



Medway

NHS Foundation Trust

Better, Best, Brilliant - reasons to be proud



Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Clinical Innovation and Improvement

FRONT DOOR STREAMING

We have developed an innovative front door model streaming pathway to Primary Care (MedOCC), ambulatory emergency centre and assessment areas. As a result we are now streaming 25 per cent of patients away from the emergency department.

DELAYED TRANSFERS OF CARE

We have worked closely with Medway Clinical Commissioning Group, community services and social care to ensure patients can be discharged in a timely way. This has meant we have been able to reduce the number of Delayed Transfers Of Care from an average of around 25 to single figures. This is a significant achievement and we now regularly have one of the lowest DTOC figures in the country.

CLINICAL COORDINATION CENTRE

We have instituted a Clinical Coordination Centre (CCC) to coordinate the management of admissions and discharges to the hospital. It meets four times a day to review the position in the emergency department, number of decisions to admit, ensure movement of patients to the most appropriate area, bed situation and any staffing issues. It is attended by managers and clinicians from all the admitting areas, the Senior Manager on Call (SMOC) and the Director of Clinical Operations / Director on Call.

Key to the CCC's success has been the introduction of an electronic bed management system and a focus on early Electronic Discharge Notices as well as an improved process for reducing the wait time for medication to take home. We also keep transport bookings under review to avoid unnecessary waits.

Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

BETTER CARE FOR PATIENTS WITH FRACTURED HIPS

The Trust Emergency Department developed a new way of caring for patients who come to the Trust with suspected hip fractures. From the moment that the ambulance arrives at their home, the patient is guided through the new clinical pathway, getting ‘fast tracked’ into our imaging department for diagnostic tests and are admitted straight into an orthopaedic bed. Our mortality rates for hip fractures have improved dramatically, decreasing from 11.2 per cent to 5.7 per cent (some of the lowest in England), while the waiting time between initial assessment by paramedics and transfer to a specialist ward has also reduced from 379 to 81 minutes, thanks to this new clinical pathway. The project was highly commended at the 2018 BMJ Awards.

THE CHOLECYSTECTOMY QUALITY IMPROVEMENT COLLABORATIVE (Chole- QuIC)

We were chosen to participate in Chole-QuIC, a Royal College of Surgeons

programme developed to improve care for acute gallstone disease.

Since launching in October 2016, we have made huge changes to our practice for treating gallbladders. This includes creating two dedicated operating lists for “hot gallbladders”, developing an email referral infrastructure and upskilling our clinical support workers to support the new pathway. We have operated on 136 patients on this new programme. Results so far have shown an improved eight-day rate and time to surgery and reduced length of stay across all gallstone disease, which has led to cost savings. We have also seen a vastly reduced numbers of recurrent attendees.

CLOSURE OF ESCALATION BEDS

Over the past two years we have successfully closed 53 beds: Sapphire ward, an escalation ward with 28 beds which had been open since 2014, was closed in September 2017. It is now used only by exception when the hospital is under extreme pressure. Gundulph ward, an acute admissions ward, had already been closed, resulting in a reduction of 25 beds.

Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

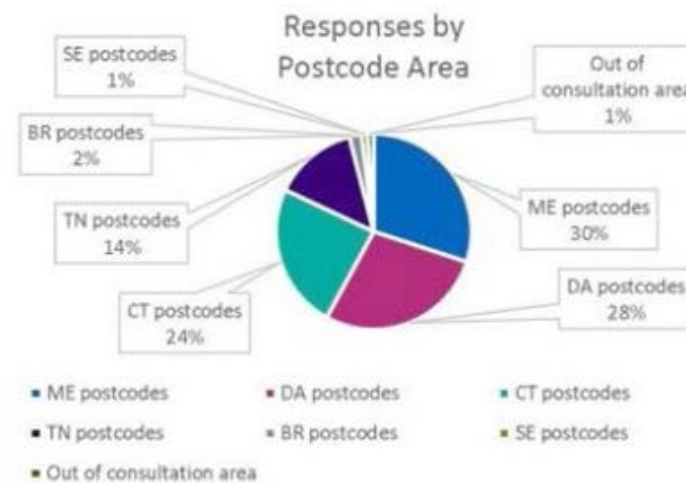
Staff Engagement

Patient Experience

Clinical Innovation and Improvement

STROKE CONSULTATION

We received a great deal of support from the public, our stakeholders and partner organisations, who all, like us, believe that Medway is ideally placed to become a site for a Hyper Acute Stroke Unit (HASU). We organised a campaign to raise awareness of the consultation survey and public events. At the close of the survey, there had been more responses from the Medway area than anywhere else in the stroke consultation area.



NHS KENT, SURREY AND SUSSEX LEADERSHIP AND INNOVATION AWARD FOR EXCELLENCE IN OUT OF HOSPITAL CARE

Consultant Geriatrician, Dr Sanjay Suman received the award in March in recognition of his inspiring Proactive Assessment Clinic for the Elderly (PACE). PACE is a community based initiative that supports the health needs of patients over 65 years old. The initiative, which has been delivered in partnership between the Trust, Medway Council and local GP services since 2016, has meant that elderly local residents can continue to live healthy and independent lives with support from the expanding number community centres opening across Medway. It has also meant that patients who need medical care but do not require emergency care at the hospital can be treated efficiently and with high quality expertise at their nearby centre.

Better, Best, Brilliant – reasons to be proud

Clinical Innovation and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Clinical Innovation and Improvement

IMPROVING BREAST SCREENING

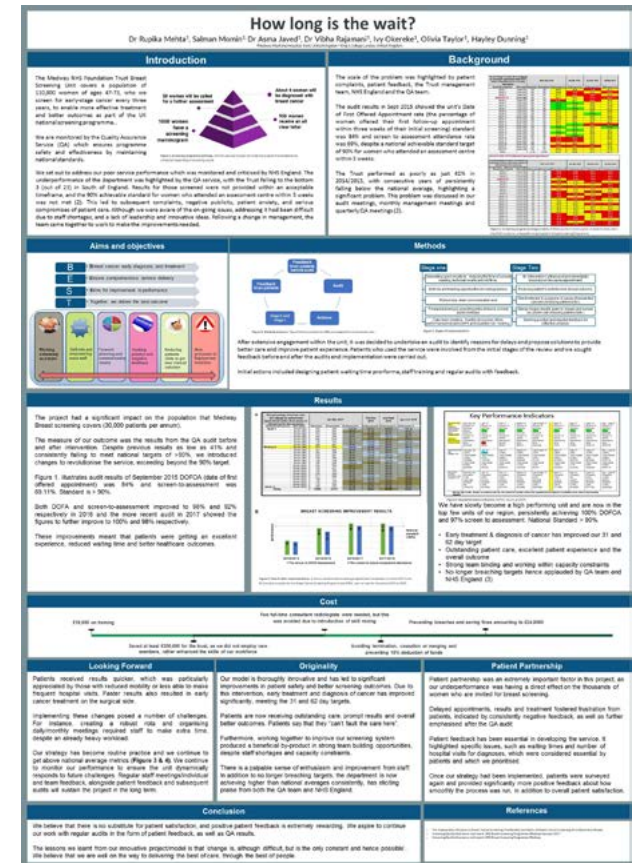
Under the leadership of Dr Rupika Mehta, Director of Breast Screening Unit and Consultant Radiologist at Medway NHS Foundation Trust, the Breast Cancer Screening Service has been transformed and is now providing a greatly enhanced service to our patients.

The project had a significant impact on the population that Medway breast screening covers (30,000 patients per annum). The measure of our outcome was the results from the quality assurance audit. Despite previous results as low as 41 per cent and consistently failing to meet national targets of more than 90 per cent, we introduced changes to revolutionise the service, exceeding beyond the 90 per cent target.

Our model is thoroughly innovative and has led to significant improvements in patient safety and better screening outcomes. Due to this intervention, early treatment and diagnosis of cancer has improved, meeting the 31 and 62 day targets.

The work carried out was shortlisted for a BMJ award.

A poster that the team created to present the project was selected to be displayed at the International Forum for Quality and Safety in Health Care in Amsterdam in May this year.



Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Clinical Innovation and Improvement

OUR WINNING EMERGENCY DEPARTMENT

In 2017 the Emergency Department won third place in the category of Emergency Department Clinical Team of the Year at the Royal College of Emergency Medicine's Annual Awards. This accolade has been achieved through a comprehensive strategy focusing on patient safety, workforce development and education, and sustained improvement.

Last year also saw the graduation of our first cohort of nurses who completed their degrees in Evidence-based Emergency Nursing BSc or MSc. This programme was developed by one of our Consultant ED nurses (and former university lecturer) Cliff Evans, who wrote a university-accredited degree and master's emergency nursing course for all senior and junior sisters.

So far, 33 nurses have undertaken the programme. The course has been so successful that several other local Trusts now send their nurses on our course as part of an Emergency Care Collaborative that we have established to share best-practice within the south and south east of England.

ACUTE RESPONSE TEAM

We have developed our Acute Response Team (ART) and there are two members present in the Trust 24/7. They review all patients that have been stepped down from level two or three care and respond to all patients with a rising NEWS score. This has led to a significant reduction in inpatient cardiac arrests with no transfers from the bed base to level two and level three beds in the last four months (as at May 2018).

Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

ORGAN DONATION

The Trust has a reputation as one of the leading Trusts in the South East of England in terms of numbers of patients referred for organ donation, and the numbers of organs successfully retrieved to benefit others. In 2016/17, there were nine successful organ donations, which led to 22 patients receiving life-saving organs thanks to donors from the Trust.

Artwork installed in Medway Maritime Hospital commemorating organ donors won a coveted Gold Award in the FESPA International Printing Awards, held in Hamburg. This spectacular artwork, named The Gift of Life, is dedicated to all those who have selflessly become organ donors and their families. It features more than 120 birds that inhabit the Medway Estuary, each one uniquely cut out in a variety of aged metal finishes.

IMPROVING MENTAL HEALTH SUPPORT FOR MOTHERS-TO-BE

The Trust obstetrics team has developed a new pathway to help provide better mental health support for women during and immediately after pregnancy. The new Perinatal Mental Health pathway identifies potential mental health issues in women who are pregnant and provides advice, medication and sign-posting to mental health services where required. Thanks to early intervention, management and support, overall referrals to the Mother and Infant Mental Health Service were substantially reduced, by 70 per cent.

Additionally, there was a reduction in 'referral to seen' times, with no patient waiting more than five weeks to be seen, while a downward trend in non-attendance (DNAs) was also noted, falling significantly from the initial figure of 23 per cent. The pathway was shortlisted for a BMJ award.

Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

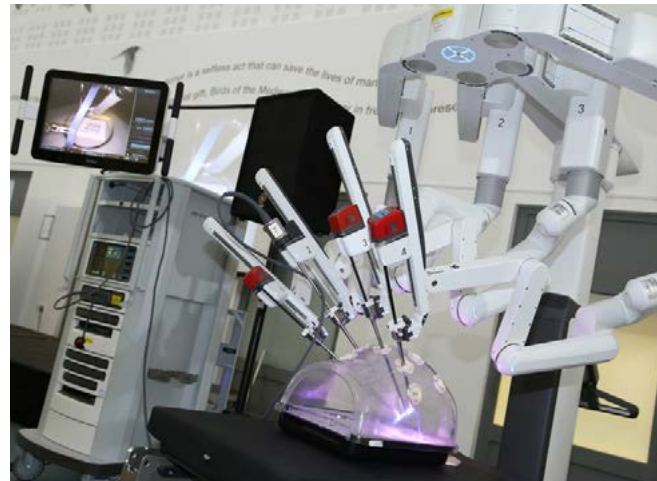
Staff Engagement

Patient Experience

Clinical Innovation and Improvement

DA VINCI ROBOT

Da Vinci is a minimally invasive surgery tool which revolutionises the care provided to patients undergoing surgery of the prostate. Under the control of a highly-trained surgeon, da Vinci is able to perform complex and incredibly precise procedures in a way not possible with human hands. Medway is the hub of the West Kent Urology Cancer Centre, and the introduction of this innovative equipment in November 2017 means that prostate cancer patients across the whole region are benefitting. Plans for the future include expanding the range of procedures carried out by da Vinci.



STRENGTHENING SUPPORT FOR BEREAVED FAMILIES

The surgical department developed a bereavement service for the families of patients who had died during surgery to help them to grieve and speak to clinical staff about the care their loved ones received.

The majority (78 per cent) of the users of this service reported that it had helped them obtain closure or have their concerns addressed. Additionally, review of the feedback forms demonstrated that 44 per cent of the service users reported that they would otherwise have submitted a complaint to the hospital to obtain the answers they needed and raise the concerns they had. The service was shortlisted for an HSJ Patient Safety Award.

TEAM AURELIA

Team Aurelia, a multi-disciplinary team supporting women requiring an elective Caesarean section has been highlighted as an example of outstanding practice.

Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

STOMP

The Maternity Team was awarded the Johnson's Award for Excellence in Maternity Care at the Royal College of Midwives in March 2017.

Perineal trauma is the most common type of morbidity encountered by women and healthcare professionals, and has an important impact on women's birth experience. The incidence of severe perineal trauma, specifically third- and fourth-degree tears, has been rising consistently in the UK and other developed countries.

The Maternity Team won this award for its outstanding achievement in reducing third and fourth degree tears in women during childbirth from a national average of 5.8 per cent to just one per cent. This great stride has been accomplished through the introduction of the stop traumatic oasis morbidity project ('STOMP') – a prevention method designed by the team at Medway.

The method focusses on position, speed and coaching techniques during childbirth, reducing both the amount and severity of injuries that women can face. The team

has also led the way in postnatal perineal care in Kent by using the most sophisticated technology available for the assessment and potential treatment of women who have previously suffered from injury.

TEAM MAIA

Our midwives Lyndsay Walker and Sonya Hinchey, known as 'Team Maia', provide specialist care to women in Medway prior to childbirth. In recognition of their dedicated work, Lyndsay and Sonya were crowned winners of the 'Midwifery Innovation Award' at the inaugural London 2018 Maternity and Midwifery Festival Awards. They were praised for 'recognising the need for and the implementation of a dedicated induction of labour team to provide bespoke care and drive forward positive change'.

FETAL MEDICINE UNIT AND NICU

Our Fetal Medicine Unit (FMU) and Neonatal Intensive Care Unit (NICU) are renowned as one of the best to treat complicated births and pregnancies outside of London.

Clinical Innovation and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

NATIONAL EMERGENCY LAPAROTOMY AUDIT (NELA)

We are a participant in the NELA project. Neil Kukreja, Colorectal Surgeon and Clinical Co-Director has been the lead for the project which set out to improve the trust management of patients requiring emergency laparotomy. Medway Consultant Anaesthetist Sarah Hare is now the national clinical lead for NELA at the Royal College of Anaesthetists. The improvements at the Trust from the NELA project include a reduction in mortality from 22 per cent to 13 per cent.

The team has also launched an Emergency Laparotomy Patient Support Group which is the first of its kind in the UK. The feedback has been excellent with a growing interest nationally. They are currently developing the concept of co-delivery of care with former patients who will come onto wards as volunteers to talk with laparotomy inpatients. A poster highlighting the importance of the focus group entitled "Use of Patient Focus Groups in Enhancing the Emergency Laparotomy Patient Experience", was

awarded first place in the NELA trainee poster prize category at the Association of Anaesthetists of Great Britain and Ireland Winter Scientific Meeting, London earlier this year.



Clinical Innovation
and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

REDUCING AVOIDABLE PRESSURE ULCERS

We recognise that avoidable pressure ulcers are a key indicator of the quality and experience of patient care, and we have been making changes to processes and pathways across the Trust to help us reduce – and eliminate - all avoidable pressure ulcers. The work we have done in this area includes, creating a fully established tissue viability team, developing and making changes to tissue viability paperwork, replacing the Braden risk assessment tool, improving communication between the wards and tissue viability team and including competence-based wound management with all tissue viability training.

There has been a 31 per cent reduction in hospital acquired pressure ulcers between April 2017 and March 2018, compared to April 2016 and March 2017, and we have seen a 60 per cent reduction in moderate or severe harm incidents between April 2017 and March 2018 (10 cases) when compared to April 2016 to March 2017 (25 cases). There have been no cases of the hospital acquired pressure ulcers being a factor in the patient's death in this period. We continue to work towards zero avoidable harm to our patients.

IMPROVING INCIDENCE OF FALLS

We have worked hard across the Trust to reduce the numbers of patient falls in hospital by implementing several strategies and projects. We have introduced a Falls Investigation toolkit and ran a falls awareness campaign “May the falls NOT be with you” in May last year. Our falls prevention Clinical Nurse Specialist has been invited to speak at several conferences (Falls Prevention Summit – London and Birmingham, Guernsey Fallsafe Launch) to talk about our successes and share best practice. Our funky frame project, which aims to create a culture where elderly patients take more ownership of their walking frames was featured in the Nursing Times last year. We have seen an 11 per cent reduction in falls in April 2017 – March 2018 when compared to April 2016 – March 2017 and we continue to remain below the national mean rate for falls per 1,000 occupied bed days.

**Clinical Innovation
and Improvement**

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Clinical Innovation and Improvement

D+R BALANCE APP

This is an app developed by one of our consultant ENT surgeons. Balance disorders affect 30 per cent of the population under the age of 65 years, and problems increases with age. Methods and machines used to assess balance can cost between £35,000 and £85,000. This innovative app has saved thousands of pounds by providing a quick, simple and much cheaper method of recording postural sway. It is now used by balance and falls units around the world. It can also be used to monitor and provide feedback to patients as they go through their balance rehabilitation programme, thus improving patient compliance with exercises.

The developers are currently exploring how the app could be used to predict the risk of falls.

SUPPORTING BEREAVED PARENTS

In October 2017, we were selected to be one of 11 sites to trial the National Bereavement Care Pathway, a new pathway developed to improve the quality of care experienced by bereaved parents and families. Our provision of care for parents who experience a still birth is already considered “gold standard” with the opening of our bereavement suite, Abigail’s Place. Since opening in 2016, 40 families have used Abigail’s Place.

Since we started the National Bereavement Care Pathway, we have supported 82 families through the pathway. We are now about to start on the second wave which sees us supporting two Trusts - Royal United Hospitals Bath and Frimley Park Hospital - to develop their bereavement pathway.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

 **Best of care**
Best of people

Training and Education

MEDILEAD



Our internal MediLead programme (a junior doctor leadership programme) empowers doctors 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 and innovation encouraged. Every idea for improving our patients' care is welcomed and explored. On application to the MediLead Programme, each doctor identifies a project that they will work on with support from senior doctors, senior nurses and managers, as part of their leadership development.

GREEN BOOK

This is an app 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 app provides junior doctors with easy access to up to date advice in acute clinical situations.



Better, Best, Brilliant – reasons to be proud

Clinical Innovation and Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Training and Education

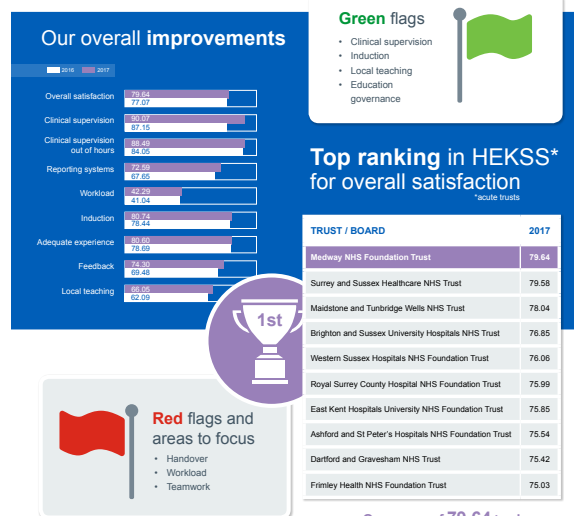
HUMAN FACTORS

Medway is the human factors training centre for Kent, Surrey and Sussex.

GMC TRAINEE SURVEY

The Trust was rated the highest in Kent, Surrey and Sussex for trainee satisfaction – and was above the national average.

Our 2017 GMC Trainee Survey Results



Our score of 79.64 is above national mean of 79.32



DARZI FELLOW

We are delighted to have welcomed Coral Akenzua, the first Darzi Fellow to be placed at the Trust (one of only four in the county in the current programme). Darzi Fellowships are intended to help established clinicians make the leap into systems leadership through a post graduate programme and experiential learning from the chosen project.

Coral is currently working across traditional organisational boundaries to develop a community pathway for COPD. It is anticipated that a new pathway providing a highly responsive COPD service in the community closer to home will minimise disruption and inconvenience for patients and carers. This will not only improve the patient experience through a seamless journey, but also result in a reduction in the number of patients referred to hospital.

Training and Education

HEARING THE TRAINEE VOICE

A 'Trainee in Action' group has been formed to provide an extra level of support for trainee professionals in Pharmacy, including pre-registration trainee pharmacy technicians and foundation pharmacists. This is a group run by trainees, for trainees, in order to discuss any issues or concerns regarding education and training within the Trust and specifically Pharmacy. It will also provide peer support and discuss possible solutions and ideas to feed back to the senior management team.

Examples of changes and improvements that have been made as a result of this group include: a review of rotations and workload, the introduction of a daily clinical huddle to support foundation pharmacists, and a review of the annual leave request process for trainees.

MEDICAL APPRAISAL AND REVALIDATION

We have made improvements to our medical appraisal system to ensure it is

robust, supports revalidation and operates effectively.

We currently have 90 medical appraisers who have undertaken the approved training for enhanced medical appraisals. This includes staff grade doctors, some of whom appraise consultants. We are one of the very few Trusts in the country to take this approach. Our appraisals have a high quality standard with robust auditing of individual appraisals. Revalidation recommendations to GMC are only made after rigorous checks in the Revalidation Governance Group meetings headed by the Medical Director.

For the most recent appraisal year reported (2016/2017), 97 per cent of our doctors had a completed appraisal which feeds well into the five yearly revalidation cycle. This compares favourably to national data with 86.6 per cent of doctors in the same sector having a completed appraisal. This is strong evidence of how engaged our doctors are in the process. There are regular updates and training on appraisals for all doctors and specific training for doctors new to the UK or new to the Trust.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Training and Education

APPRENTICESHIPS

We are committed to training a highly skilled workforce and retaining our staff through our apprenticeship programme. Our long term plan is to become an apprenticeship end point assessment centre which will enhance our reputation as a centre of excellence for learning. Our programme is already further developed than other neighbouring NHS organisations, and we continue to share best practice with the organisation in the neighbouring health economy. We currently have 18 apprenticeships in place and are rolling out more in different disciplines in the coming months.

PATIENT SAFETY CONFERENCE

We are holding our fourth annual Patient Safety Conference this month (May). This is always an excellent opportunity to reflect on some of the fantastic work we have done to improve patient safety and celebrate our achievements. The agenda includes exciting topics such as reducing avoidable term admission into neonatal units, medicines management and the role of MDT ward round in surgery (improving

the safety and quality of care for patients with complex inflammatory bowel disease) from both internal and external speakers. Panel discussions encourage lively debate and shared learning and there is always great energy in the room. It is always well attended and all staff are encouraged to attend.

ACHIEVEMENTS IN SIMULATION-BASED TRAINING

We are very proud of our simulation-based education facility and its recent achievements. We have developed a unique initiative of simulation-based training (Work Without Worry) to support medical students to get ready for Foundation doctor role, and recently won a national bid to develop a simulation based training course to support junior doctors returning to training after a break.

We recognised a need to provide simulation led training for clinical staff so, with the University of Kent and Christ Church University we developed Masters modules as part of an MSc. These modules are - Simulation in Healthcare and Human Factors in Healthcare.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Leadership and Culture

HSJ TOP 50 CEOs

The Trust's Chief Executive Lesley Dwyer was named by the Health Service Journal as one of the top 50 NHS chief executives in the country.



KENT AND MEDWAY LEADERSHIP PROGRAMME

The Trust is a part of the Kent and Medway Leadership Programme. This brings together organisations from all over Medway including the Trust, schools, the Police and the Army, sharing knowledge and experience and developing skills. It provides a great opportunity for us to work together for the benefit of the communities we serve.

THE EXECUTIVE TEAM

The Trust has benefited from having a stable senior leadership team with all positions on the Executive Board filled by substantive appointments.

In 2017 the Trust underwent the required well-led review which suggested some areas for development but no concerns were raised requiring immediate action. The Director of Nursing and Medical Director are the named executive leads for Quality and Patient Safety. In December 2017, a new position of Deputy Chief Executive was nominated.

There is a named Non Executive Director who chairs the Quality Assurance Committee and one for the mortality reviews. Our governance structure has continued to develop and embed. Recently a full review has taken place leading to some changes. The terms of reference and membership of committees are reviewed annually. The board receives a monthly IQPR and report from the Quality Assurance Committee. The Executive has continued to visit all areas of the Trust through executive walkabouts and the GEMBA visits.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Leadership and Culture

RECRUITMENT

The Trust has reduced its expenditure on agency workers by over £17million in 2017/18 compared to the previous year, resulting in an overall temporary spending reduction of £8million. We have made significant progress filling our nursing vacancies, with more nurses joining the Trust each month than leaving.

HR TEAM OF THE YEAR



In March 2018, the Trust's Human Resources and Organisational Development Team was crowned HR Team of the Year at the Kent Chartered Institute of Personnel Development's (CIPD) annual awards. The award is aimed at teams that demonstrate genuine strategic status within their organisation.

FINANCIAL WELL-BEING

The Trust was shortlisted, alongside high-profile companies such as Hays UK, GSK and Talk Talk, in the Employee Benefits 2018 awards, 'Best Financial Wellbeing Strategy' category.

BEST CHOICES

This is a voluntary scheme that provides staff with the opportunity to review their current working arrangements. The Best Choices Scheme allows individuals to pursue one of four options:

- Mutually agreed resignation (with severance pay)
- Career break
- Retirement
- Flexible working.

Last year we ran a scheme that supported staff to follow one of the options. As a result, we reviewed job roles and structures to help the organisation evolve as required for the future sustainability of the organisation. We will be running another Best Choices in late Spring 2018.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Leadership and Culture

UNCONFERENCE

The Trust held an Unconference, facilitated by Helen Bevan to enable staff to get involved in shaping the culture of Medway. More than 60 members of staff from across the hospital came together to discuss how we could move forward as an organisation.



PROFESSIONAL STANDARDS

Our professional behaviour framework called the Clinical Compact was created with the input of 60 consultants. This clearly sets out behaviours expected from senior clinical staff against trust values and leadership domains of the NHS Academy. It has been further enhanced through the introduction of a promoting professionalism programme where staff and patients can report behaviours and incidents that do not meet Trust values or compromise patient safety in real time.

We are now training peer messengers to support staff. This was introduced after our Medical Director and two consultants undertook the training themselves at Vanderbilt University in the US regarding the direct impact on quality of poor clinician behaviour.

Leadership and Culture

A TRANSFORMATIONAL WORKFORCE STRATEGY

We published our new Workforce Strategy in April 2017. This is purposefully short at two years to provide a direct response to our immediate needs. In the first year, the strategy focuses on our immediate business needs through a three strand approach to recruitment: local, national and international. The second year focuses on consolidation and retention. Part of this is our Talent Management Strategy “My Brilliant Career”.

The strategy aims to be transformational and is the result of a collaborative effort across the Trust. We sought to understand what the organisation wants and needs from a future workforce, and have ensured that this is intrinsically linked to the operating plan and the financial model.

LEADERSHIP DEVELOPMENT

Over the past year staff have been invited to leadership development sessions in which they hear from keynote external speakers to develop their understanding of leadership in a broad sense, to provide them with tips and techniques for success, and to inspire them to achieve their potential.

Our lecture theatre has regularly been packed to hear from the speakers, ranging from world class coaches and mentors, to people who have overcome adversity to achieve their goal. All sessions have received excellent feedback from staff, with comments such as: *“It was brilliant to hear from someone who has faced huge challenge but has used that experience to tap into their own potential, and instead of being defeated by it, has turned it to their advantage. I could see a parallel in my life, and want to see if I can now rise to the challenge in my career.”*

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Research

We have around 150 research projects in a range of areas including heart disease, cancer, diabetes and mental health. We are the largest recruiter to clinical trials in Kent, Surrey and Sussex.

Each year around 5,000 patients participate in our clinical trials, and their involvement is crucial to our programme of work.

Some patients are invited to take part in observational research as part of their care, which involves looking at routinely collected diagnostic information, like blood pressure readings, images or samples.

Where appropriate, patients are invited to participate in new treatments and therapies.

Participation in research is voluntary and is based on informed patient consent.

Among the research projects we have undertaken over the last year are the Heartbeat Study, which looked to improve decision-making in caring for babies born with encephalopathy through micro-analysis of their heartrates; the Stampede project, that is evaluating the impacts of prostate cancer treatments when

delivered early in the course of the disease in combination with hormone therapy; the Test It project, testing a new bedside device to rapidly diagnose sepsis; and the Events study, which is investigating the use of progesterone to reduce premature births of twins.



Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Awards and Nominations

NHS70 PARLIAMENTARY AWARD NOMINATIONS

- Excellence in Urgent and Emergency Care – Fractured Neck of Femur Pathway – **Ashike Choudhury**
- Excellence in Urgent and Emergency Care – Nursing Recruitment – **Cliff Evans**
- Excellence in Mental Health Care – Perinatal Mental Health – **Helen Watson**
- Excellence in Primary Care – Frailty Pathway – **Sanjay Suman**
- Excellence in Cancer Care – Improving Breast Screening – **Rupika Mehta**
- Care and Compassion Award –Surgical Bereavement Service – **Caris Grimes**
- Lifetime Achievement Award –**Diana Hamilton-Fairley**

THE BMJ AWARD NOMINATIONS

- Improving Breast Screening - **Cancer Care Team**
- Accelerated Fractured Hip - **Emergency Team**
- Perinatal Mental Health - **Mental Health Team**

HSJ VALUE AWARD NOMINATIONS

- Effect of Triaging of Spinal Referrals - **Specialist services**
- Emergency Department Workforce Recruitment and Retention - **Specialist services**

HSJ TOP CHIEF EXECUTIVES LIST 2018

- **Lesley Dwyer** – Named as one of top 50 NHS Chief Executives

MEDWAY CLINICAL COMMISSIONING GROUP (CCG) COMMUNITY AND PATIENT PARTNERSHIP AWARDS 2018

- **Surgical Bereavement Service** - The Learning from Experience award

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Awards and Nominations

LONDON 2018 MATERNITY AND MIDWIFERY FESTIVAL AWARDS

- **Team Maia (Midwives Lyndsay Walker and Sonya Hinchey)** - Midwifery Innovation Award

KENT CHARTERED INSTITUTE OF PERSONNEL DEVELOPMENT (CIPD) AWARDS 2018

- **Human Resources and Organisational Development Team** - HR Team of the Year

ROYAL COLLEGE OF MIDWIVES ANNUAL MIDWIFERY AWARDS 2017

- **Maternity Team** - Johnson's Award for Excellence in Maternity Care

KENT, SURREY, SUSSEX (KSS) LEADERSHIP AND INNOVATIONS AWARDS 2017

- **Dr Sanjay Suman** – Excellence in out of hospital care

ROYAL COLLEGE OF EMERGENCY MEDICINE AWARDS 2017

- **Emergency Department** - Clinical Team of the Year (third place)

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Staff Engagement

CONNECTING WITH STAFF

We have a wide-ranging programme of internal communications and staff engagement, which has been applauded internally and externally. We use a combination of methods to reach out to our staff and ensure they are able to input into Trust improvements. We have weekly emails ensuring staff are sighted on key issues, mid-week 'theme of the week' messages from the Medical Director and Director of Nursing, and regularly updated, eye-catching screensavers to highlight important matters. Our most widely read communication is the Chief Executive's Friday email, which conveys messages in a personal, informal and engaging style.

We also value opportunities for face-to-face engagement, holding bi-monthly senior manager meetings, attended by 40-50 staff, after which they are expected to cascade messages in a consistent and relevant fashion to their own teams. We also hold staff briefings quarterly. These regularly attract an audience of upto 400, and are an invaluable way of ensuring staff from all staff groups hear directly from the chief executive.

In between these set forums we ensure members of the Executive Team engage with staff on a regular basis, for example through International Nursing Day and International Midwives Day, when events took place within the hospital, and through the well-supported Fab Change Day. Following the snow this winter we provided a free lunch to thank staff who had worked hard to ensure quality of care was maintained. Feedback was that this gesture was appreciated and staff acknowledged the recognition from the senior team.

FORWARD APP

The Forward app was developed by junior doctors while they were at Medway and it provides a secure platform for clinical staff to communicate with one another.

We became the first UK Trust to officially approve the use of the app, which allows our clinical staff to securely and quickly communicate using their smartphones, instead of relying on pagers and landlines. More than 375 of our staff are already using it to save time on communication allowing them to spend more time with patients.

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Staff Engagement

@MFT APP

The Trust launched a dedicated app for staff called @MFT, which has been downloaded more than 1,500 times. This has been specially designed by Trust staff for Trust staff and provides them with touch-of-a-button access to a wide range of systems and information, news and updates, important policies and mandatory training.



“The @MFT app gives me access to important information that helps me care for my patients.”

The @MFT app is designed specifically for employees at Medway NHS Foundation Trust. Get all the latest news and updates straight to your phone, access policies or take advantage of special offers.

Download the app today at <https://tiny.cc/medwaynhs>

Available for Apple and Android devices, but NOT via the app stores. Search “MFT App” on the intranet for full details of how to download and install this app.

ONBOARDING PORTAL

In September 2017 we introduced an onboarding portal designed to help us engage with new members of staff from the moment they receive their offer letter of employment. Each new staff member has a login and can access the portal anywhere on any device. The portal walks staff through five steps designed to help orientate them with the Trust, learn about the culture and understand job functions across the Trust in a timely fashion. Since launch more than 337 new staff members have used the portal.



Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Patient Experience

HELLO MY NAME IS...

The Trust fully supports the 'Hello my name is' initiative and all staff wear the prominent yellow badges. We urge every member of staff to say their name, their role and what they are going to do when first approaching a patient.

THE RED BAG

The 'red bag' scheme supports patients who have to come to hospital from a care home. Similar in concept to the maternity bag many women keep by the front door in the run up to their due date, it keeps together both important information about patients care and needs, along with personal belongings such as clothing, glasses, hearing aids, dentures etc.

The bag is kept with the patient throughout their stay as they move through departments and, when they leave, a copy of their discharge summary is added to the bag so that care home staff have access to it.

SMOKE FREE

In October 2016, Medway Maritime Hospital became a smoke-free site, meaning that patients, visitors and staff are no longer able to smoke in the buildings, hospital grounds and car parks. The purpose of going smoke-free was to protect and improve the health and wellbeing of all patients, visitors and staff who use the hospital. The move was in keeping with many hospitals and public spaces where smoking is no longer permitted.

We employ wardens to remind smokers that they cannot light up anywhere on site.

The Trust has also worked closely with partners to promote the dangers of smoking in pregnancy; this has included events hosted by the Trust and a joint presentation with Medway Council Stop Smoking Service at the Trust AGM.

Patient Experience

DEMENTIA AND DELIRIUM

The Trust has put in place a number of measures to improve the experience of patients with dementia and delirium, and their carers.

We have recruited and trained 22 dementia link workers (Butterfly Champions) from different disciplines and departments.

We have also introduced innovative dementia and delirium training practice including having two people living with dementia sharing their experiences on nursing induction. And the Trust has employed the Virtual Dementia Tour experience several times over the last few years including 2017. In addition we have a new day-long 'Applied Dementia Workshop' (also involving people with dementia) based on level 2 DEALTS training recommendations.

On-going work is taking place with the CCG and community colleagues to improve dementia care across Medway area.

END OF LIFE CARE

Recognising the importance of relatives or carers being able to sit close to patients nearing the end of life, we have introduced a 'Buddy Chair'.

This enables loved ones to have a comfortable chair/flat bed by the bedside of patients. The 'Buddy Chair' is also available within our Cedar Room for relatives.



FANTASTIC PATIENT FEEDBACK

We are proud to receive fantastic feedback from our patients, as shown in this video filmed recently in the hospital.

» **Watch it online now**

Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience



Patient Experience

PATIENT STORIES

The Trust is keen to hear the experiences of patients (and sometimes relatives) told in their own words and last year introduced the concept of 'Listening To Patient Stories'. Each Board meeting begins with a patient story, told by the patient or family member. Trust Board members welcome the opportunity to hear, first hand, of a patient's recent experience, including what went well and where improvements can be made, and, indeed, where we have already implemented change as a result of patient feedback.

The Patient Experience Team and Healthwatch Medway work collaboratively to support patients and relatives, including having pre-meets and telephone calls with them to help them express and develop their stories. A presentation is prepared for the patient but using their own words which acts as a prompt in case they need it when sharing their story. It also allows us to be completely familiar with the story to be able to support the patient or relative in telling their story if they are too nervous or emotional.

This format has been developed based on best practice from around the world.

MEDWAY SURGICAL EDUCATIONAL PROGRAMME

This unique and interactive programme of events, led by our Consultant Anaesthetists, provides key advice to our patients on how to stay healthy before and after surgery. The monthly seminars have been staged at both the hospital and Medway Council buildings, with audiences made up of our patients who have recently undergone surgery.



Better, Best, Brilliant –
reasons to be proud

Clinical Innovation and
Improvement

Training and Education

Leadership and Culture

Research

Awards

Staff Engagement

Patient Experience

Patient Experience

OUR PATIENTS' VOICE ASSURES QUALITY

Our Quality Assurance Committee consists of no less than three non-executive directors of the Trust, the Chief Executive, the Medical Director and the Director of Nursing and is regularly attended by directors of clinical operations and deputy directors of nursing. In order to ensure that our patients' perspective is at the heart of all our work in delivering safe, effective and high quality care we invited a patient to sit on the Committee. This patient has been attending, and contributing to meetings since March 2016. His input has been invaluable in the development of our Quality Strategy.