Better, Best, Brilliant - reasons to be proud

Version 6

Best of care
Best of people
SAME DAY EMERGENCY CARE (SDEC)

In July 2019, Medway became the first hospital in the south east to open a Same Day Emergency Care (SDEC) centre. SDEC provides same day care for emergency patients who would otherwise be admitted to hospital. Patients presenting at hospital with relevant conditions can be rapidly assessed, diagnosed and treated without the need to be admitted to a ward, and if possible, will go home the same day. This helps to ensure that only the most seriously ill patients remain in ED and also encourages good flow of patients throughout the hospital. In addition, it ensures that patients are seen and assessed in the shortest time possible.

MIDWIVES CROWNED BEST IN COUNTRY

The Trust’s midwives claimed the prestigious Royal College of Midwives Midwifery Service of the Year Award in March 2019. The team were praised for showing significant improvements and innovation in the provision of maternity care.
Clinical Innovation and Improvement

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.

SMART TEAM

In July 2018 we formally launched our SMART team, which brought together the existing Hospital@Home and SPET teams into one place, creating a team of nurses and therapists who deliver care that would ordinarily take place in a hospital bed but in the comfort of a patient’s own home. The team provide a range of support to patients at home, including care following orthopaedic or general surgery; nebuliser weaning; administering IV antibiotics; taking bloods; and physiotherapy.

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 2018/19, there were eight successful organ donations, which led to 15 patients receiving life-saving organs thanks to donors from the Trust. We continue to strive to ensure that all potential organ donors have the opportunity to donate their organs after death and in 2018/19 identified 44 patients out of a potential 46 for organ donation.

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.
Clinical Innovation and Improvement

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 service was shortlisted for an HSJ Patient Safety Award.

NHS CHIEF PRAISE

Dr Keith Ridge, Chief Pharmaceutical Officer at NHS England and Improvement, described the Trust’s staff and services as “impressive” after paying a visit to Medway in July 2019. Dr Ridge requested the visit following a recommendation from Lord Carter to see the improvement work that has been carried out in the department and across the Trust.

Dr Ridge enjoyed a tour of our Emergency Department, including the Same Day Emergency Care centre (SDEC), and a visit to the Prehabilitation Service, as well as attending an improvement huddle.

ACUTE FRAILTY UNIT

The new Acute Frailty Unit (launched in October 2018) brings together therapists, frailty specialists and elderly care clinicians to provide a genuine ‘all-round’ service for our elderly, frail patients with the goal of getting them assessed and home again within 48 hours of being admitted, avoiding the risks of deconditioning and helping us to keep our patient flow moving.
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.

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.

TEAM CONNECT

In November 2018, Team Connect, a team of community midwives, was introduced to provide specific antenatal and postnatal care for women and families who have additional vulnerabilities or complex needs. The team was created after it was recognised that some women and families needed additional support during pregnancy and after birth. The team works closely with other health and social care services which may be involved in the family’s life. In July 2019, the team was recognised for its work with families in Medway by winning the Outstanding Contribution to Public Health award at Medway Council’s “A Better Medway” Awards.
Clinical Innovation and Improvement

PREHABILITATION SERVICE

Medway’s Prehabilitation service was launched in October 2018 and is the first of its kind in the south east which aims to help prepare patients get fitter and better prepared for the challenges of surgery. Evidence shows that patient education can make a real difference to patient experience and we worked closely with patients and their families when developing the service to make sure it would meet their needs.

Patient feedback has been extremely positive, with patients attributing the success of their post-operative recovery directly to the service. In May 2019 the scheme was shortlisted in the Clinical Support Services Award category at the prestigious HSJ Value Awards.

PREVENTING CEREBRAL PALSY IN PRE-TERM LABOUR

The neonatal and maternity teams are successfully implementing a programme to reduce cerebral palsy in premature babies. The Preventing Cerebral Palsy in Pre-Term labour programme (PreCePT) is a national programme which aims to increase the uptake of administration of magnesium sulphate as a neuro protector. The aim is to increase the number of eligible women who are given magnesium sulphate to 85 per cent. Before Medway hospital joined the programme in September 2018, around 70 per cent of eligible women per year were receiving treatment. Since joining the programme this has increased to 88 per cent and our aim is to exceed 95 per cent by 2020.
On November 2018 the new Emergency Department building at Medway Maritime Hospital opened its doors to admit new patients. The new building houses a range of newly built, state-of-the-art facilities that support the Trust’s award-winning Emergency Department team to deliver the best of care to our most unwell patients.

The Secretary of State for Health and Social Care, Matt Hancock MP, visited the Trust in 2018 and got the chance to see improvements that are benefitting patients. Following a tour of the site, Mr Hancock praised the “excellent midwifery-led maternity unit” and added: “It has been excellent to see first-hand the developments and progress made at Medway Maritime Hospital. The new state-of-the-art emergency department is better for patients.”
HEALTH CHIEF LORD CARTER APPLAUDS STAFF

The government’s renowned efficiency advisor Lord Carter of Coles has visited the Trust on two occasions since October 2018, and praised staff for their “inspiring” and “exemplary” commitment to providing the best of care to the people of Medway and Swale. Reflecting on his first visit, in which he met with staff to discuss the improvements taking place across the organisation, he said: “It was absolutely tremendous to visit Medway and to meet some of the staff, who are incredibly inspiring and show exemplary commitment.”

NATIONAL RECOGNITION FOR TRAINING SCHEME

A new training programme helping overseas trained doctors get to grips with delivering NHS care in Medway was recognised at two major national healthcare awards. The ‘Medical Training Initiative (MTI) for Overseas Physicians’ was highly commended at the 2019 BMJ Awards and also made the final shortlist at the 2019 HSJ Value Awards.

FLOW AWARD

The Trust was awarded the ‘Patient Flow Programme of the Year Award’ at a ceremony showcasing excellence in healthcare in October 2019. The announcement came at the annual Executive Patient Flow Summit, where more than 200 NHS managers discussed about new strategies, models and solutions that can be put in place to avoid unnecessary delays in hospital for patients.
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.

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.
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.

**DEGREE AND POST-GRADUATE OPPORTUNITIES FOR STAFF**

We have partnered with the prestigious Henley Business School to offer staff the chance to work towards a variety of qualifications, including a BA (Hons) degree, an MBA or an MA. To offer this kind of qualification at an NHS Trust is unprecedented and this is a fantastic opportunity for staff. There are also programmes available for those who may not want to commit to a degree or MA programme at this time but want to develop their own skills. These opportunities are inclusive and open to both clinical and non-clinical staff. These opportunities are just a few of the training and education opportunities offered to staff which are listed in our Training Opportunities brochure.

**AN ACCREDITED INSTITUTE OF LEADERSHIP AND MANAGEMENT TRAINING CENTRE**

In November 2018, we became an approved centre to deliver the Institute of Leadership and Management accredited courses and qualifications. Being an approved centre means that we can now provide training and leadership courses that lead to nationally recognised qualifications, which is great news for the career development of our staff.
Training and Education

INSPIRING OUR FUTURE CLINICIANS

Staff were delighted to welcome local primary school children to the Trust in September 2018 for the launch of Medway’s ‘Teddy Bear Hospital’. Devised by the Trust’s Community Engagement and Medical Education teams, the regular Teddy Bear Hospital sessions give local children the chance to learn how the hospital works through play.

GROW MY BRAIN

An exciting new campaign aimed at new and expectant parents was launched across Medway to raise awareness of the importance of bonding with babies in the womb, and the first days and years of a child’s life.
Leadership and Culture

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.

MAKING MEDWAY BRILLIANT STAFF CONFERENCE

In May 2019 we hosted a special conference, attended by almost 100 staff, to celebrate our achievements and look ahead to our improvement priorities for the future. We also welcomed Professor Michael West, who delivered the keynote speech on the impact of staff engagement on clinical outcomes.

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.

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.
Leadership and Culture

EXTRA TIME OFF FOR STAFF WITH PREMATURE BABIES

In August 2018, the Trust became the first in England to sign up to The Smallest Things ‘Employer with Heart’ Charter, pledging its commitment to support the needs of premature babies and their families.

One in eight babies are born prematurely and subsequently parents have a reduced time to bond with their baby with the period from birth, to discharge for babies born prematurely typically being several weeks, or even months. The Trust therefore took the step to support new mums in this intervening period by committing to ensure they receive their normal pay up until the point that their normal maternity pay commences.

NOT JUST A NUMBER

In May 2019, we launched an awareness campaign called #NotJustANumber. It’s a reminder to all our staff to take a moment and reflect on the person behind the numbers. It’s about putting empathy at the heart of our care. It’s about making Medway brilliant for our patients.
Leadership and Culture

‘YOU ARE THE DIFFERENCE’ CULTURE PROGRAMME

Over 2500 staff members have been through the ‘You are the Difference’ culture change programme which we launched in 2018 to develop and change the culture at Medway. The programme seeks to build upon the passion and commitment of our staff through dedicated training sessions and staff feedback remains extremely positive.

CHIEF EXECUTIVE WINS NATIONAL AWARD

The Trust’s Chief Executive – and former HR Director - James Devine was crowned HR Director of the Year at the 2019 HPMA Excellence Awards. The awards recognise and reward outstanding work in healthcare human resource management.

RAINBOW BADGE

We are proud to be one of the first NHS trusts in the south east to sign up to the Rainbow Badge scheme, with the eye-catching badges showing that we are a non-judgemental and inclusive place for people who identify as LGBT+. This is a way for staff to show they are aware of issues that lesbian, gay, bisexual and trans (LGBT+) people face when accessing healthcare. The simple aim of the scheme is to make a positive difference by promoting a message of inclusion.
Leadership and Culture

ZERO TOLERANCE

The Trust has launched a zero tolerance campaign asking local people to respect the dedicated NHS staff who care for them. This is in response to a rise in the number of incidents of violence, abuse or harassment against staff.

SILVER AWARD FOR ARMED FORCES SUPPORT

The Trust received a national award from the Ministry of Defence in September 2019 for its work in supporting the armed forces community. We were presented with an Employers Recognition Scheme (ERS) ‘Silver Award’ at a special ceremony on board the historic ship HMS Victory in Portsmouth, where staff members, including Head of Equality and Inclusion Alister McClure and Armed Forces Champion Representative Graeme Hallows, were congratulated for their work in enabling the recruitment and retention of armed forces reservists, and supporting reservists and the family members of regular armed forces personnel.
Research

Medway NHS Foundation Trust is the largest recruiter to clinical trials in Kent, Surrey and Sussex, with over 5400 patients and healthy volunteers recruited to take place in clinical studies last year. We have around 150 research projects currently ongoing in a range of areas including heart disease, cancer, diabetes and mental health, and the involvement of patients and volunteers 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.
Awards and Nominations

THE BMJ AWARD 2018 FINALISTS
- Improving Breast Screening - Cancer Care Team (nominated)
- Accelerated Fractured Hip - Emergency Team (Highly Commended)
- Perinatal Mental Health - Mental Health Team (nominated)

HSJ VALUE AWARD 2018 FINALISTS
- Effect of Triaging of Spinal Referrals - Specialist services (nominated)
- Emergency Department Workforce Recruitment and Retention - Specialist services (Highly Commended)

MEDWAY CLINICAL COMMISSIONING GROUP (CCG) COMMUNITY AND PATIENT PARTNERSHIP AWARDS 2018
- Surgical Bereavement Service - The Learning from Experience award

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

LOTUS AWARDS FINALISTS 2018
- Employee Relations Team (winner)
- Recruitment Team (winner)
Awards and Nominations

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION (HPMA) AWARDS FINALISTS 2018

- Human Resources and Organisational Development Team - Vivup Award for Wellbeing - Best Financial Wellbeing Strategy (Highly Commended)
- James Devine - HR Director of the Year (nominated)
- Recruitment Team - Recruitment Team of the Year (Highly Commended)

NURSING TIMES AWARDS 2018

- Emergency Department - Enhancing Patient Dignity category (nominated)

KING’S COLLEGE EXCELLENCE IN TEACHING AWARDS 2018

- Dr Paul Kitchen and Daniella James – Excellence in Teaching Award

ALLOCATE AWARDS 2018

- eRostering Team – Leadership and Engagement category (nominated)

CLINICAL AUDIT SUPPORT CENTRE AWARDS FINALIST 2018

- Breast Screening Team

QUALITY IN CARE DIABETES AWARDS 2018

- Amanda Epps and Becky Watt - Diabetes Healthcare Professionals of the Year (winners)
Awards and Nominations

BMJ AWARDS 2019
- Medical Training Initiative (MTI) for Overseas Physicians – Dr Manisha Shah and Simulation Team (Highly Commended)

HEALTHCARE PEOPLE MANAGEMENT ASSOCIATION (HPMA) EXCELLENCE AWARDS 2019
- James Devine – HR Director of the Year (Winner)

HSJ VALUE AWARDS 2019
- Dr Manisha Shah and Simulation Team - Medical Training Initiative (MTI) for Overseas Physicians
- Dr Tara Rampal - Launch of Prehabilitation Unit
- Amanda Epps - Launch of Diabetes Specialist Nurse Professional Forum

ROYAL COLLEGE OF MIDWIVES (RCM) AWARDS 2019
- Midwifery Team - Midwifery Service of the Year Award (Winner)

RCNi NURSE AWARDS 2019
- Acute and Emergency Medicine – Team of the Year (nominated)

PATIENT SAFETY AWARDS 2019
- Breast Cancer Care: ‘Improvised Approach’ – Cancer Care Initiative of the Year (nominated)
- Breast Cancer Care: ‘Medway at its Best’ – Changing Culture Award (nominated)

NURSING TIMES WORKFORCE AWARDS 2019
- International Nurse Recruitment and OSCE – Best International Recruitment Experience (nominated)
Awards and Nominations

NURSING TIMES AWARDS 2019

- Emergency Department – Emergency and Critical Care Team of the Year (nominated)
- Cliff Evans, Consultant Nurse – Nurse Leader of the Year (nominated)

ZENITH GLOBAL HEALTH AWARDS 2019

- Dementia Buddy Volunteer Scheme – Project Recognition Award (nominated)

EXECUTIVE PATIENT FLOW SUMMIT

- Patient Flow Programme of the Year Award (winners)
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 regular senior manager meetings and staff briefings.

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.
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 this app today at https://tiny.cc/medwaynhs

Available for Apple and Android devices, but @MFT isn’t in the appstores. Search ‘MFT App’ on the intranet for full details of how to download and install this app.
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.

**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.

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**BUTTERFLY GARDEN**

We were proud to open the Butterfly Garden in May; a fantastic example of our staff going the extra mile for patients. Hospitals are a fast-paced, busy environment and can feel like a very scary and daunting place. This level of anxiety is often heightened in patients with conditions such as dementia. Studies have shown that time spent in natural environments such as gardens can help reduce these feelings of anxiety. It allows for a calm and quiet space for patients, their families, friends and care givers to relax away from the hectic environment of the clinical setting.
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.