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Health Secretary encouraged by signs of progress at Medway

The Secretary of State for Health, Jeremy Hunt, paid a visit to Medway Maritime Hospital last month.

The Secretary of State is keen to visit trusts in special measures that are showing signs of improvement – Medway NHS Foundation Trust being a good case in point.

The Chief Inspector of Hospitals, Sir Mike Richards, published a letter in April to the Health Secretary setting out his latest assessment of Medway NHS Foundation Trust. His assessment was based on fieldwork carried out by the Care Quality Commission (CQC) at Medway Maritime Hospital on 29-30 March.

“It was a really positive acknowledgment of the progress we are currently making. He was really pleased to witness the changes we are making at first-hand, and was very complimentary about our staff and the obvious hard work that has gone into the progress we have made so far.”

Lesley Dwyer
Chief Executive

The CQC found signs of considerable improvement since their last inspection of the hospital in August 2015. Specifically, they found that:

- The hospital was safer for patients
- Leadership had improved
- Staff engagement among senior and middle managers had improved although low staffing levels are impacting on the morale of frontline staff

As part of the visit, Mr Hunt met with senior leadership and clinicians, as well as visiting the Emergency Department, where he was given



MP for Gillingham and Rainham, Rehman Chishti, Margaret Dalziel, Clare Hughes, Cliff Evans, Jeremy Hunt, Amanda Gibson and John Ferguson pictured in the Emergency Department.

a tour to highlight the significant changes that have been made recently, including the new minors unit.

Mr Hunt was offered an overview of the next phase of the exciting redevelopment programme for the Emergency Department, which will help Medway Maritime Hospital cope more effectively with the 100,000 patients who visit the department each year. The Emergency Department was built to cope with 45,000 people.

Mr Hunt visited Lister Ward to meet staff and patients and discuss the Trust's newly implemented Medical Model, with the two leads, Dr Sandip Banerjee and Dr Richard Leach.

The Secretary of State also met with Amanda Gibson, Senior Matron, about the Home First initiative – a recently introduced programme that is helping to facilitate early discharge and ongoing treatment and care at home for medically fit patients.

Speaking at the visit, Jeremy Hunt said: “I am very impressed by the progress that has been made. Change always takes time, but I feel that things are really turning a corner at Medway. We now see a really good partnership with Guy's and St Thomas's hospitals and an almost entirely new management team. Talking to doctors and nurses on the frontline, a clear sense of purpose emerges – and while there is more to do, the

people of Medway can be very proud of the progress the hospital has made.”

Chief Executive of Medway NHS Foundation Trust, Lesley Dwyer, said: “We were absolutely delighted to welcome the Secretary of State for Health, Jeremy Hunt to Medway.”

“It was a really positive acknowledgment of the progress we are currently making. He was really pleased to witness the changes we are making at first-hand, and was very complimentary about our staff and the obvious hard work that has gone into the progress we have made so far. He is now seeing a very different Medway to the one he saw on his previous visit.”

Puzzle page: brainteasers, mind benders and more P11 Find your way around: hospital map P12

Medway educates on risks of stillbirth pregnancy

Medway Maritime Hospital recently held a special day as part of the Kicks Count campaign to increase awareness of the risk of stillbirth pregnancy.

Every year, 6,500 babies are stillborn or die soon after birth. A stillbirth is defined as a baby born dead after 24 completed weeks of pregnancy. If the baby dies before 24 completed weeks, it is known as a miscarriage or late foetal loss.

For many women, changes in their baby's movements throughout pregnancy are perfectly natural. Between 23 and 30 weeks, expectant mothers can notice the movement become more vigorous and can distinguish a kick from a roll.

Midwives, Julie Spencer and Paula Turner, held a stand in the main entrance of the hospital and in the waiting area of the antenatal unit to offer new families advice and mums-to-be information on what to look out for during pregnancy.

Karen McIntyre Deputy Director of Nursing (Women and Children's Directorate) said: "We want women to understand their baby's movements, recognise their pattern and to trust their instincts if they are concerned. In the past, we focused on the number of kicks per day. This isn't relevant now; we want to know if your baby changes the pattern they normally have for kicking."

Work on a new bereavement suite started in April. The bereavement suite is being funded by local charity, Abigail's Footsteps and will be used by families who experience a stillbirth or lose a child shortly after birth.

For further information and advice on antenatal care, please visit your local GP. For information and resources on antenatal care, please visit www.kickscount.org.uk

Help us to make a difference

As part of our recovery plans, we are putting in place some 'quick wins'. These are things that make a real difference to our staff in helping to care for our patients. We have already received a fantastic response from staff, with lots of great ideas being suggested.

For example, after a suggestion from a member of staff, we have provided a quiet private office to enable upset relatives to speak to our concierge away from the bustle of the main reception. We have also installed nappy changing units in our toilets next to the restaurant and introduced new barriers for the outpatients department booking area that are safer and more hygienic.

If you have any suggestions on ways we can improve care for our patients, please contact Michael Addley on michael.addley@medway.nhs.uk

"I would like to thank the sister and staff of Sunderland Day Care Centre for my care. I was treated with professionalism and kindness at all times. They protected my dignity and privacy and made me feel that my care really mattered."

Medway stages clinical research day

Medway Maritime Hospital held its annual clinical research day at the start of June.

There were talks at the event from pioneering research clinicians about the key work they are undertaking to improve patient care and quality of life. The day showcased the steps being taken to treat children who are diagnosed with Attention Deficit Hyperactivity Disorder (ADHD), improvements in catheter removal and how iPhone technology can be used for patients at home to detect chronic hearing problems, reducing unnecessary hospital visits and increasing independence.

Diana Hamilton-Fairley, Medical Director at Medway NHS Foundation Trust, said: "We're very proud of all the excellent research that is taking place at Medway, and have had many great success stories. Patients taking part in research are vital to its success; they have paved the way not only for themselves, but also for future generations."

"A big part of the day was to demonstrate how research can help to improve patient care and safety, as well as highlighting what research opportunities are currently taking place here at Medway Maritime Hospital."



Leading the way: Medway at the forefront of pioneering research

Katie and Cookie's owners scoop prestigious award

Bob and Janet Clarke, owners of Medway's therapy dogs, Katie & Cookie, were recently presented with a special award for their incredible dedication to changing lives with their help of their local companions.

The Good Citizen Dog Scheme Awards, hosted by the Kennel Club, celebrates some of the greatest people and organisations working with dogs.



Bob, Janet and their two chocolate Labradors, Katie and Cookie, are frequent visitors at Medway Maritime Hospital where the canine pair act as therapy dogs for patients and their families. When visiting the hospital with their dogs, Bob and his wife Janet take extra leads for patients to help walk Katie and Cookie and award younger patients rosettes for their bravery during treatment.

Katie and Cookie have made a positive difference to patients' lives. A three year old girl who had suffered a stroke learned to walk again with the help of her new friends, Katie



Bob Clarke; Gerald King, Kennel Club Board Member; Janet Clarke and Simon Luxmoore, Kennel Club Chairman

and Cookie, and a young boy befriended Cookie when his treatment meant he could not interact with other people.

Bob commented on their wonderful achievement: "It feels so nice for the dogs to be recognised. They do incredible things everyday with children and adults and make such a

difference to the lives of many others, we are so proud of them."

To find out more about Katie and Cookie, including how to book a visit on a ward, please contact kctherapydogs@gmail.com or 01634 374 416



Medway Maritime Hospital set to become a smoke-free site

Medway announces plans to become smoke-free by October

From 17 October 2016, Medway Maritime Hospital will become a smoke-free site. This means that from this date, all patients, visitors and staff will not be able to smoke in the buildings, hospital grounds and car parks.

The purpose of going smoke-free is to protect and improve the health and wellbeing of all patients, visitors and staff who use the hospital. The move is in keeping with many hospitals and public spaces where smoking is now no longer permitted.

As part of plans to go smoke-free the Trust is working closely with Medway Council to offer smoking cessation support to patients, visitors and staff. This will include providing free nicotine replacement therapy to patients on wards, on-site support for staff and advice for visitors from Medway Council's Stop Smoking Service.

Lesley Dwyer, Chief Executive of Medway NHS Foundation Trust comments:

"There can be no doubt that smoking has a negative impact on health and as a healthcare

provider it is important that we lead by example; that's why I and the vast majority of our staff believe that going smoke-free is absolutely the right way forward for the hospital.

"Our role is to care for people at their most vulnerable, in a safe environment. By not allowing smoking on our site we are helping to protect our patients, visitors and staff from the harmful effects of smoking.

"I do appreciate that hospitals by their very nature can be stressful places and that people may experience emotions that make them feel the need to smoke when on-site. However, I hope that the public will support this initiative and help to make the hospital a better, healthier place for all"

“Our role is to care for people at their most vulnerable, in a safe environment. By not allowing smoking on our site we are helping to protect our patients, visitors and staff from the harmful effects of smoking.”

Lesley Dwyer
Chief Executive

If you are a smoker and are interested in stopping, you can get free specialist support from the Medway Stop Smoking Service. To contact them call 0800 234 6805 or 01634 994800 or text QUIT to 81025.

Medway stages latest recruitment open day

Medway Maritime Hospital hosted the latest in its series of open days for nurses and midwives in May.

Candidates were provided with a tour of the hospital, including the children's ward and the neo-natal unit – an area of the hospital that was reported as delivering "good" with areas of "outstanding" practice in the latest CQC report.

Rebecca Bradd, Acting Director of Workforce said: "We're really pleased with how our latest recruitment day went. We met candidates of a really high calibre – some of whom have exceptional nursing and midwifery experience already. We're confident some of these candidates will now take the next step and come and join Medway for an exciting and rewarding career."

The Trust is recruiting more permanent staff than ever as it moves increasingly away from its reliance on agency staff.

For further information on the range of career opportunities currently available at Medway NHS Foundation Trust, please visit jobs.medway.nhs.uk

Trusts marks first year of Sign up to Safety

Staff at Medway Maritime Hospital held a special event to mark the one year anniversary of its participation in the national Sign up to Safety initiative.

At the event that was attended by nearly 80 people, there were key external speakers, experts who have led the way in patient safety and risk management and presentations from Medway's clinical staff.

Speaking at the event, Chief Executive, Lesley Dwyer, said: "It was wonderful to see teams across departments and disciplines coming together to share knowledge and expertise on the clinical practices which are improving patient safety

"Safety is an absolute priority at Medway Maritime Hospital, so it was inspiring to see the amazing work that has taken place over the last 12 months and what is planned for the future. It was fantastic to see so many come together to share their passion for improving the Medway experience for our patients."

Emergency Department redevelopment update

A programme of essential construction works have taken place at Medway Maritime Hospital to help pave the way for the next exciting phase of plans to redevelop the Emergency Department.

The bulk of the works involved the realignment of the main access road that runs directly outside the Emergency Department to improve access for emergency ambulance crews.

This has also involved the excavation of a large section of the grass bank situated next to the Postgraduate Centre, the construction of a specially designed lay-by for ambulances and the removal of the main canopy outside the Majors Sections of the Emergency Department.

Medway NHS Foundation Trust has submitted a planning application to Medway Council for the next phase of redevelopment. Subject to approval, the redeveloped Emergency Department is planned to consist of 24 bays in majors, 7 bays in resuscitation, and 10 bays in the Clinical Decisions Unit (CDU).



Orthopaedics hold study day

The Trauma and Orthopaedics department recently held a special study event for staff at Medway Maritime Hospital.

This brought together staff from Medway and the community, including nurses, doctors, physiotherapists and occupational therapists. As part of the day, staff participated in special talks and workshops.

Holly Smith, Practice Development Sister in Trauma and Orthopaedics, said: "The event was a resounding success, with some really good feedback from the staff who attended. I think everyone benefited from having a day that was solely dedicated to improving knowledge and care of orthopaedic trauma patients."

A snapshot of 2015/16 – a year of change for Medway NHS Foundation Trust

Without question, 2015/16 was a year of challenge for Medway NHS Foundation Trust.

The Care Quality Commission's inspection of the hospital in August 2015, and the report it published in January 2016, in which we were again rated as inadequate, were watershed moments for the Trust.

While there were already a range of improvement plans in place, it was clear we needed to accelerate our drive to improve the quality and safety of patient care throughout the hospital.

We were given a period of three months from January to demonstrate sustainable improvement. Our staff responded in a fantastic way, showing huge commitment and determination to turning the Trust around.

In March, we were subject to a short targeted inspection by the Care Quality Commission in March 2016. The report from this inspection acknowledged a number of

improvements in performance.

There is still a huge amount to do and we are very clear that we are not nearly where we need to be. But we are optimistic that we are moving in the right direction, and that our patients and community can have confidence in us in the years to come.

As we enter into 2016/17, we would like to thank all of those who work in the hospital for the service they provide to our patients and our community. In addition, we would like say a huge thank you to our local partners and stakeholders for their unyielding support during 2015/16.

We hope you find this special feature a useful and candid overview of the 2015/16 financial year.

Shena Winning, Chairman
Lesley Dwyer, Chief Executive



Shena Winning, Chairman



Lesley Dwyer, Chief Executive

Improvements to the Emergency Department

The Trust put in place a number of improvements to the Emergency Department during the year:

- In November 2015, a new, separate minor injuries area was opened, with its own entrance, waiting room and seven treatment rooms
- This was followed in February 2016 by the opening of a new dedicated waiting area for patients visiting our 'majors' unit, where patients can be better monitored by doctors and nurses, should their condition deteriorate
- The refurbishment will continue in 2016/17. This will give the Emergency Department the capacity and layout to manage its emergency flow effectively
- The opening of the new waiting room ensures any patients, who are assessed as needing treatment in the majors unit, will now be situated in an area, where they can be closely monitored by doctors and nurses, should their condition change or worsen
- As part of a new revised clinical assessment, patients are now seen by a senior clinician, who will make an informed decision on what the most suitable treatment and discharge plan is.



New Medical Model

The most significant element of the recovery plan was the introduction of a new "Medical Model" in March 2016. Benefits include:

- A single, named consultant taking responsibility for a patient's care, from the time a decision has been made to admit them until they are discharged or their care is taken over by a specialist. Ideally, patients should have just those two doctors managing their care during their time in the hospital; the initial admitting consultant and a subsequent specialist. This helps to speed up diagnosis and treatment
- Quicker initial assessments, ideally within 15 minutes of a patient's arrival in the Emergency Department
- Shorter stays for patients, both in the Emergency Department, and in the hospital generally.

Recruitment

Like many NHS organisations, Medway NHS Foundation Trust has a shortage in a number of different staffing groups, in particular, permanent nursing staff.

The following initiatives were put in place:

- A number of nursing and midwifery open days for potential new recruits were held, each of which attracted up to 50 people considering a career at the Trust
- Various communications campaigns to promote careers at the Trust among people living in the local area
- Recruitment drives elsewhere in the European Union which resulted in the recruitment of approximately 15 nurses from Spain, Italy and Greece. Some of the Trust's nursing accommodation was refurbished to house the new nurses
- Work with key stakeholders and local health partners to think of innovative ways to boost recruitment and retention rates in 2015/16.

Year of challenge and Foundation Trust

Recovery Plan:

The Trust is determined to improve the hospital. Our Recovery Plan has six key objectives:

- 1** Modernising the Emergency Department, reducing the time it takes for patients to be seen and assessed.
- 2** Improving patient safety and care by minimising the number of different doctors that patients see during their stay in hospital.
- 3** Accelerating the Trust's recruitment drive to bring in the right people with the right skills. This will ensure consistent high quality care by reducing dependency on interims and agency staff.
- 4** Continuing to improve corporate and clinical governance, which will support both safe and high quality patient care and a productive working culture for staff.
- 5** Improving care for patients with cancer, reducing waiting times, replacing scanners and providing additional capacity for patients to see specialists.
- 6** Working closely with healthcare partners to ensure patients receive the right care in the community, when they are ready to leave hospital. This will free up beds for people coming into the hospital.

Women and Children's Health

The Women and Children's Directorate is one of the best performing areas of the hospital and was rated as "Good" in the 2016 Care Quality Commission report, with the neonatal intensive care unit found to be continuing to provide components of outstanding care.

Over the year, the directorate saw a number of achievements:

- A new Maternity Enhanced Care Unit was opened in August 2015, allowing mothers who require acute medical attention to stay close to their new born baby, reducing both psychological and emotional trauma
- Pioneering research has been developed to screen babies for Down's syndrome safely, through a blood test, preventing the need for invasive needle testing which can lead to miscarriage
- "Baby cooling" research has been undertaken – this is a technique to increase the chances of survival and reduce the risk of brain damage in babies who have been born with a lack of blood and oxygen
- Work started on a new bereavement suite, to allow parents to spend precious time and grieve with their babies who are sadly stillborn or die in infancy.



Leadership and Clinical Governance

A number of improvements to leadership and clinical governance were introduced during 2015/16.

These included:

- The replacement of the old four divisions and chief operating officer role with three new directorates, each overseen by a director of clinical operations
- The appointment of 12 new clinical directors, mainly promoted from within the organisation, to take responsibility for the different areas of patient care within the hospital. Each clinical director is supported by a senior nurse and general manager.

Performance

Emergency Department Four Hour Target:

- 84.79% of patients were diagnosed, treated and diagnosed from our Emergency Department within four hours of arrival

Cancer Waiting Times Target:

- 85.53% of patients were seen within the statutory two week waiting target

Hospital Standardised Mortality Ratio (HSMR):

- The Trust's updated HSMR position (March 2015 – February 2016) is 102.92, continuing the reduction that has been seen over the last year and reflects the persistent focus on this area in recent months.

Financial Performance

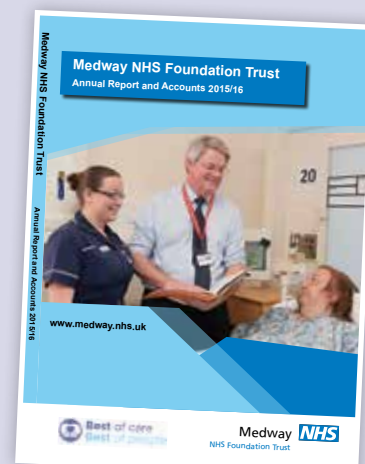
The 2015/16 financial year proved extremely challenging for the Trust with a year-end deficit of £52.5m. The deficit has continued to grow because, in response to the CQC's findings over the last few months, we took the decision to invest in initiatives to improve the quality of patient care.

We are determined to stabilise our financial position. The next phase of our recovery plan will focus in delivering greater efficiency and cost reduction, while not compromising on patient safety and quality.

Next steps

We will continue the hard work on all of these initiatives in the months to come. We anticipate that the CQC will return for a full inspection in November.

To view the full Annual Report and Accounts for 2015/16 please visit www.medway.nhs.uk



Get connected at Medway Maritime Hospital!



We are pleased to now offer free wi-fi access to our patients, visitors and staff. This means you will never have to miss an email, score update or breaking news story, while you are at Medway Maritime Hospital.

You are free to use your own devices, but please use your device considerately and note that we do not allow any recording, photos, video or audio to protect the privacy and dignity of staff and patients alike.

It's really easy to get connected:

1. Connect to MFT-Public-Wi-Fi
2. Open the internet which will display the login page
3. Enter your details
4. Press the complete registration button

While you are online, why not take the opportunity to follow our Facebook and Twitter pages for the latest news on the hospital?

Keep up with Medway online:



Our website
medway.nhs.uk



Our Twitter feed
[Medway_NHS_FT](https://twitter.com/Medway_NHS_FT)



Our Facebook page
Medway NHS Foundation Trust

Annual summer ball

The Medway Mess Committee is hosting its annual Summer Ball on Saturday, 30 July in the Command of the Oceans, Historic Dockyard Chatham. The Medway Mess committee is made up of junior doctors who organise social events and functions.

This year's ball is a black tie event with tickets priced at £45 for Mess members and £55 for all other members of staff.

To book your place, please email emmavellacott@yahoo.co.uk with your name, seating preference and any dietary requirements.

“My son had an accident and had to visit the children's Emergency Department. He was seen very quickly and the staff were amazing. The nurse that we saw was very good with him. They explained what they were doing and why they were doing it. They were able to calm my son down and treat him. We cannot thank you enough for the care and the treatment that you gave my son.”

Best of care, Best of people

You may have noticed our new Trust vision 'Best of Care, Best of People' on the front cover and we are delighted to say that we have now launched our new vision and values for the Trust.

They have been shaped by feedback from more than 600 staff and demonstrate our aspiration to provide the highest quality care for our patients, through highly skilled staff. It is really vital that all staff in the organisation live these values every day so it is great that so many have been involved in their creation.

Our values

Our new values are bold, every person counts, sharing and open and together. I'm sure you have noticed that these spell out BEST!



Every Person Counts

We are respectful and supportive

We can make sure **EVERY PERSON COUNTS** by looking for ways to create a positive experience for others, treating others with kindness and challenging behaviour that is not in line with our values.



Our vision



Best of care Best of people

Lots of work has been carried out in recent months as part of our recovery plan to make improvements to the way we care for patients, and this is beginning to bear fruit, despite there still being much more to do. As an organisation, we have demonstrated that

we can be better, now we must aspire to be the best.

A key part of making our vision a reality will be through our values, making sure we think about them in everything we do.

Bold

We are inspiring and ambitious

We can be **BOLD** by striving to be the best, having a "can do" attitude and welcoming and learning from new opportunities.



Sharing and Open

We are open and speak up

We can be **SHARING AND OPEN** by speaking up when we see issues that affect the safety and well-being of others, by questioning, challenging and embracing innovation, and by reflecting and sharing what we learn.



Together

We are inclusive and responsible

We can ensure we are **TOGETHER** by being accountable and responsible for everything we do, working in partnership to deliver the best care and making a positive contribution to the success of the Trust.

The launch of our vision and values marks a really important new chapter for the Trust and we look forward to working with our staff, patients and stakeholders as we aim to provide the best of care for our community.



MediLead programme empowers junior doctors to lead the way

Medway Maritime Hospital has launched a new programme to support and develop our top talent.

Developed by a team at Medway Maritime Hospital, the MediLead programme was originally proposed by Consultant Anaesthetist, Dr Sarah Hare.

Dr Hare explains: "My ambition is for Medway to provide a World-class level of care to every patient. MediLead is part of this ambition. "If we are equipped with the right tools, our junior doctors can help us to drive continuous improvement across the organisation."

"Junior doctors bring a fresh perspective to the organisation, and many of them have new ideas to offer," said Anum Pervez, Foundation Year 2. The MediLead programme is a way of empowering doctors who are new to the Trust to talk about their ideas with colleagues. Sharing insights and new approaches helps create a professional culture where robust challenge and open discussion is valued, so that every idea aimed at improving care for our patients is welcomed and explored."

As part of their application to the MediLead programme, each junior doctor identifies a project that they will work on with the support of senior doctors, senior nurses and managers as part of their leadership development. Projects are focused on patient safety and the delivery of efficient services.

“My ambition is for Medway to provide a World-class level of care to every patient. MediLead is part of this ambition.”

Sarah Hare
Consultant Anaesthetist

Projects have included:

- Improving the training and quality of ECGs performed by nurses and junior doctors so benefiting patients in smoother diagnostics
- Creation of bespoke paediatric equipment trolleys to ensure smooth and outstanding care for our sickest babies and children who need transfer to London children's intensive care units
- Development of an app for all staff to access Medway Maritime Hospital policies and procedures
- Developing communication aides for safe handover of patient care between staff members



Great minds think alike: junior doctors gather as part of the MediLead programme

Those enrolled in the programme are given an understanding of the organisational structure of the Hospital, the NHS and the Department of Health. They learn about different approaches, leadership and develop personal and professional skills in

a range of areas including negotiation and communication, self-awareness and the importance of staff engagement. They are also encouraged to submit their work to national conferences and meetings to share learning with other NHS organisations.



Baby charity launches bereavement counselling

Making Miracles has launched a professional counselling service supporting families of high risk pregnancies, premature babies and baby loss at Medway Maritime Hospital.

Between 1,200 and 1,400 women in Medway alone go through a high risk pregnancy each year, signifying just how crucial it is to provide a counselling service within the Trust.

The charity is also working with professional counsellor, Alison Hopkins, to deliver the service and ensure that patients receive the emotional and psychological support they require during this very difficult time.

Founder of Making Miracles, Kelly Wells, explains, "We are now putting extra support services into the Trust, which will complement the great work the medical team do here. We have worked closely with Medway Maritime Hospital for two years now and understand the trauma parents face when given very sad news about their pregnancy. Nobody is prepared for such news and it is our job as a charity to support families during such a difficult and often heart-breaking time."

Dot Smith, Head of Midwifery and

Gynaecology at Medway Maritime Hospital said, "In situations where pregnancies end traumatically, it is vital that parents are offered bereavement counselling to ensure they are fully supported. We are committed to looking at all the ways we can better support mothers and families, and we are exceptionally proud to achieve this important milestone together with Making Miracles".

The Women and Children's Directorate was rated at 'good' with areas of 'outstanding' practice in its last inspection from the Care Quality Commission (CQC). The Trust has also begun works on a new Bereavement Suite, which gives parents the opportunity to stay with their child, whilst they go through the process of grieving in a safe and compassionate environment.

For further information on Making Miracles and the services they offer, please visit www.makingmiracles.org.uk

Junior doctors help develop pocket guidebook to deliver faster, better care

Medway Maritime Hospital is launching a guidebook to help junior doctors provide faster, safer treatment for patients with acute illness.

Developed over five months by four junior doctors working at the Trust, the publication, known as The Green Book, aims to provide junior doctors with easy access to up to date advice in acute clinical situations. Plans are in place to adapt The Green Book into a smartphone application by autumn 2016, making it even more accessible.

Dr David Jones, who collaborated on the project, was inspired to develop The Green Book after using a similar guidebook at another Trust. The idea was to give doctors ready access to clinical guidance in a concise format, available in any setting in the hospital, with or without access to a computer terminal. This is particularly important when doctors are on call, caring for patients with acute symptoms. The Green Book allows the doctor to provide fast, safe diagnosis and treatment, using the best clinical guidance available, minimising the risk of their condition deteriorating any further.

The Green Book is arranged in ten themes covering over 40 acute clinical conditions from cardiology and gastroenterology to oncology and cardiovascular.

The Green Book is an example of how our junior doctors are bringing fresh approaches and ideas to high quality, safe patient care. The four authors of the publication – Dr David



Claire Henderson, Oliver Sohan, David Jonathan Jones and Dheeraj Khiatani

Jones, Dr Oliver Sohan, Dr Dheeraj Khiatani and Dr Claire Henderson – are also enrolled in the Trust's MediLead programme, which helps junior doctors to develop wider leadership skills as part of their role.

Asked if he had any words of advice for someone considering starting a similar project, Dr Jones said: "The most challenging aspect of starting any project in a large, complex organisation is figuring out how to put it in motion. A good place to begin is finding out if your organisation has a leadership programme, and joining it. Being part of MediLead (the Trust's leadership programme for junior doctors) was key. MediLead gave each of us the confidence and training to put the project plan together. It also gave us access to senior consultants and managers in the Trust, whose support is essential in bringing projects like this to life."

For further information on the Green Book, visit thegreenbook@gmail.com

Celebrating our

The tireless work of doctors, nurses and support staff was recognised during an annual awards evening hosted by Medway NHS Foundation Trust on Friday, 20 May at Priestfield Stadium, Gillingham.

The Celebrating Excellence Awards are now in their 14th year, and organised by the Trust's Improving Working Lives team. The event welcomed more than 400 members of staff from Medway Maritime Hospital to celebrate their achievements and dedication. The awards recognise staff members who go the extra mile to improve the experience that patients have when they visit the hospital.

The annual event not only showcased the great work carried out by teams and individuals, but was also an opportunity to celebrate staff receiving long service commendations.

Lesley Dwyer, Chief Executive of Medway NHS Foundation Trust said: "Our doctors,

nurses and support staff perform a brilliant job day-in-day-out throughout the entire year. It was so pleasing to recognise and celebrate their efforts on what was wonderful evening tinged with emotion and stories of true heroism. On a personal level, I would like to say a huge thank you to our staff who have all worked so hard in what has undoubtedly been a tough year.

Despite this, they continue to carry out their jobs with the utmost professionalism and always with a smile on their faces. I've been at Medway now for just over a year and I couldn't think of a better way to mark my first anniversary. I'll certainly remember this occasion for some time."



Patient Safety Award – James Hatfield and Haley Wawrzewska with Ewan Carmichael, Non-Executive Director

"James and Haley, as a combined team, turned around Sapphire Ward from a chaotic ward where good standards of nursing care were not being achieved, to a ward where patients are well cared for, where patient

safety has improved and which is calm and welcoming...both laugh and smile every day, are wonderful role models and great professionals. They care and that's why they make a difference."



Employee of the Year Award – Margaret Salmon

"Margaret has worked for the Trust within the Learning Disability Service since 1989. She has been instrumental in developing and evolving not only our team but the entire learning disability service. Maggie works

tirelessly with the children and families on her clinical caseload. She is a great advocate for them and her main focus is to empower and enable families to support their children to reach their full and individual potential."

Behind The Scenes Award – Endoscopy Waiting List Schedulers

"The team have shown their resilience, under intense change, requiring commitment, tenacity, leadership and have achieved an enormous amount of change in 6-7 weeks...the team have been inspirational through very difficult circumstances. It shows a true Medway spirit and despite all challenges to overcome the difficulties and problems faced in a very short period of time, they have achieved."

WOW Individual Award – Grace Rose

This award is given to the person who has received the most WOW! award nominations throughout the year. Wow! awards are nominated by members of the public.

"Grace was really brilliant, helpful she answered all my questions. Gave me loads of information. Made me feel relaxed and most importantly made me laugh, thank you Grace. I must say all staff were kind, helpful and put me at ease.

Thank you."

amazing staff!



Volunteer of the Year Award:
Adam Dicketts alongside Amanda Gibson (left)
and Alison Streatfield

"Adam comes to Will Adams ward every week. He always makes the patients smile and has a wonderful rapport with the nurses, doctors, cleaners – everyone! His comic drawings for staff are amazing. No one is safe from his wit and genius."



Hospital Hero Award – Ann McKinnon

"When my son was in hospital when he broke his leg, nothing was ever too much for Ann, and she quite often goes out of her way for anyone that wants/needs anything unusual. Ann is always putting children who are seriously ill through for their dream trip, sometimes even filling out paperwork etc so the families have less stress...she always goes above and beyond and I'm sure she is an angel in disguise."



Innovation Award – The Birth Place Team

"Since January 2015, the Birth Place staff have pioneered using sterile water for injection to alleviate chronic back in pain labour.. The method was first rolled out amongst the Core Team and quickly found positive responses from women. By adding the training to the midwives essential skills mandatory training programme, this treatment is now offered by all staff across the Maternity Unit."

Team of the Year Award – Matrons – Acute and Continuing Care

"The matrons within acute and continuing care are a supportive and hardworking team going above and beyond the call of duty on a daily basis to ensure patient safety and to support staff".

Fair and Diverse Award – Ruth Goodey

"Ruth has developed this new role with passion and great care. Her role as Carer Support Worker (for carers of people with dementia) has seen her build excellent, lasting relationships with the families of our patients (often regular attenders in hospital) with dementia."



WOW Team Award – Emergency Department

This award is given to the team who have received the most WOW! award nominations throughout the year. Wow! awards are nominated by members of the public. "Very quick to attend to myself, very polite and helpful and very professional."

Schwartz Rounds

A Schwartz Round is a multi-disciplinary forum where staff discuss emotional and social dilemmas that arise in caring for patients.

The Rounds are held every month in Seminar 2 between 12.30pm–1.30pm and have attracted a full cross section of staff members including consultants, middle grade and junior/foundation doctors and general practitioners; ward sisters, nurses and student nurses, pathology, chaplain, pharmacists, admin and clerical, HCAs, AHPs, ODP, housekeepers and resuscitation and managers.

Previous topics covered are numerous and have included areas such as the personal impact of a memorable patient, the impact of working with a patient and their family during a difficult time, a case of self harm, working in the lonely hours and being protective and detective.

Future dates are as follows:

- 📅 Thursday, 14 July
- 📅 Thursday, 15 September
- 📅 Friday, 14 October

Further information can be found on the Intranet site or by contacting Kane Willsea on kane.willsea@medway.nhs.uk

Where you can find your copy of news@Medway



The newsletters are free and distributed throughout the hospital.

They can be found in:

- Magpie Children's area
- Macmillan Cancer Care Unit
- GUM clinic
- Postgraduate Centre
- Education Centre
- Diabetes Centre
- The Atrium
- Restaurant
- Coffee shop
- Outpatient areas 1 to 7
- Emergency Department
- Sunderland Day Case Centre

Meet our staff governors

News@Medway spoke to Ann Bushnell and Tim Cowell to find out more about the role of staff governors.

What made you want to become a staff governor?

AB: I became a staff governor because I wanted to make a difference to the working lives of non-clinical staff.

TC: I would absolutely echo that. When people talk about the NHS, they most often talk about the doctors and nurses, but there are many other staff, often behind the scenes, who work hard to improve things for patients and for other staff.

You mentioned non-clinical staff, is there also a staff governor who looks after the interests of clinical staff?

AB: Yes, there is. In fact, we have recently held elections for this role.

Can you tell me more about the role of the staff governors?

TC: I would say that our main role is to represent the views and interests of staff throughout the organisation. We ensure that their voices are heard when discussions are taking place about important issues. Of course, patient care is central to everything we are trying to achieve as an organisation and staff governors also have a role to play in ensuring our patients receive high quality care at all times.



Ann Bushnell and Tim Cowell



AB: We also play a role in helping our public governors to understand how the Trust operates. As staff governors, we are in an advantageous position as we know the operational workings and the business of the Trust. This means we can use our knowledge and experience to advise the public governors on a wide range of issues.

Can you give us an example of how you support staff?

TC: Both Ann and I are incredibly passionate about ensuring staff are happy and motivated at work. We have zero tolerance for bullying here at the organisation, but sadly this is something that can sometimes still occur. We are available for staff if they have any concerns or worries and can provide support and advice

to ensure that any issues they have are resolved as quickly as possible.

What do you think makes you a good staff governor?

AB: I would like to think that I have developed a real understanding of the issues that matter to staff and how I can support them to meet their needs and expectations.

TC: As Head of Security & Traffic Management, I spend a lot of my time moving around the organisation and talking to staff. I would like to think that I am approachable to everyone and provide good advice when it is needed.

If you would like to contact Ann and Tim, please email Ann.Bushnell@medway.nhs.uk or Tim.Cowell@medway.nhs.uk

Members' Corner

Welcome to Members' Corner, a dedicated section for members of Medway NHS Foundation Trust.

Medway Maritime Hospital is part of a foundation trust, which means that you can become a member and get involved with some of the hospital's work. Membership is free and you can get involved as much or as little as you like.

Through our members and the governors, we are in a better position to listen and respond to the views of local people, patients and our staff. As a foundation trust, we remain firmly part of the NHS, but have greater freedom from central government control. We believe that foundation trust status will help the hospital thrive in the future – becoming a stronger part of the community and being accountable to local people.

How to become a member

Residents and patients in areas served by Medway Maritime Hospital, as well as staff, can register as members of the organisation. Membership allows local communities to have

ownership of their NHS foundation trust. As membership numbers increase, links between the hospital and the local community will strengthen.

If you become a member, you can:

- have the opportunity to learn how both the hospital and the wider NHS work
- help us improve patient care, including cleanliness and safety by feeding in your views and ideas
- become involved in plans for future development
- you can vote to elect the Council of Governors and stand for election as a governor yourself.

It's easy to become a member. You can apply online by completing the membership form available on our website, under the membership tab, or by contacting the membership office.

🌐 www.medway.nhs.uk
 ✉ members@medway.nhs.uk
 ☎ 01634 825292

Dates for your diary

Trust Board meetings

The Board meetings are held in public every month and we welcome people to come along and observe proceedings.

📅 Thursday 28 July 2016, 1.30pm
 📍 Trafalgar Conference Suite, Level 3, Green Zone.

The start time and venue are subject to change, so please check our website before attending

🌐 www.medway.nhs.uk/about-the-trust/publications/board-papers:

If you are interested in observing any of the meetings, please book a place with the membership office

✉ members@medway.nhs.uk
 ☎ 01634 825292

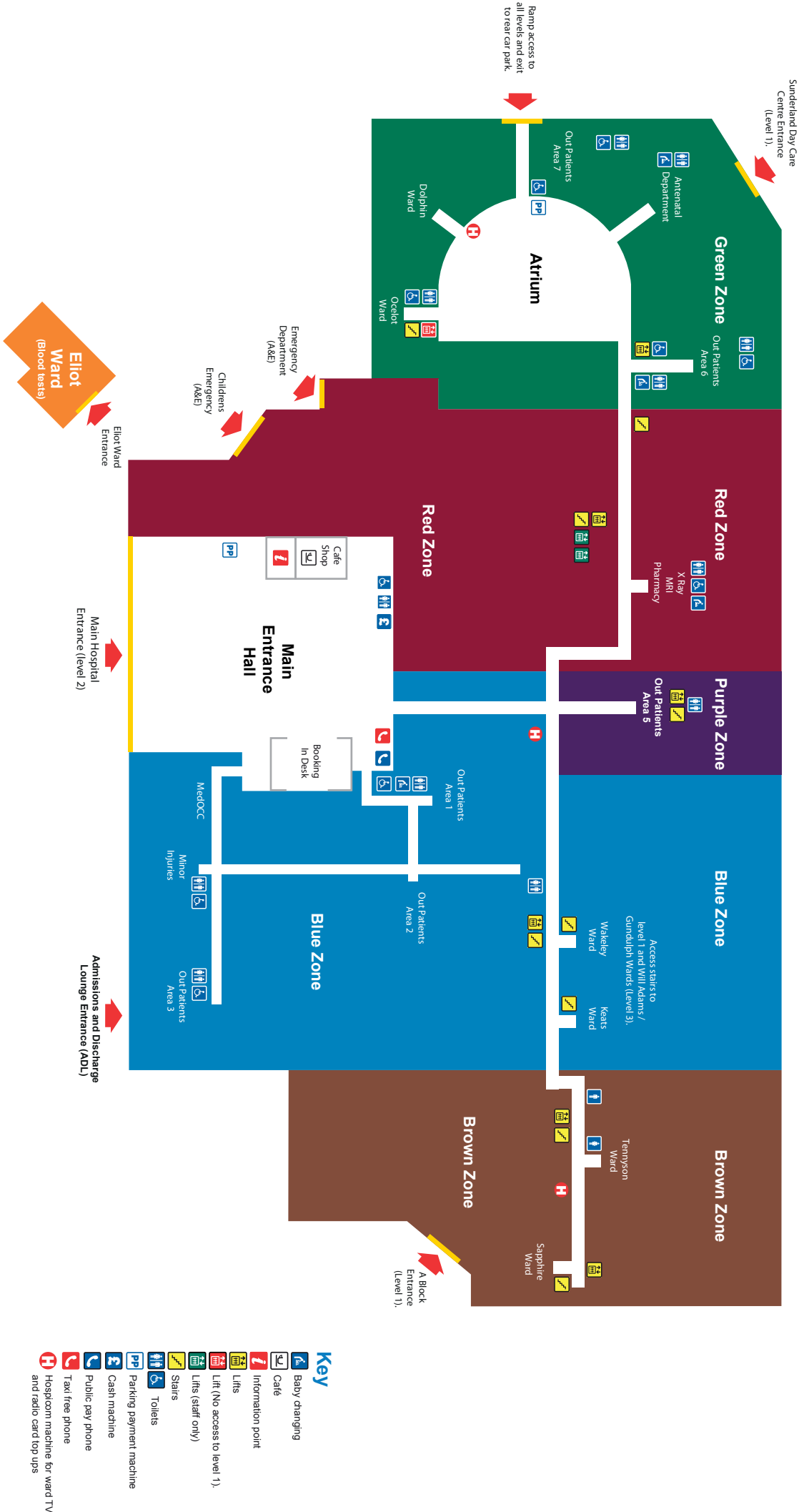
What is the Council of Governors?

The Council of Governors works closely with the Board of Directors, representing the views of local people and organisations to ensure the hospital provides the best possible services for patients. The Trust's Board of Directors will continue to provide overall direction and leadership and ensure that it fulfils its legal obligations.

Governors' roles and responsibilities

The key role for governors, whilst representing the interests of their constituency, is to ensure the Board fulfils the requirements of Monitor (the Trust's independent regulator) and acts in accordance with the Trust's identified objectives. The Council of Governors acts in an advisory capacity and by doing so, contribute to the strategic direction of the Trust. The operational management and decision-making however remains with the Trust Board.

Finding your way around



Department Locations

Key: Colour shown denotes Zone Colour, number relates to Level number

Accident & Emergency (Childrens) A&E	Red 2	Dermatology	Green 3	Management Office	Blue 2	Pharmacy Dispensary	Red 2
Accident & Emergency (Childrens) A&E	Red 2	Dickens Ward	Blue 1	Maxillo-Facial Surgery (Outpatients Area 6)	Green 2	Phoenix Ward	Green 3
Acute Medical Unit / Lister Ward	Red 3	Dolphin Ward	Green 2	McCulloch Ward	Green 3	Physiotherapy	Blue 2
Admission & Discharge Lounge	Blue 2	Early Pregnancy Assessment Unit (EPAU)	Green 2	MedDoc	Blue 2	Plaster Theatre	Purple 2
Ambulatory Care Unit	Red 3	Eliot Ward	See Map	Medical Infusion Suite	Brown 1	P.O.C.U. (Pre Operative Care Unit)	Green 3
Antenatal Department	Green 2	Emergency Gynaecology Unit (EGU)	Green 1	Milton Ward	Brown 2	Podiatry	Blue 2
Appointments Desk (Main Entrance)	Red 4	Endoscopy	Green 2	Minor Injuries	Blue 2	pPCI (Cardiac Catheter Suite)	Brown 1
Arethusa Ward	Green 2	ENT	Blue 2	MRI Department	Red 2	Pre Assessment Unit	Eliot Ward
Breast Care Unit	Red 2	Fetal Medicine Centre	Green 2	Nelson Ward	Brown 1	Rheumatology (Outpatients Area 5)	Purple 1
Blood Tests (Phlebotomy)	Eliot Ward	Fracture Clinic	Purple 2	Neurosciences Unit	Brown 1	Ruby Ward	Purple 2
Bronte Ward / High Dependency Unit (HDU)	Brown 2	General Day Unit	Brown 1	Occupational Therapy & Hand Therapy	Blue 2	Sapphire Ward	Brown 2
Byron Ward	Green 2	Gentle-Urinary Medicine (G.U.M.)	Green 3	Ocelot Ward	Green 2	Security Desk (Main Entrance)	Brown 1
Café & Shop (League of Friends, Main Entrance)	Brown 1	Gundulph Ward	Green 2	Oliver Fisher Neonatal Unit	Green 4	Shop (League of Friends, Main Entrance)	Red 2
Cancer Care Team (Richard Watts Unit)	Green 3	Gynaecology (Outpatients Area 7)	Blue 1	Orthodontics (Outpatients Area 6)	Purple 2	Shop (League of Friends) 24 hours in A&E	Blue 2
Cardiac Catheter Suite	Green 2	Harvey Ward (Acute Stroke Unit)	Green 2	Orthopaedics (Outpatients Area 5)	Purple 2	Speech & Language Therapy	Green 1
Cardiology (Outpatients Area 7)	Green 3	Hearing Aids (Outpatients Area 6)	Blue 2	Osteoporosis Unit	Blue 2	Sunderland Day Care Unit	Green 4
Cardiorespiratory (ECG) Dept.	Green 3	Keats Ward	Green 4	Out-Patients Areas 1, 2 & 3	Purple 2	Surgical Assessment Unit (SAU)	Green 3
Car Park Enquiries (Main Entrance)	Blue 2	Kent Ward	Red 2	Out-Patients Areas 6 & 7	Blue 2	The Birth Place	Green 4
Cedar Room	Blue 2	Kingfisher Ward	Red 3	P.A.L.S. (Patient Advice & Liaison Service)	Red 4	Trafalgar Ward	Brown 2
Chapel / Prayer Room	Blue 2	Imaging Recovery Room	Purple 3	Pathology	Green 4	Ultrasound	Green 3
Chaplaincy & Spiritual Care	Blue 2	Intensive Care Unit	Red 3	Patient Affairs (Main Entrance)	Green 5	Victory Ward	Blue 2
Christina Rossetti Day Hospital	Purple 1	Lister Ward	Brown 1	Pearl Ward	Red 4	Wakeley Ward	Blue 2
Coffee Lounge	Purple 3	Macmillan Cancer Care Unit	Red 3	Penguin Assessment Unit / Dolphin Ward	Green 2	Will Adams Ward	Blue 3
Coronary Care Unit	Red 2	Magpies Centre	Brown 1			X-ray (North & South Wing)	Red 2
C.T. Department	Blue 2						
Day Surgery Procedure Suite							
Delivery Suite							