Goodway, after his big brother, in June 2015.

Lucy said, "Claire really looked after me and gave me so much hope for the future after my loss. She really did go above and beyond throughout both of my pregnancies."

## Outstanding neurologist awarded for MS work

A consultant neurologist has received a top award for his involvement with the Trust's Multiple Sclerosis service which provides support for patients with all forms of MS.

Dr Michael Douglas was crowned as Outstanding Neurologist in Multiple Sclerosis Treatment at the first ever QuDoS in MS Awards.



Dr Douglas received his award at a presentation held at the Beaumont Estate in Windsor prior to the MS Trust Annual Conference.

"Winning the QuDoS award in the neurologist category is a great honour and pleasure, especially as the nomination was made by my peers," he said.

"The award validates our approach and efforts in providing a comprehensive high quality service close to patients to maximise our responsiveness to patient needs."

Judges said that Dudley's MS service was an 'excellent example of a first class specialised service developed and led by Dr Douglas'.

They were impressed with how determined Dr Douglas was to set up the service which had proved popular, effective and successful.

More information about the awards and the winners can be found at [www.qudos-ms.com](http://www.qudos-ms.com)



# committed to excellence

## 2016 WINNERS

Our staff were recognised for their dedication and commitment to patient care at our annual staff awards hosted by BBC news presenter Nicholas Owen.

More than 300 staff gathered at The Venue in Dudley for the Committed to Excellence awards ceremony where individuals and teams were awarded for going the extra mile for patients.

Opening the ceremony, Chief Executive Paula Clark gave thanks to the hard work of all those shortlisted.

She said: "This night is your night to celebrate your achievements and all of the hard work you do, whether you work in a clinical environment or provide support services behind the scenes."



**Team Excellence - Endoscopy Department**



**Excellence in Service Improvement - Forget-me-not Unit**



**Excellence in Patient Care - Suzanne Appleton**



**Unsung Hero - Clinical - Jennie Breeze**



**Unsung Hero - Non-Clinical - Marc Weston**

“ This night is your night to celebrate your achievements and all of the hard work you do ”

### WITH THANKS TO OUR SPONSORS

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If you would like details of our sponsorship packages please email [communications@dgh.nhs.uk](mailto:communications@dgh.nhs.uk)

# Annual Summary 2015/16

## Our Vision

Trusted to provide safe, caring and effective services because people matter.

Every year we publish our Annual Report, Accounts and Quality Report which gives a detailed account of our performance throughout the year in key quality, financial and national priority areas.

Over the coming pages you will find an overview of the year's achievements, details of our performance against our five quality priorities and a summary of our financial statements.

The full Annual Report, Accounts and Quality Report is available on our website at [www.dudleygroup.nhs.uk](http://www.dudleygroup.nhs.uk)

1



Deliver a great patient experience

2



Deliver safe and caring services

3



Drive service improvement, innovation & transformation

4



Be the place people choose to work

5



Make the best use of what we have

6



Deliver a viable future



Supported by our values of **Care**, **Respect** and **Responsibility**.



# Summary of Key Achievements 2015/16

As well as those featured in this Your Trust magazine, here are a few more of this year's highlights.

### Green light from regulator

We were given the seal of approval and awarded a 'Green' governance risk rating by the foundation trust regulator Monitor. We received a 'statement of compliance' after making improvements to our financial position. The rating should give assurance to our patients that we are a well-run healthcare provider with a sustainable future. Read more on our website.

### National Staff Survey

Our overall staff engagement score has improved for the fourth year running and continues to be better than the national average. 27 of the survey's 32 Key Findings are on a par with or better than similar type trusts. 2015 saw our response rate reach 45%, and our score for overall staff engagement has improved continually since 2012, with a score of 3.86 out of 5 for 2015.



### National recognition

Teams and individuals from across the Trust have been recognised throughout the year at both regional and national awards, with many making the final shortlist and some crowned as overall winners in their categories. In addition to those mentioned on pages 4 and 5, we made the shortlist in the following awards: EmLap (Emergency Laparotomy) Pathway in the HSJ Value in Healthcare Awards, Sarah Clarke, Professional Development Nurse for Pre-registration and the Emergency Department in the Student Nursing Times Awards, 24/7 emergency care and data quality in the CHKS Top Hospitals Awards and our Suspected Temporal Arteritis Pathway in the British Society for Rheumatology Best Practice Awards.

### GI Endoscopy accreditation

Our GI Endoscopy unit has been granted its national JAG accreditation for 2016 which involved a rigorous and exhaustive programme of assessments. The certification gives external assurance our unit provides a high quality service.

### Four-hour emergency access target

We have been amongst the very best for our performance against the national standard to see, treat, admit or discharge patients within four hours of their arrival at our Emergency Department. This is thanks to the hard work of staff across the organisation in improving how patients make their way through the hospital journey, ensuring patients get to where they need to be as soon as possible.



## CHOSEN by patients

### New Chosen by Patients menu

We have introduced a new Chosen by Patients menu which offers increased choice and more options for those with specific dietary requirements. All the new dishes were tried and tested by our patients and there are also three alternative menus for patients with swallowing difficulties.

### Communicate, Connect, Care

We secured funding from the Black Country Local Education and Training Council (part of Health Education England NHS) and created a customer care training video. Communicate, Connect, Care stars staff and volunteers and reinforces the importance of good communication and building relationships. Watch it on our website or YouTube channel.



### Occupational health accreditation

Our Staff Health and Wellbeing Team were accredited for their Occupational Health services by the Royal College of Physicians of London on behalf of the Faculty of Medicine. The SEQOHS accreditation, which stands for Safe Effective Quality Occupational Health Services, is a voluntary scheme which recognises occupational health service providers at a national level.

# Priority 1

## Patient Experience



### Hospital priority **Partially Achieved**

**Achieve monthly scores in the inpatient Friends and Family Test (FFT) that are equal to or better than the national average**

Our inpatient wards maintained the target of national average or better throughout the whole year, exceeding the national average for 11 out of 12 months.

**Achieve monthly scores in the outpatient Friends and Family test that are equal to or better than the national average**

On average for the year, 86% of outpatients would recommend us to friends or family. However, we failed to meet the national average consistently throughout the year and so did not meet this target.

### Community priority **Partially Achieved**

**Achieve monthly scores in the community Friends and Family Test that are equal to or better than the national average**

For 10 months of the year, our services in the community achieved a score equal to or better than the national average.

### Developments in 2015/16

- ▶ Introduced a new Chosen by Patients menu in all inpatient areas
- ▶ Began replacing patient gowns with gowns that are easier to put on and provide greater dignity
- ▶ Completed the roll out of soft close bins to help make ward areas quieter for patients at night
- ▶ Reviewed patient letters to include who to contact if patients are worried after treatment and how to raise a concern
- ▶ Launched the Mi Experience patient feedback smartphone app
- ▶ Introduced public Wi-Fi at our three hospital and outpatient centre sites

### New priorities for 2016/17

- ▶ Achieve monthly scores in the Friends and Family Test for all areas (inpatients, outpatients, maternity, emergency and community) that are equal to or better than the national average.

#### Ensure that in 95% or more cases:

- ▶ patients' pain scores are recorded at least four hourly (unless otherwise indicated in the exception box)
- ▶ there is documentary evidence of the monitoring of the efficacy of all analgesia (pain relief) administered

### Developments planned for 2016/17

- ▶ Roll out a new system that allows patients to text message their FFT responses to improve response rates
- ▶ Further develop our feedback database to streamline the way we report patient feedback
- ▶ Review our nursing documentation templates to ensure they are streamlined, fit for purpose and avoid duplication
- ▶ Assess whether teams need further training in pain control and create a pain relief update package for relevant staff

# Priority 2

## Pressure Ulcers

### Hospital priority **Achieved**

**Ensure that there are no avoidable stage 4 hospital acquired pressure ulcers throughout the year**

There were no avoidable stage four pressure ulcers acquired in hospital during the year.

**Ensure that the number of avoidable stage 3 hospital acquired pressure ulcers in 2015/16 reduces from the number in 2014/15**

The number of avoidable stage four hospital acquired pressure ulcers reduced in 2015/16, with just 34 pressure ulcers compared to 42 the previous year.

### Community priority **Not achieved**

**Ensure that there are no avoidable stage 4 pressure ulcers acquired on the district nurse caseload throughout the year**

There were no avoidable stage four pressure ulcers acquired on the district nurse caseload during the year.

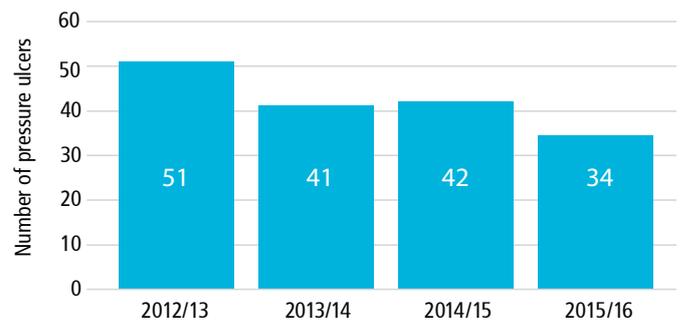
**Ensure that the number of avoidable stage 3 pressure ulcers acquired on the district nurse caseload in 2015/16 reduces from the number in 2014/15**

Unfortunately, we were unable to reduce the number of avoidable stage 3 pressure ulcers acquired on the district nurse case load from the total in 2014/15, with 15 ulcers developing against a target of 11.

### Developments in 2015/16

- ▶ Audited all pressure relief equipment in residential homes to ensure it meets Trust guidance
- ▶ Continued to hold a weekly Pressure Ulcer Group meeting to ensure Trust-wide learning
- ▶ Updated our pressure ulcer prevention documents and made sure staff are trained and supported to use them
- ▶ Investigated a new device that detects pressure damage before skin redness is visible to allow earlier identification
- ▶ Launched our Keep Your Feet Sweet campaign to raise awareness of foot and heel care in preventing pressure ulcers

### Total number of avoidable stage 3 and 4 pressure ulcers developed in hospital



### New priorities for 2016/17

#### Hospital priority

- ▶ Ensure that there are no avoidable stage 4 hospital acquired pressure ulcers throughout the year.
- ▶ Ensure that the number of avoidable stage 3 hospital acquired pressure ulcers in 2016/17 reduces from the number in 2015/16.

#### Community priority

- ▶ Ensure that there are no avoidable stage 4 pressure ulcers acquired on the district nurse caseload throughout the year.
- ▶ Ensure that the number of avoidable stage 3 pressure ulcers acquired on the district nurse caseload in 2016/17 reduces from the number in 2015/16.

### Developments planned for 2016/17

- ▶ Introduce a new pathway in conjunction with Occupational Therapy to ensure patients in the community have access to specialist pressure-relieving seating
- ▶ Develop a new Trust-wide pressure ulcer prevention campaign
- ▶ Assess the effectiveness of new products introduced to reduce moisture lesions
- ▶ Continue to develop education and training options for staff

# Priority 3 Infection Control

Maintain or reduce our MRSA and Clostridium difficile (C. diff) rates in line with national and local priorities.

### MRSA **Not achieved**

Have 0 post 48 hour cases of MRSA bacteraemia (bloodstream infections)

Although we had a zero-tolerance approach to MRSA bacteraemia, there were two post 48 hour cases reported during the year. In both cases, an in-depth review was undertaken to learn lessons.

### C. diff **Achieved**

Have no more than 29 post 48 hour cases of C. diff attributed to the Trust

During the year, 20 cases of C. diff were attributed to the Trust out of a total 43 cases reported.



© Ron Grimley Undergraduate Centre

## Developments in 2015/16

- ▶ Introduced a new patient information leaflet for patients who are C. diff carriers
- ▶ Began reviewing and redesigning the isolation cards which are displayed on the rooms of patients with infections
- ▶ Held a 'C the Difference' focus day which highlighted the importance of all aspects of C. diff management
- ▶ Continued to hold regular meetings attended by the Chief Nurse, her deputies and lead nurses to discuss MRSA and C. diff infections



## Did you know?

All C. diff and MRSA bacteraemia cases undergo a root cause analysis, the results of which are discussed jointly by the Trust and Dudley Clinical Commissioning Group to establish whether they can be attributed to the Trust.

## New priorities for 2016/17

### Hospital priority

- ▶ Have 0 post 48 hour cases of MRSA bacteraemia (blood stream infections)

### Community priority

- ▶ Have no more than 29 post 48 hour cases of C. diff attributed to the Trust

## Developments planned for 2016/17

- ▶ Hold a focus day in line with the World Health Organisation's SAVE LIVES: Clean Your Hands campaign
- ▶ Utilise a card for patients to alert healthcare staff that they have been diagnosed with C. diff so professionals are aware of this when prescribing medications
- ▶ Review a number of our existing infection control forms and documents
- ▶ Introduce a staff newsletter to highlight current infection control issues, best practice and developments



# Priority 4 Nutrition & Hydration



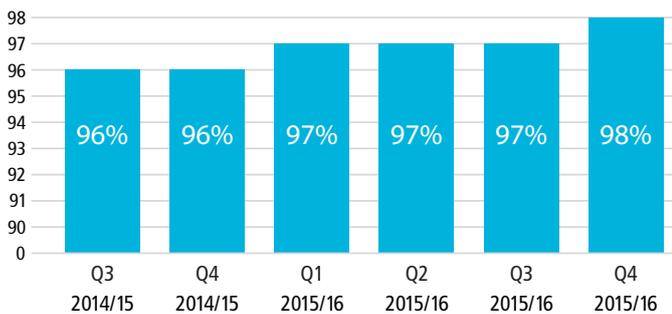
**Partially achieved**

Ensure that the overall score of the monthly nutrition and hydration audit (made up of 24 items):

- a) is 90% or above in each of the first three quarters for the Trust as a whole
- b) has a 'green' rating (93% or above) in the final quarter for every ward in the hospital

We achieved the first part of this priority, with scores of 97% in quarters 1, 2 and 3. Although the overall Trust score raised to 98% for the final quarter, one of our wards did not achieve the minimum score of 93% and so the second part of this target was not met.

**Nutrition Audit - Average score per quarter**



**Developments in 2015/16**

- ▶ Developed new display boards which will ensure patients receive food of the correct consistency for their needs
- ▶ Trialled a new Nutrition and Hydration Care Bundle document
- ▶ Trained volunteers and non-ward based staff to support patients at meal times
- ▶ Undertook monthly audits to ensure patient and staff views are heard and acted on

**New priorities for 2016/17**

**Nutrition and hydration audit priority**

Ensure that the overall score of the monthly nutrition and hydration audit (made up of 24 items):

- a) is 95% or above in each of the first three quarters for the Trust as a whole
- b) has a 'green' rating (95% or above) in the final quarter for every ward in the hospital

**Malnutrition Universal Screening Tool (MUST) priority Hospital**

At least 95% of acute patients will receive a nutritional assessment using the national recognised MUST.

**Community**

At least 95% of patients will receive a nutritional assessment on their first contact with our community nursing team using the nationally recognised MUST.

**Developments planned for 2016/17**

- ▶ Roll out previously mentioned display boards
- ▶ Encourage and promote the use of the electronic MUST calculator tool
- ▶ Audit the Trust's weighing scales and purchase additional scales if needed
- ▶ Introduce weekly patient weighing
- ▶ Introduce the Trust-wide care bundle trialled during 2015/16

# Priority 5 Mortality

## Achieved

Ensure that 90% of in-hospital deaths available for review undergo specialist multidisciplinary review within 12 weeks by March 2016

Preliminary data shows that more than 90% of the year's in-hospital deaths were reviewed within the target period of 12 weeks.

## Developments in 2015/16



- ▶ Continued the use of our nationally recognised Mortality Tracking System
- ▶ Worked with individual specialties to help improve consistency across all areas
- ▶ Provided regular reports to our Mortality Review Panel and Board of Directors

# New Priority 5 for 2016/17 Medication

Because we have achieved our mortality priority target two years in a row, we have chosen to focus on another area during the coming year.

The results for the following two indicators will be equal to or better than the end of year results for 2015/16

- a) All medications that have been administered have been signed and dated by the prescriber
- b) Omission codes are evident for all medication, including Enoxaparin not administered as prescribed

## Developments planned for 2016/17

- ▶ Nominate a lead nurse and pharmacist to champion best practice in prescribing and administering medication
- ▶ Relaunch our Sign and Stamp campaign to raise awareness of adhering to safer prescribing guidelines
- ▶ Hold monthly medications meetings, led by a matron and pharmacist, with a key area of focus each month



## Our performance against key national priorities across the domains of the NHS Outcome Framework

National targets and regulatory requirements	Trust 2011/12	Trust 2012/13	Trust 2013/14	Trust 2014/15	Target 2015/16	National 2015/16	Trust 2015/16	Target Achieved/ Not Achieved
<b>1. Access</b>								
Maximum time of 18 weeks from point of referral to treatment (admitted patients)	95.7%	96.1%	93.95%	91.59%	90%	+	94.18%	
Maximum time of 18 weeks from point of referral to treatment (non-admitted patients)	99.2%	99.5%	99.18%	98.71%	95%	+	97.68%	
Maximum time of 18 weeks from point of referral to treatment (incomplete pathways)	N/A	98.1%	96.74%	95.43%	92%	92.5%	95.06%	
A&E: Percentage of patients admitted, transferred or discharged within 4 hours of arrival	97.27%	95.4%	93.74%	94.68%	95%	91.9%	96.92%	
A maximum wait of 62 days from urgent referral to treatment of all cancers	88%	88.7%	89%	85.6%	85%	82.4%	84.3%	
All cancers: 62 day wait for first treatment from national screening service	96.6%	99.4%	99.6%	97.3%	90%	93.1%	96.2%	
All cancers: 31 day wait for second or subsequent treatment (surgery)	99.6%	99.2%	100%	99.6%	94%	95.6%	99.5%	
All cancers: 31 day wait for second or subsequent treatment (anti-cancer drug treatments)	100%	100%	100%	100%	98%	99.5%	100%	
A maximum wait of 31 days from diagnosis to start of treatment for all cancers	99.7%	99.5%	99.9%	99.7%	96%	97.6%	99.8%	
Two week maximum wait for urgent suspected cancer referrals from GP to first outpatient appointment	97.2%	96.2%	97.5%	97.1%	93%	94.1%	95.7%	
Two week maximum wait for symptomatic breast patients	99%	98.1%	98.2%	96%	93%	93.2%	98.3%	
<b>2. Outcomes</b>								
Certification against compliance with requirements regarding access to healthcare for people with a learning disability	Compliant	Compliant	Compliant	Compliant	Compliant	-	Compliant	
Data Completeness for community services: Referral to treatment information#	N/A	97.3%	98.4%	99.6%	50%	+	99.1%	
Data Completeness for community services: Referral information #	N/A	65.6%	64.6%	90.7%	50%	+	93.1%	
Data Completeness for community services: Treatment activity information#	N/A	99.1%	100%	100%	50%	+	100%	

**N/A** applies to targets not in place at that time

**+** applies to national figures not available

 = Target achieved

**-** applies to national figures not being appropriate

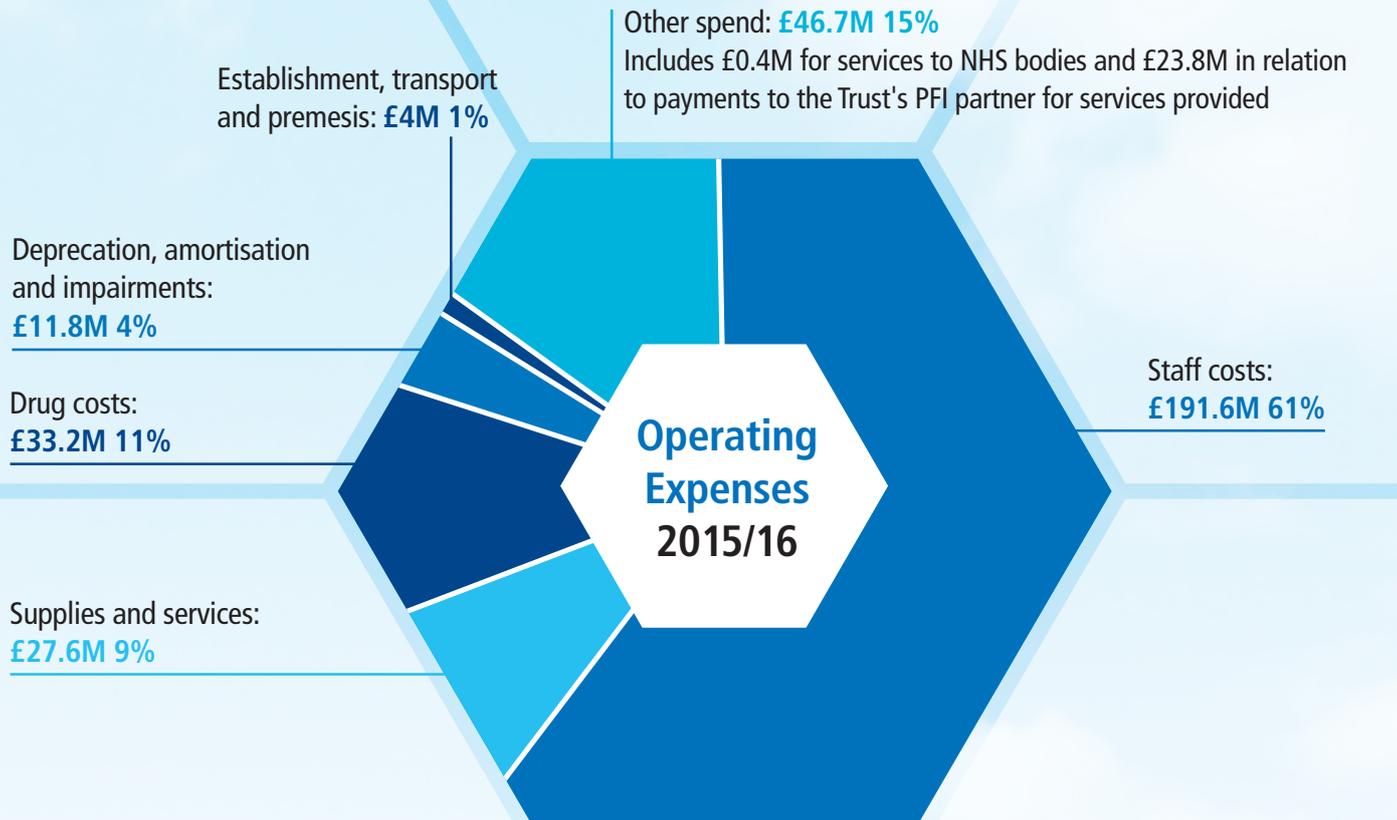
**#** Latest monthly figure for March of the financial year

 = Target not achieved

# How we spent the money in 2015/16

If more detailed information about our financial performance is required please see the full Annual Report and Accounts on our website [www.dudleygroup.nhs.uk](http://www.dudleygroup.nhs.uk).

**Total Spend 2015/16**  
**£314.9m**



**Total Income 2015/16**  
**£325.9m**



# Consolidated & Foundation Trust Statement of Comprehensive Income

For the year ended 31 March 2016

	Group		Foundation Trust		
	Year Ended 31 March 2016 £'000	Restated* Year Ended 31 March 2015 £'000	Year Ended 31 March 2016 £'000	Restated* Year Ended 31 March 2015 £'000	
Operating Income from patient care activities	3	303,071	303,199	303,066	303,199
Other Operating Income	4	22,854	23,197	22,817	23,064
<b>Total Operating Income from continuing operations</b>		<b>325,925</b>	<b>326,396</b>	<b>325,883</b>	<b>326,263</b>
Operating Expenses of continuing operations	5	(314,974)	(321,236)	(314,912)	(320,974)
<b>Operating Surplus / (Deficit)</b>		<b>10,951</b>	<b>5,160</b>	<b>10,971</b>	<b>5,289</b>
<b>Finance costs</b>					
Finance income	9	164	173	112	120
Finance expense - financial liabilities	10	(11,232)	(11,098)	(11,232)	(11,098)
PDC Dividends payable		(2,796)	(2,344)	(2,796)	(2,344)
<b>Net Finance costs</b>		<b>(13,864)</b>	<b>(13,269)</b>	<b>(13,916)</b>	<b>(13,322)</b>
Corporation tax expense	11	(25)	(19)	0	0
<b>Surplus/(Deficit) for the year from continuing operations</b>		<b>(2,938)</b>	<b>(8,128)</b>	<b>(2,945)</b>	<b>(8,033)</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>(2,938)</b>	<b>(8,128)</b>	<b>(2,945)</b>	<b>(8,033)</b>
<b>Other comprehensive income</b>					
<b>Will not be reclassified to income and expenditure:</b>					
Impairments		0	0	0	0
Revaluations		26,982	0	26,982	0
<b>May be reclassified to income and expenditure where certain conditions are met:</b>					
Fair Value gains/(losses) on Available-for-sale financial instruments	14	(64)	73	0	0
<b>TOTAL COMPREHENSIVE INCOME/(EXPENSE) FOR THE YEAR</b>		<b>23,980</b>	<b>(8,055)</b>	<b>24,037</b>	<b>(8,033)</b>

All income and expenditure is derived from continuing operations.

There are no Non-Controlling Interests in the Group, therefore the deficit for the year of £2,938,000 (2014/15 deficit of £8,128,000) and the Total Comprehensive Income of £23,980,000 (2014/15 Total Comprehensive Expense of £8,055,000) is wholly attributable to the Trust.

\*Restated to show additional income analysis.

# Consolidated & Foundation Trust Statement of Financial Position

As at 31 March 2016

	Group		Foundation Trust		
	Year Ended 31 March 2016 £'000	Year Ended 31 March 2015 £'000	Year Ended 31 March 2016 £'000	Year Ended 31 March 2015 £'000	
<b>Non-current assets</b>	Note				
Intangible assets	12	1,421	4,368	1,421	4,368
Property, plant and equipment	13	236,166	214,153	236,166	214,153
Other Investments	14	1,136	1,200	0	0
Trade and other receivables	17	9,256	8,465	9,256	8,465
<b>Total non-current assets</b>		<b>247,979</b>	<b>228,186</b>	<b>246,843</b>	<b>226,986</b>
<b>Current assets</b>					
Inventories	16	3,028	2,949	2,826	2,713
Trade and other receivables	17	9,219	10,963	9,333	11,073
Other financial assets	15	1,227	1,287	0	0
Cash and cash equivalents	24	23,623	26,530	23,383	26,179
<b>Total current assets</b>		<b>37,097</b>	<b>41,729</b>	<b>35,542</b>	<b>39,965</b>
<b>Current liabilities</b>					
Trade and other payables	18	(18,688)	(23,669)	(18,648)	(23,413)
Borrowings	23	(5,344)	(5,346)	(5,344)	(5,346)
Provisions	21	(279)	(251)	(279)	(251)
Other liabilities	19	(2,495)	(2,026)	(2,495)	(2,026)
<b>Total current liabilities</b>		<b>(26,806)</b>	<b>(31,292)</b>	<b>(26,766)</b>	<b>(31,036)</b>
<b>Total assets less current liabilities</b>		<b>258,270</b>	<b>238,623</b>	<b>255,619</b>	<b>235,915</b>
<b>Non-current liabilities</b>					
Trade and other payables	18	(120)	0	(120)	0
Borrowings	23	(132,587)	(137,072)	(132,587)	(137,072)
<b>Total non-current liabilities</b>		<b>(132,707)</b>	<b>(137,072)</b>	<b>(132,707)</b>	<b>(137,072)</b>
<b>Total assets employed</b>		<b>125,563</b>	<b>101,551</b>	<b>122,912</b>	<b>98,843</b>
<b>Financed by Taxpayers' equity</b>					
Public Dividend Capital		24,653	24,621	24,653	24,621
Revaluation reserve		82,547	55,592	82,547	55,592
Income and expenditure reserve		15,943	18,757	15,712	18,630
<b>Others' equity</b>					
Charitable Fund reserves		2,420	2,581	0	0
<b>Total Taxpayers' and Others' equity</b>		<b>125,563</b>	<b>101,551</b>	<b>122,912</b>	<b>98,843</b>

The financial statements were approved by the Board of Directors and authorised for issue on their behalf by Paula Clark, Chief Executive on 24th May 2016.

# This year in summary

In 2015/16  
there were...

**4.5k**

babies  
born

**6k**

bottles of hand  
gel used

**213k**

visits to patients  
in their own  
homes

**15k**

day case procedures  
performed

**14k**

operations across our  
main and obstetric  
theatres

**520k**

outpatient  
appointments

**25k**

hours anaesthetising  
patients and performing  
operations

**96k**

patients through  
our A&E

**66k**

inpatient  
admissions

**96k**

blood samples taken  
by phlebotomy staff  
on our wards

**32k**

pieces of patient  
feedback

**5m**

samples tested in  
our pathology  
labs

**503k**

items dispensed by  
our pharmacy

**1.9m**

aprons used

**145k**

surgical gloves  
used

**108k**

community clinic  
appointments

**75k**

bandages  
used



“It is fantastic that carers who support patients living with dementia will have the opportunity to visit their loved one in hospital at any time, as having that extra support makes such a difference to the patient's stay.”

## Visiting times extended for carers

Carers of patients living with dementia and other long-term conditions can now visit their loved ones in hospital at any time of the day and night.

New Carer's Passports allow designated carers to visit their loved ones at any time so they can offer extra support and make them feel more at ease in unfamiliar surroundings.

The passports are part of John's Campaign launched recently to help make us an even more dementia friendly organisation.

Chief Nurse Dawn Wardell said, “We have put many initiatives in place to support patients living with dementia and supporting John's Campaign with Carer's Passports is another big step to improving their experience while in our care.”

Mandy Aworinde, clinical lead for mental health, organised the launch event which was attended by John's Campaign founder, Worcester-born author Nicci Gerrard.

“It is fantastic that carers who support patients living with dementia and other long-term conditions will have the opportunity to visit their loved one in hospital at any time, as having that extra support makes such a difference to the patient's stay,” said Mandy.

Nicci Gerrard came up with the idea of John's Campaign because she was concerned by how restricted visiting times were when her father, Dr John Gerrard, spent time in hospital in another part of the country.

## New service for patients with prostate cancer

A new specialist nurse post is helping to bring care closer to home for patients with prostate cancer and improve awareness of the disease.

Angela Nicholls, clinical nurse specialist for prostate cancer, has taken on the new role due to the increasing number of patients being diagnosed with prostate cancer, and better treatment resulting in patients surviving longer.

The new service will be based out of Russells Hall Hospital, meaning that some patients

with stable prostate cancer will now benefit from follow-up appointments at community clinics, bringing care closer to where they live and avoiding visits to hospital.

Clinics are being provided at Halesowen Health Centre, Brierley Hill Health and Social Care Centre, Ladies Walk Clinic, Lion Health and White House Cancer Support.

Newly diagnosed patients will also be invited to attend Health and Wellbeing Information Sessions where they will receive advice and support relating to the disease, including

healthy eating, exercise, financial advice, erectile dysfunction and what side effects to expect.

As well as improving patient experience, Angela's work will also include increasing education and awareness of prostate cancer with colleagues in GP surgeries, offering information and training sessions to help keep staff up to date and informed.

The post has been funded by Prostate Cancer UK for an initial period of 18 months up to March 2017.



### Did you know?

- ▶ Walk in blood tests are available at all three hospital and outpatient sites
- ▶ Booked blood tests are available at 13 GP practices across the borough, including surgeries at Netherton, Brierley Hill, Kingswinford and Halesowen
- ▶ Fasting patients can book an appointment at Corbett Outpatient Centre by calling (01384) 244330

### Blood test walk-in services – no appointment needed

#### Russells Hall Hospital in Dudley

- ▶ Monday 8am to 7.30pm
- ▶ Tuesday 5pm to 7.30pm
- ▶ Wednesday 8am to 7.30pm
- ▶ Thursday 12 noon to 7.30pm
- ▶ Friday 12 noon to 7.30pm
- ▶ Saturday 8am to 10am

#### Guest Outpatient Centre in Dudley

Monday to Friday,  
8am until 1pm

#### Corbett Outpatient Centre in Stourbridge

Monday to Friday, 8am until 6pm



Visit [www.dudleygroup.nhs.uk/bloodtests](http://www.dudleygroup.nhs.uk/bloodtests) for more information

## Governors & Members

The Trust has a total of 25 governors with 13 elected from public constituencies, eight elected from staff constituencies and four appointed by local organisations. During 2015/16 some of our governors reached the end of their term of office and we extend our grateful thanks for the support they have given. The Council held elections to fill posts as they became vacant and we welcomed a number of new faces to the Council of Governors. (See table below for complete list of governors).

During the year, our Governors oversaw the appointment process for a new chair when David Badger retired after 13 years of dedicated service to the Trust, the last year of which as chair. The Governors were unanimous in their appointment of Jenni Ord who took over the role of chair from January 2016. Jenni is passionate about developing great leaders in the NHS and committed to influencing a high quality patient experience for the people of Dudley.

Also new to the Trust is Julian Atkins who joined the Trust in January 2016 and again Governors played a key role in his selection and appointment. Julian has experience in both the public and private sector and is a fellow of the Institute of Financial Services and the Chartered Institute of Personnel and Development.

Julian chairs the Charitable Funds and Workforce & Staff Engagement Committees, and is a member of the Finance & Performance and Clinical Quality, Safety & Patient Experience committees. Julian is passionate about delivering excellent customer service through skilled individuals and effective teams.

## List of Governors

Public Elected Governors	Constituency	Staff Elected Governors	Staff Group
Richard Brookes (elected Dec '14)	Brierley Hill	Jenny Glynn (elected Dec '15)	Allied Health Professionals & Health Care Scientists
Helen Stott-Slater (elected Dec '14)	Brierley Hill	Kelly James (resigned Aug '15)	Allied Health Professionals & Health Care Scientists
Joan Morgan (elected Dec '14)	Central Dudley	Jacqueline Smith (elected June '15)	Allied Health Professionals & Health Care Scientists
Fred Allen (elected Mar '13)	Central Dudley	Sohail Butt (elected June '15)	Medical and Dental
Rob Johnson	Halesowen	Karen Phillips (elected Mar '14)	Non Clinical
Katie Bennett (resigned Feb '16)	Halesowen	Alison Macefield (resigned Feb '16)	Nursing & Midwifery
Subodh Jain	North Dudley	Shirley Robinson	Nursing & Midwifery
Yvonne Peers	North Dudley	Jacky Snowdon	Nursing & Midwifery
Pat Price	Rest of the West Midlands	Alan Walker (elected Jun '15)	Partner Organisations
Diane Jones	South Staffs & Wyre Forest		
Darren Adams	Stourbridge		
Roy Savin (end of term Dec '15)	Stourbridge		
Ira John (resigned Feb '16)	Tipton & Rowley Regis		
		Appointed Governors	
		John Franklin	Dudley Council for Voluntary Service
		Adam Aston (appointed Dec '15)	Dudley Metropolitan Borough Council
		Dave Branwood (resigned Sept '15)	Dudley Metropolitan Borough Council
		Richard Gee	Dudley Clinical Commissioning Group
		Ricky Bhogal (appointed Jan '16)	University of Birmingham Medical School



## Dates for your Diary 2016

All of the events are held at Russells Hall Hospital unless otherwise indicated. To reserve your place call (01384) 321124 or email [foundationmembers@dgh.nhs.uk](mailto:foundationmembers@dgh.nhs.uk)

 Thursday 21st July: 4.30pm  
Annual Members Meeting

 Thursday 1st September: 6.00pm  
Full Council of Governors Meeting

 Thursday 1st December: 6.00pm  
Full Council of Governors Meeting

If you would like to learn more about the work of our Council of Governors or to contact your local governor, please visit our website [www.dudleygroup.nhs.uk](http://www.dudleygroup.nhs.uk) or call the Foundation Trust office on (01384) 321124



Trust Board meetings are held in public. Visit the Trust website for details of the venue, dates and times at [www.dudleygroup.nhs.uk](http://www.dudleygroup.nhs.uk) or call (01384) 456111 extension 1012



# 'Bizarre ER' filming at Russells Hall Hospital

**Patients attending Russells Hall Hospital's Accident and Emergency (A&E) Department may feature in the next series of 'Bizarre ER' on E4 in the autumn.**

**M**averick Television is filming the observational documentary series in our A&E department during the summer.

The production team are looking for bizarre accidents and will film patients who agree to take part from their arrival in A&E.

Filming will not be disruptive to patient care as there will only ever be two people involved at any given time. They are likely to only be filming between one and two patients per week.

### **How does Maverick ask patients to take part?**

The Maverick production team will approach patients in the waiting room, politely asking what has happened to them, and, if their case is appropriate, ask if they'd be interested in taking part in filming.

Patients will be asked to give their consent to be filmed and for their film to be broadcast.

No patient has to take part in the filming if they do not wish to be part of the programme.



# Improvements to Day Case Unit

## Some of the changes include:

- ▶ Patients are no longer admitted directly to the ward to wait by their beds until surgery: they now stay in the admissions lounge, fully clothed, and only go to the ward just before their procedure. This improves privacy and dignity.
- ▶ Admissions paperwork for patients with learning disabilities can be done in their homes, which makes their visit to hospital less stressful.
- ▶ The day surgery specialty manager carries out 'on the spot' surveys with patients to make sure any concerns are addressed there and then.
- ▶ This live feedback has led to improvements, for example, we supplied more comfortable chairs and reading materials in the admissions lounge.
- ▶ Patients asked for better privacy and dignity. The surgical nursing team responded by replacing cubicle curtains with better, heavier material.

Changes made to the Day Case Unit at Russells Hall Hospital have resulted in patients waiting less time for their procedures and has reduced the number of cancelled operations.

"Patients seem to really appreciate the new improved Day Case Unit and this is reflected in the fact that we have seen a big drop in the number of complaints," said Jenny Bree, Nursing and Directorate Manager for Theatres, Anaesthetics, Critical Care and Pain.

"From January to May 2016, the Day Surgery Unit received zero complaints and credit must go to Sara Whitbread, the specialty nurse manager, who put the improvements to the unit in place in December 2014."

The improvement to processes has meant there are fewer on-the-day cancellations due to lack of beds which helps to keep waiting lists down and ensures emergency patients get to where they need to be, to have the treatment they need in a timely manner.

### HOT OFF THE PRESS:

**We are delighted to announce that the unit has been shortlisted in the Nursing Times Awards 2016**

“ From January to May 2016, the Day Surgery Unit received zero complaints... ”

# Save a life – join the Organ Donor Register

The family of a 41 year-old father of five, who saved four lives by donating his organs, has urged the people of Dudley to join the Organ Donor Register.

Carol and Pete Massey, whose son Jason died tragically of meningitis in 2014, attended an event at Russells Hall Hospital in the hope that their personal experience will encourage others to join the register and help save more lives.

"Jason was on the Organ Donor Register and knowing that he was able to donate his kidneys, liver and heart has helped us come

to terms with our grief," said Carol, who was accompanied by Jason's widow Ann and their eldest daughter Danielle.

"We think it's brilliant that Jason was able to help four people. Now we are all on the Organ Donor Register, because if their dad had needed an organ, we would have been begging anyone to donate. We think Jason is a real hero."

The event was hosted by the Mayor and Mayoress of Dudley and featured a presentation of a model of 'The Gift of Life' sculpture that was unveiled outside the hospital in October 2014 by His Royal Highness The Duke of Gloucester.

Local artist Paul Margetts, who designed the stunning sculpture, presented the model to Dr Julian Sonksen, Clinical Lead for Organ

Donation, and Non-executive Director Ann Becke, who sits on the Trust's Arts and Environment Group.

"Organ transplantation is completely dependent on the generosity of donors like Jason who made a life-saving gift," said Dr Sonksen.

"The event was a lovely opportunity for our staff and members of the public to speak to Carol and Pete and their family to find out why it is so important that more people join the Organ Donor Register," he added.

Councillor Steve Waltho, Mayor of Dudley, said, "I am passionate about raising awareness of how organ donation can save lives. As a council we support national initiatives to increase the number of people on the organ donor register, which has helped increase numbers locally."



“ Organ transplantation is completely dependent on the generosity of donors like Jason who made a life-saving gift ”

Dudley Group NHS Charity  
Fundraising Manager:

**Karen Phillips**

Russells Hall Hospital, Dudley, DY1 2HQ

(01384) 456111 Ext: 3349

karen.phillips@dgh.nhs.uk

www.dudleygroup.nhs.uk/our-charity

www.justgiving.com/dghc

Twitter: @DGNHSCharity

Facebook: DudleyGroupNHSCharity

Charity Number: 1056979

# Charity Update for 2015/16

## All star support



Wolves All Star player Jody Craddock signed autographs and posed for pictures with staff and patients while helping to promote the Charity Football Match.

### 2015 Charity Football Match

September 2015 saw six months of fundraising and organising culminating in the Annual Charity Football Match and Family Fun Day, held at Stourbridge FC, which resulted in a fantastic £12,000 raised to support the Children and Adult Emergency Departments.

Money raised goes to improving the services of the department to enable us to offer our patients the best experience possible during a really traumatic time. Each year our Emergency Department treats approximately 100,000 patients. Most of those patients will arrive apprehensive and daunted as to what lies ahead. We take great pride that our staff do everything in their power to put patients at their ease.

### Annual Charity Will Fortnight

Waldron's Solicitors wrote a record number of wills in our 2015 Will Fortnight which raised over £4,500. Making a will is simple, it's the only way to be certain that your money and your belongings go to the people and causes you care about. Will Fortnight is an annual campaign and runs during October. See our website for further details.

### On-going Charity Appeals

Our four appeals are now up and running. We have added to the well-established 'Make our Patients Smile Appeal' and 'Cancer: caring for the patient and the family'. Our appeal 'Dementia: moving

forward with dignity and respect' will support specialist care in a less clinical environment. And finally we have introduced 'Rehabilitation: supporting our patients' journey back to recovery'. You can find out more about our appeals on our website.

### Staff Fundraising



Some of our fantastic staff continue to fundraise for their wards and departments. For example, in December 2015 over 150 colleagues from around the Trust got together to support our Christmas Jumper Day which raised nearly £200 (see photo above). Staff also hold tombolas and table top sales in our main reception at Russells Hall.

### Thank you to our supporters

We would like to thank everyone who has supported our Charity in the past and encourage anyone wishing to raise funds in the future to get in contact with our fundraising office – we are here to help.



## Charity Football Match & Family Fun Day

### WOLVES ALL STARS V DUDLEY GROUP EMERGENCY SERVICES

- ▶ Sunday 25th September 2016
- ▶ Gates open 12.30pm
- ▶ Kick off 2pm
- ▶ Stourbridge Football Club
- ▶ Tickets £5 per adult
- ▶ Children under 12 go free

This year we hope to raise £6,000 for our Children and Adult Emergency Department at Russells Hall Hospital. Your support could help us offer our patients the best experience possible during a really traumatic time.





The Dudley Group  
NHS Foundation Trust



# THE DUDLEY GROUP NEEDS YOU JOIN US!



## WORK WITH US

You can see all our latest vacancies on the NHS Jobs website [www.jobs.nhs.uk](http://www.jobs.nhs.uk)  
or go to [www.dudleygroup.nhs.uk/latest-vacancies](http://www.dudleygroup.nhs.uk/latest-vacancies)

## BECOME A VOLUNTEER

We're always on the lookout for volunteers. Go to [www.dudleygroup.nhs.uk/volunteering](http://www.dudleygroup.nhs.uk/volunteering)

## BECOME A FOUNDATION TRUST MEMBER

Sign up on our website today! [www.dudleygroup.nhs.uk/become-a-member](http://www.dudleygroup.nhs.uk/become-a-member)



This leaflet can be made available in large print, audio version and in other languages.  
Please contact **0800 073 0510**.

للوصول على هذه النشرة بحجم أكبر، وعلى شكل إصدار صوتي و بلغات أخرى، الرجاء الاتصال بالرقم 08000730510.

此宣传单可提供大字版本、音频版本和其它语言版本，请拨打电话：0800 073 0510。

Ulotka dostępna jest również w dużym druku, wersji audio lub w innym języku. W tym celu zadzwoń pod numer 0800 073 0510.

ਇਹ ਪਰਚਾ ਵੱਡੇ ਅੱਖਰਾਂ, ਬੋਲ ਕੇ ਰੀਕਾਰਡ ਕੀਤਾ ਹੋਇਆ ਅਤੇ ਦੂਸਰੀਆਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਵੀ ਪ੍ਰਾਪਤ ਹੋ ਸਕਦਾ ਹੈ, 0800 073 0510 ਤੇ ਫੋਨ ਕਰੋ ਜੀ।

Aceasta broșura poate fi pusă la dispoziție tipărită cu caractere mari, versiune audio sau în alte limbi, pentru acest lucru va rugăm sunați la 0800 073 0510.

یہ کتابچہ آپ کو بڑے حروف کی لکھائی، سمعی صورت اور دیگر زبانوں میں مہیا کیا جا سکتا ہے۔ براہ کرم مہربانی فون نمبر 08000730510 پر رابطہ کریں۔