

news@Medway

JANUARY/FEBRUARY 2017

In this edition

Page 2 »

Abigail's Place is officially opened



Page 5 »

New Year's resolutions

Pages 6-7 »

2016: A look back on a memorable year

2017: Aiming for Best

With the New Year now in full swing, News@ Medway is looking ahead to what lies in store for Medway Maritime Hospital in 2017 – a year that will undoubtedly prove to be one of the most significant in its 104 year history.

These past 12 months have been incredible for Medway Maritime Hospital with so much having been achieved. We have:

- ✓ Launched our medical model – reducing patients' length of stay and ensuring they see fewer different doctors
- ✓ Begun the main phase of work in the construction of the new majors area of the Emergency Department (ED)
- ✓ Improved the way we manage patients in our Emergency Department, with patients no longer being cared for in the corridor
- ✓ Undertaken a major recruitment drive to increase the number of permanent staff in the organisation
- ✓ Continued to reduce our mortality rates, meaning we are now closer to the national average
- ✓ Launched and embedded our new vision and values
- ✓ Become a smoke-free site
- ✓ Opened our new Bereavement Suite



Providing the best of care: Billy Hastings, Dorothy Hudson and Charlotte James pictured recently on Wakeley Ward

This year is about building on this momentum, so that we can continue to aim for best and provide the care that people in Kent and Medway should expect and deserve.

Chief Executive, Lesley Dwyer, said: "There is no denying that 2016 was a massive and hugely significant year for us. When we received our CQC report at the start of the year, it was a time of serious reflection for the Trust.

"The fact that we all rallied in the face of this challenge and made such a tremendous effort

to turn things around speaks volumes for the people we have working here at Medway.

"This no longer has the feel of an inadequate organisation and I am confident that the CQC recognised that during their recent visit. That aside; we cannot let the hard work of the past 12 months go to waste.

"We have to build on this momentum so that we can finally take our place in the community as a hospital and healthcare provider that everyone can be proud of."

“The fact that we all rallied in the face of this challenge speaks volumes for the people working here at Medway.”

Chief Executive Lesley Dwyer

Significant reduction in mortality rate

Medway Maritime Hospital has achieved a significant reduction in its patient mortality rate – meaning more patients are now surviving than they did before.

The Hospital Standardised Mortality Ratio (HSMR) for Medway NHS Foundation Trust has reduced considerably to be closer to the national average of 100. The high mortality rate was one of the primary reasons why Medway Maritime Hospital was placed into special measures back in 2013.

In what is a significant development the Trust's Executive Team has welcomed the reduction in the patient mortality rate. Dr Diana Hamilton-Fairley, Medical Director at Medway Maritime Hospital, said: "We are extremely pleased to have achieved a significant and sustained reduction in our mortality rate, which is now nearly in line with the national average and comparable to NHS trusts similar to us.

"It's no secret that our high mortality rate was one of the overriding reasons we were placed into special measures back in 2013. Since then, we have put in place a wide range of changes to make sure our patients receive safe and compassionate treatment, with a better safety culture throughout the hospital, as well as a strong focus on recognising and responding quickly to patients whose condition deteriorates.

"As part of this concerted effort, we've embarked on a major education programme with our staff in the use of the National Early Warning Score – a clinical set of criteria that plays a vital role in determining the severity of a patient's illness, and when critical care is required. The Trust has also introduced a number of new and innovative pathways for emergency admissions, frail elderly patients and those with chronic respiratory and cardiac conditions.

Dr Hamilton-Fairley said: "Mortality is only one measure of our improvement however; we have also seen other positive outcomes, with more patients recommending us to their friends and family. We will all continue to work extremely hard to embed these improvements."



From left: David Ward, Jo Ward, Cheryl Baker (Abigail's Footsteps Vice President), Lady Astor (Abigail's Footsteps Patron) and the Lord Lieutenant of Kent, The Viscount De L'Isle MBE

Abigail's Place is officially opened

Lady Astor of Hever, Patron of charity Abigail's Footsteps, officially opened the new maternity bereavement suite, Abigail's Place, at Medway Maritime Hospital in November.

The Countess of Wessex was due to officially open the suite but was sadly unable to attend. This major project has been funded by stillbirth charity, Abigail's Footsteps, and marks the end of a successful partnership with local construction firm CEC Developments Limited and other local businesses. The project has also benefitted from significant donations from charity supporters from across Kent with support from Medway NHS Foundation Trust

David Ward, co-founder of Abigail's Footsteps said: "We are delighted and honoured that Lady Astor is visiting the new suite. This is our first

purpose-built bereavement suite where parents can spend precious time with their stillborn baby away from the cries of new-borns. It is particularly poignant that our first suite should be at Medway Maritime Hospital as it was here that my wife Jo gave birth to Abigail who was the inspiration for the charity."

Abigail's Footsteps is campaigning and fundraising nationally to help other NHS hospitals secure maternity bereavement suites. The unit at Medway Maritime Hospital is the "gold standard" in the provision of care for parents and families who experience a stillbirth. The charity

Abigail's
Footsteps

To date the charity has:

- ✓ Developed an e-learning programme for midwives in conjunction with the Royal College of Midwives and Sands charity
- ✓ Provided cold cots, cameras and memory sticks so that parents can have precious memories of their babies
- ✓ Funded and co-produced an award winning educational film that shows stillbirth from a mother's perspective
- ✓ Created a wish list for all the UK's hospitals to fill the gaps where specialist equipment is still needed.

is also leading the call for the introduction of mandatory bereavement training for all midwives.

Dr Diana Hamilton-Fairley, Medical Director at Medway NHS Foundation Trust, said: "The new bereavement suite provides a place of solace and comfort for parents, where they can spend those precious last few moments with their child. This has taken months of hard work and dedication – particularly on the part of David and Jo Ward – so it is great that the project has now reached fruition."

Abigail's Footsteps continues to work to improve the support available to bereaved families.

Books for Babies programme launched

An innovative new programme has been launched by Medway NHS Foundation Trust which encourages families to read to their premature babies, while in neonatal intensive care to improve their cognitive functions.

Staff on The Oliver Fisher Neonatal Intensive Care Unit were inspired by research that found that premature babies, who were exposed to more parent talk through reading or conversation, had significantly better language and communication skills at 18 months of age.

Interestingly, the rhythmic voice of parents reduces the heart rate of premature babies to a steadier beat, giving comfort and security to newborns within their incubators. Babies have also been found to mimic the voices of their parents to a far greater extent than those of staff, illustrating the powerful connection between babies and their kin.

Reading is also known to help parents comfort their baby through voice, as many premature babies are too sensitive to hold and touch. Emma Poad, has been reading to her daughter,

Adalyn, since she was delivered 15 weeks early by emergency caesarean section on 24 July 2016, weighing just 460 grams.

Emma explained: "Adalyn was born very prematurely and needed stomach, heart and eye surgery. She really didn't like to be touched when she was born so reading to her has allowed me and the family to comfort and communicate with her. I could see her responding to my voice when I would become animated when reading and I could see her fixing her gaze on the pictures. I'm still reading to Adalyn every day and will continue to do so when she's well enough to come home".

The Trust ran a three month survey before launching the 'Books for Babies' programme and found that only one in every 50 families on the unit reads to their little one.

The Books for Babies programme is funded by the Oliver Fisher Special Care Baby Trust and it is hoped that the gift of a book will encourage every parent to spend time reading to their baby while on the unit.



From left: Emma Poad with her daughter, Adalyn, and Dr Helen McElroy

Dr Helen McElroy, Consultant Neonatologist and charity trustee, said: "We are encouraging families to read to their babies as much as possible on the neonatal intensive care unit with

the aim that reading continues within the family home. We hope that the 'Books for Babies' programme will become a normal part of care in neonatal intensive care units across the country."

Cutting Medway’s carbon footprint by 20 per cent

Medway NHS Foundation Trust is set to launch a landmark project to help reduce its carbon footprint by 20 per cent each year – equivalent to a saving of nearly £492,000.

In a new and exciting partnership with the University of Greenwich, sustainability and research experts at the Trust will embark on a three year project to establish how vital savings can be made on, gas, water and electricity consumption at Medway Maritime Hospital.

A PhD student has been seconded from the University of Greenwich (Medway Campus), to lead on the research element of the project. It is believed this is the first time an NHS Trust has forged a partnership with a higher education institution to deliver such significant energy savings within a hospital environment.

Medway Maritime Hospital is currently spending approximately £2.5million each year on gas, water and electricity – a carbon footprint of 14,500 tonnes CO₂. The aim is to have saved 20 per cent, which equates to £491,387, by the first evaluation period in October 2018. Following this, the Trust will be looking to achieve similar, if not better savings, each year.

The team will shortly begin a comprehensive three month evaluation of energy consumption across the site to include both clinical and

administrative areas. Once this has been completed, the team will set the agreed usage for each respective area within the hospital.

The evaluation period will be quickly followed by the installation of brand new utility sub metering devices – each of which will feed into a central computer database that will record readings from the across the hospital.

As part of the project, ward managers in clinical areas will be sent alerts via the database when they have exceeded expected levels. In practical terms, the ward manager will receive an alert via a tablet or smartphone to inform them they used more gas or electricity than anticipated.

They can then take steps to reduce their energy consumption by turning off any unnecessary equipment, lighting or devices that will not impact on patient safety or experience.

For example, these could be simple measures such as turning off a desk light that has been left on during the day or an electric heater that has remained on, despite the windows being left open.

“As a trust, we know that we can make significant savings in terms of our energy consumption.”

Dr Anthony Emeakaroha,
Energy and Sustainability Manager



Dr Anthony Emeakaroha, Energy and Sustainability Manager at Medway NHS Foundation Trust, said: “We’re very excited to have finally got this project off the ground, and are delighted to be working in partnership with our local university. As a trust, we know that we can make significant savings in terms of our energy consumption. However, we need to go much further than simply reminding staff to turn off the lights when they go home in the evening. “One of the overriding objectives is to establish how we can use technology to influence our

staff to change their behaviour towards energy consumption – persuasive technology is one such way of achieving this. For example, we know that people are naturally responsive to smart phones and tablets. We will be looking to tap into that by introducing similar technology to make the process of saving energy that bit more engaging and appealing. This will also save the Trust a huge amount of money in the long run.” The first monitoring period will start in October 2017, with the first year’s results due in October 2018.

Winter pressures: how to reduce pressure on our Emergency Dept

The Emergency Department at Medway Maritime Hospital is currently experiencing extremely high numbers of attendances. Many of these patients could have received the treatment they needed more quickly from other local services.

Clare Hughes, Senior Matron in the Emergency Department at Medway Maritime Hospital said: “Patients inappropriately visiting Emergency Department are placing considerable strain on the hospital. We’re now in the very worrying position of having more people coming in than we have beds available. This can have very serious consequences for seriously ill patients who need our help.

“We have to treat the most unwell patients first, which means that those coming to the Emergency Department who have minor illnesses or non-life-threatening conditions are experiencing very long delays. Please consider whether our Emergency Department is the right option for you before coming.”

There are other local services where people with minor illnesses or non-life threatening conditions can receive the treatment they need more quickly. These include:

- Getting advice from a local pharmacist, some of which are offering extended opening hours at the moment, as soon as you start to feel unwell
- Making an appointment to see your GP or if you can’t get an appointment visiting one of the GP walk in centres in Gillingham or Isle of Sheppey
- Going to one of the Minor Injuries



Not all conditions need hospital attention

www.healthhelpnow.nhs.uk

- Units at Sittingbourne Memorial Hospital, Sheppey Community Hospital or Gravesham Community Hospital
- If you do need medical advice fast then please phone 111 and save 999 for only the immediate lifesaving cases.
 - There is also a free app to help you find the right treatment – Health Help Now. The app provides you with an immediate list of symptoms and offers a variety of different treatment methods and then links through to local services, informing you if they are currently open or closed and their location.
 - We urge you to consider these other options, where you are likely to receive the treatment you need more quickly before visiting the

“Please consider whether our Emergency Department is the right option for you before coming.”

Clare Hughes, Senior Matron
Emergency Department

Emergency Department. This will reduce the pressure on the department and also means we can provide attention to the people who really need our care.

CQC inspection update

As we reported last month, the Care Quality Commission (CQC) visited Medway Maritime Hospital at the end of November for an official inspection.

We welcomed the CQC’s inspection. This was our opportunity to:

- ✓ Showcase our good work, and the improvements we have made.
- ✓ Demonstrate that we know where our improvement areas are and what we are doing.
- ✓ Demonstrate how we gain feedback about the care we provide, how we learn and share lessons to make changes for the better for our patients.

Speaking in response to the inspection, Chief Executive of Medway Maritime Hospital, Lesley Dwyer, said: “This is a very different organisation from the one the CQC inspected back in 2015 and I am confident that they have seen enough to confirm that we are no longer an inadequate organisation.

The hospital is now safer for patients and we have the right leaders in place and the engagement of our staff is much better than just a few months ago. This is all crucial as we aim to provide the best possible care to our patients.”

We expect to receive the outcome of the inspection in March. We’ll keep you updated of any developments in the next edition.

“Fantastic service: helpful and congenial staff. I was in and out in no time. Thank you!”

New trial to help Medway's most vulnerable patients

With the prospect of a long cold winter in store, Medway Maritime Hospital has launched a special six-month trial to help improve the survival rates of elderly patients who are admitted with fractured hips.

The national mortality rate for patients who come to hospital with a fractured hip is currently 15 – meaning 15 out of every 100 patients do not survive. Medway lies above the national average and is therefore taking proactive steps to help lower its current standing.

In what is a major development for patients in Kent and Medway, clinicians from the Trust and South East Coast Ambulance Service, are now working in close partnership to ensure that patients are handed into the direct care of orthopaedic experts as quickly and safely as possible, following their admission into hospital. In the past, patients could wait up to six hours in the Emergency Department before they were transferred to an orthopaedic ward. The new pathway is already delivering impressive results: patients now come under the care of a specialist orthopaedic consultant within 81 minutes – greatly improving both their experience and chances of survival.

The introduction of the recently appointed Associated Practitioners (APs), who have undertaken specific training, is a vital part of the new patient pathway. APs provide on-call cover on a 24 hour basis, seven days a week.

Emergency ambulance crews arriving at the home of an elderly patient with a fractured hip will now directly call the Associated Practitioner

who will start the new process immediately. This involves arranging x-rays in advance of the patient arriving, and ensuring a bed is available on the orthopaedic ward.

Janet Hatt from Rochester is one patient who has benefited from the new pathway. Janet was admitted to Medway after she fell and fractured her hip in Chatham. Speaking of her experience, Janet said: "This was one of the scariest and most painful things I've ever experienced. I have to say though that the ambulance staff were absolutely brilliant, as were the staff in the Emergency Department. I was in the ambulance at 9.40am and up here on the orthopaedic ward at 1pm. I can't fault any of them."

Amy Kinch, Orthopaedic Trauma Coordinator at Medway Maritime Hospital, said: "The new pathway we have introduced has made the process more seamless for our frail elderly patients, and we're encouraged by the early results.

"We know that patients – particularly those in their 80s – stand a far greater chance of survival and recovery if they come under the care of an orthopaedic consultant sooner, rather than later.

"Due to operational pressures in the past, patients could wait for prolonged periods to see a specialist before being moved to a specialist bed.



Janet Hatt from Rochester was treated through the new hip pathway

"This new pathway ensures they are seen by an orthopaedic consultant far earlier.

"Once we receive the alert, and we know that we have a patient who meets the criteria, we can start putting in place the necessary measures to ensure they receive the best of care."

Cliff Evans, Consultant Nurse in the Emergency Department, said: "It's essential that we continue to introduce the right clinical measures to help

improve patient care and experience – particularly for the more vulnerable members of our community.

"We're really pleased the working partnership we now have in place with our colleagues in orthopaedics is already starting to deliver such positive results. This will also prove highly significant in helping us to get below the national mortality average."

A day in the life: Eloise Smith, Learning Disabilities Liaison Nurse

The News@Medway team is this month shining the spotlight on our Learning Disabilities Liaison Nurse, Eloise Smith. Eloise was appointed to her role last year and has already made a great contribution to the Trust. Hari Rai, Communications Manager, caught up with Eloise so that we could gain a better understanding of her role and the care that she provides to adults who have learning disabilities.

Can you explain to us exactly what your role entails and what an average day looks like for you?

In my role I make sure that our adult patients who have mild to severe learning disabilities are given all the information they need to fully understand their treatment plan and for them to make an informed decision when consenting to treatment.

In circumstances where a patient has a severe and profoundly disabled learning disability then they are not able to give consent for their treatment or procedure. In this case it is the responsibility of the consultant to make that decision and it is my duty to work alongside both the patient and consultant to help the process along.

I also help to give fresh and relevant guidance to health care professionals such as therapist, doctors and nurses on the needs of patients with learning disabilities. For example healthcare professionals are expected to make reasonable

adjustments to meet the needs of people who have disabilities and it's my job to make sure that this both happens and is well managed. These adjustments can be anything from providing patients with braille and translation services to making sure that as much of their treatment plan can be carried out in as few hospital visits as possible to reduce stress.

What made you want to join the Adult Safeguarding Team?

I'm relatively new to the Trust; I began my post in April last year after leaving my previous position as a Community Learning Disabilities Nurse. In that role I was working with patients within their homes and many of my patients were treated by the Trust so I wanted to come on board and work on the frontline here at Medway.

Since being here, I've gained a deeper appreciation of the multiple pressures and demands that are placed in a hospital environment and what I can do to help improve

what both the Trust does to support patients with learning disabilities and by working with our community partners to make sure that our patients continue to get the care they need once at home.

What has been your biggest achievement so far?

I would have to say that my greatest achievement so far has to be getting my training programmes underway.

From January onwards I will be giving monthly training to our midwives on the various things that we need to look out for when a patient with learning disabilities becomes pregnant. For example, women who have learning disabilities usually become aware of their pregnancy at a later stage and this can increase certain risks for both mother and baby.

There is also a wider piece of work that the team and I are doing in regards to educating mothers about the issues associated to Alcohol Fetal Syndrome in the area – a syndrome which causes trauma to a baby's brain development when mothers drink too much during pregnancy.

These babies then of course require our support for the rest of their lives so helping to educate mothers about the possible risks and ensuring our midwives are given the knowledge they require is key in order to prevent babies from being affected.



What has been your greatest challenge so far?

My greatest challenge since joining the Trust has been to build a rapport with both our clinicians and our wider social services network to make sure that we are all kept abreast of a patient's treatment plan and can co-ordinate and give advice as smoothly and efficiently as possible.

What is your ambition for the Trust?

My biggest ambition is for more joined up working between all healthcare professionals and organisations so that patients with learning disabilities are given excellent care without delays every time. The work that is underway with the region-wide Sustainability and Transformation Plan (STP) will really help us to achieve better working relationships with hospital and community partners. I also can't begin to stress how much it's all about 'education, education, education'. The more I continue to train staff about the new and existing needs of people with learning disabilities, the better prepared we are at providing our patients with the greatest dignity, respect and care they deserve – regardless of ability or disability.



A new year, a new start

As the clock strikes midnight, many of us commit to making a New Year's resolution. Whether that's cutting down on the biscuits we sneakily eat during Coronation Street, boldly signing up to a year's membership with the gym, or promising ourselves that this year is going to be the year we give up smoking. With only one in 10 people achieving their goal, Professor Richard Wiseman of the University of Hertfordshire and advisor to NHS Choices, has given some great tips to ensure this year is a success!

Top 10 goal-setting tips

Professor Richard Wiseman's top 10 tips to achieving your New Year's resolution



Make only one resolution

Make only one resolution. Your chances of success are greater when you channel energy into changing just one aspect of your behaviour.



Keep your eyes on the prize

Regularly remind yourself of the benefits associated with achieving your goals by creating a checklist of how life will be better once you obtain your aim.



Consider what you really want to achieve

Don't wait until New Year's Eve to think about your resolution and instead take some time out a few days before and reflect upon what you really want to achieve.



Reward your progress

Give yourself a small reward whenever you achieve a sub-goal, thus maintaining motivation and a sense of progress.



Avoid previous resolutions

Avoid previous resolutions. Deciding to revisit a past resolution sets you up for frustration and disappointment.



Share goals with friends and family

Tell your friends and family about your goals. You're more likely to get support and want to avoid failure.



Don't run with the crowd

Don't run with the crowd and go with the usual resolutions. Instead think about what you really want out of life.



Track your progress and achievements

Make your plans and progress concrete by keeping a handwritten journal, a spreadsheet or covering a notice board with graphs or pictures.



Take things step by step

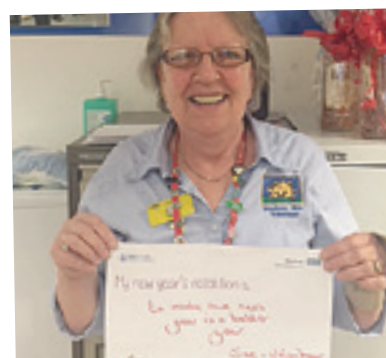
Break your goal into a series of steps, focusing on creating sub-goals that are concrete, measurable and time-based.



Don't give up if you have a setback

Expect to revert to your old habits from time to time. Treat any failure as a temporary setback rather than a reason to give up altogether.

Find out below what some of our staff are doing this year to change for the better



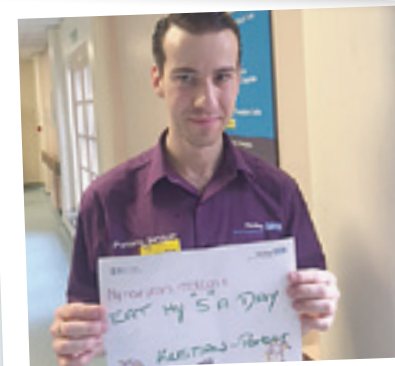
Sue Lawrence (Volunteer) will ensure 2017 is a better year



Simone Bristow (Senior Physiotherapist) will broaden her horizons with new travel experiences



Sandra Crump (Nurse) will learn a new skill



Kristian Burt (Imaging Porter) will eat more vegetables



Chief Executive, Lesley Dwyer, pictured with Jean Willis

Jean is up for a new challenge – aged 81

Jean Willis, who left the Trust in December to start a new life in Somerset, came to work at the hospital in 1994 as trainee phlebotomist.

But what set Jean apart was that she had a working life in banking and local government behind her, and was starting a new career at the age of 58.

After sixteen years in phlebotomy Jean joined the reception desk, where she has worked as a Patient Liaison Advisor ever since.

Jean's positive outlook is an inspiration to her colleagues, who contacted Chief Executive Lesley Dwyer in tribute to her loyalty, dedication and hard work.

Lesley went to say farewell to Jean and thank her for the contribution she has made to the

life of the Trust. In fact, Jean's connection with the hospital goes back a long way – she had worked here for a while alongside the dietician before she had her daughter.

And long before that, in the 1920s, her mother and father met in the then naval hospital, when her father was a patient and her mother was visiting someone else.

Now aged 81, Jean and her husband Michael have moved to be near their daughter.

But true to her spirit, Jean has no intention of retiring just yet and is hoping to find another job.

We wish Jean and her husband all the best for their new life together!

2016: a look back on the highlights of a memorable year at Medway



Launch of new frailty service for older patients

A new service to help improve emergency care for frail elderly patients, and reduce their stay in hospital was launched in January.

The Acute Frailty Service was introduced as a special pilot project with one overriding objective: to ensure frail elderly patients are seen by a specialist team, including a geriatric consultant and specialist nurse, upon their arrival in the emergency department or medical assessment unit at Medway Maritime Hospital.

The service is a prime example of how Medway NHS Foundation Trust is taking proactive steps to improve patient care by minimising the number of different doctors that patients see – one of the key issues raised in the Care Quality Commission (CQC) report released in January.

Dr Sanjay Suman, Consultant Geriatrician at Medway NHS Foundation Trust said: "We are pleased this service is now available to our elderly frail patients."

As a result of this service, patients are now seen by a specialist team as soon as they arrive in our emergency department.



Arrival of new CT scanners

In April, Medway Maritime Hospital took delivery of a new state-of-the-art scanner to detect cancer in patients.

The new CT scanner was the first of two scanners to arrive at the Trust this year.

It will not only detect more cancers due to its superior technology, but will also scan patients far more efficiently. This will reduce waiting times because patients will now be seen quicker after being referred by their GP.

The arrival further signals the Trust's continued commitment to providing the highest quality of care to patients. Improving cancer services was a key commitment the Trust pledged to make following the 2015 Care Quality Commission Report.

Simone Hay, Deputy Director of Surgery said: "It's crucial that we are always looking at ways to improve the services we offer to our patients."

"We recognised that we needed to invest in more advanced CT scanners and set about doing just that."

Jeremy Hunt visits Medway

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

As part of the visit, Mr Hunt met senior leadership and clinicians, as well as visiting the Emergency Department, where he was given a tour of the department to highlight the significant changes that have been made, including the new minors unit.

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."

“Talking to doctors and nurses on the frontline, a clear sense of purpose emerges – the people of Medway can be very proud of the progress the hospital has made.”

Jeremy Hunt,
Secretary of State for Health



2016 was without question one of the most significant years at Medway Maritime Hospital in recent memory. In this special feature, News@Medway is taking a look back at some of the many positive developments that have taken place at the hospital to help improve patient care and experience.



MediLead – launch of exciting new programme to help empower Junior Doctors

In 2016, Medway unveiled an exciting new programme to support and develop its top talent.

The MediLead programme was originally proposed by Consultant Anaesthetist, Dr Sarah Hare, to encourage junior doctor to think about innovative ways of improving the experiences patients have at Medway Maritime Hospital.

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

Dr Sarah Hare said: “Our 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, which directly improve patient care.”

“The MediLead programme is a way of empowering doctors who are new to the Trust to talk about their ideas with colleagues.”

“Junior doctors bring a fresh perspective to the organisation, and many of them have new ideas to offer, which directly improve patient care.”

Dr Sarah Hare,
Consultant Anaesthetist



League of Friends' generous donation

The Acute Stroke Unit at Medway received a generous donation of six specialist wheelchairs from Medway League of Friends in August.

Patients rehabilitating from a stroke often require physiotherapy, as they may have weakness or paralysis on one side of their body, or have problems with moving and carrying out their everyday activities.

Victoria Watson, Senior Sister on Harvey Ward (Acute Stroke Unit), said: “Rehabilitation after a stroke is paramount in supporting patients' bodies to heal and recover movement. The ward had some rather outdated specialist wheelchairs, most of which were in need of repair; due to their age, some of the parts are now obsolete. The League of Friends kindly agreed to replace the wheelchairs we so desperately needed. We're absolutely delighted.”

Eunice Norman from Medway League of Friends said: “We're only too pleased to help fund the purchase of essential equipment which aids the recovery of patients. This is only made possible through the continued support of patients, visitors and staff who purchase items from our shops.”



A new Emergency Department for Medway

Medway Maritime Hospital was given the final go-ahead in November for the next and all-important phase of its £18million programme to redevelop the Emergency Department for the people of Kent and Medway.

NHS Improvement gave approval for the final phase of the redevelopment programme, which will greatly benefit the patients who visit the Emergency Department each year.

Once the redevelopment has been

completed, the department will consist of 24 bays in majors, seven bays in resuscitation, and 10 bays in the Clinical Decisions Unit (CDU).

Clare Hughes, Senior Matron in the Emergency Department, said: “We're delighted the next and most crucial stage of works has now started in earnest. As the only Emergency Department in the area, it is extremely important that we have sufficient capacity to help us deal with the sheer volume of patients that we see year-on-year.”

“As the only Emergency Department in the area, it is extremely important that we have sufficient capacity to help us deal with the sheer volume of patients that we see.”

Clare Hughes, Senior Matron

Team takes heart with a very special award



A memorable evening for the Coronary Care Unit

The Coronary Care Unit (CCU) at Medway Maritime Hospital received special recognition at the recent Wow Awards for their outstanding teamwork and dedication to patients.

The CCU was originally nominated by a patient's family for a Wow Award, which they received. The team was then put forward out of 24,000 nominations for the national award ceremony that was held in Bishopsgate, London, to make the final cut for the Wow, What a Team category. Although the team didn't land the top award, the judges felt that their outstanding presentation could not go unrewarded.

Speaking in response to the award, Lynn Russ, Clinical Sister on the Coronary Care Unit, said: "We all felt extremely proud of what we were able to achieve for the family during what was a very difficult time for them. We all just felt they were simply doing our jobs by providing the patient with the care and compassion they should expect and deserve."

"It was really nice to hear the judges say we had all gone the extra mile for the patient and that it shouldn't go unrecognised."



After being taken to Medway Maritime early September, I was diagnosed with an acute aortic aneurysm. The level of care and information given to me was excellent.

Within hours of arrival, I was given life-saving surgery. The consultant and their team were brilliant – not forgetting the standard of excellence shown in ICU and Phoenix Ward.

Meet Cara – the face of our recruitment campaign

Medway NHS Foundation Trust is committed to providing the very best of care through the best of people. Over the year, we have actively been looking for the right people to join our team and share our ambitious journey. We believe staff are our true ambassadors.

This month, Thomas Boorman from News@Medway caught up with Cara Robinson, Specialist Outreach nurse, who took part in our recruitment campaign and asked why she decided to get involved.

"I've been at Medway Maritime Hospital for four years now and I can truly say I love my job.", Cara explains. "When I first entered the nursing profession, I wanted to develop my interest and knowledge in the field of critical care outreach and this wasn't available to me at my previous Trust. Medway had this speciality available and was very supportive throughout my application, taking the time to listen to my goal and helping me achieve it."

"In my role, I support ward nurses and doctors who are caring for acutely ill in-patients. Everyone I work with is passionate about delivering high quality care to every patient we serve and working together, I continue to develop my own knowledge and practice in nursing. What's special about Medway is the opportunities available. As one of the main



"I love working at Medway. With so much going on, I know I will develop in my career and keep that passion that got me into nursing."

Cara Robinson,
Specialist Outreach nurse

leaders in research, I've nominated patients in the past for clinical trials and it was very rewarding to know that the organisation I work for is innovative in medical research.

As the largest acute trust in Kent, you receive a diverse range of patients as you would in London. As we're only a stone's throw away from the rural surroundings of Kent, it allows me to have that work-life balance.

"The reason I decided to get involved in the campaign is because of how much Medway has

supported me professionally. I feel very lucky to be part of the organisation and feel that every clinician here can make a real change.

"Our Chief Executive has been so supportive, encouraging everyone to challenge procedures and welcome new ideas so we can continue to deliver the very best outcome for our patients."

"I love working at Medway. I work in an ever-changing environment and with so much going on, I know I will develop in my career and keep that passion that got me into nursing."



John and Maggie interviewing Consultant Nurse, Cliff Evans in the Emergency Department

Breakfast Show's John and Maggie drop into Medway

The two main presenters from BBC Radio Kent's Breakfast Show, John Warnett and Maggie Doyle, paid a special visit to Medway Hospital just before Christmas to speak to senior and frontline staff about the improvements that have been made over the past year.

As part of their visit, they interviewed staff about the new fractured hip pathway that has been implemented for frail elderly patients.

They also interviewed the Chief Executive,

Lesley Dwyer, about the Trust's progress in 2016 and what lies ahead in 2017, as well as Senior Matron, Clare Hughes, about what people can do to stay well this winter.

Speaking about the visit, John Warnett said: "It was great to meet all of the different staff. There is a real buzz about the place now that things are finally starting to move in the right direction."

"We've been really impressed with the staff and what they have on offer here."

Medway NHS
NHS Foundation Trust

We care because you do

Do you look after someone with Dementia or memory problems?

Join the Dementia & Delirium team for a complimentary coffee and cake at our Carers coffee break.

Share your experiences with others who understand your role and get advice on the support that is available in Medway and surrounding areas.

For more information and to find out when the next coffee break is, please call Jo and Ruth on 01634 830 000 ext 3208.

Proudly in partnership with...



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](https://www.facebook.com/MedwayNHSFoundationTrust)



From left: Julie Aiken, Associate Practitioner and Home First patient Barbara Littlewood

Celebrating our 1,000th 'Home First' patient

A service designed to help Medway residents stay well and independent in their own homes after leaving hospital has helped its 1,000th patient, less than a year after it was launched.

Home First, an initiative developed through the partnership of Medway Foundation Trust Hospital, Medway Clinical Commissioning Group (CCG), Medway Council and Medway Community Healthcare, provides support for patients medically fit to be discharged, but who still require additional home support.

Barbara Littlewood, aged 87 from Allhallows, was the 1,000th Medway resident to be supported by Home First, after she was discharged following surgery on her knee. Commenting on the Home First service, Barbara Littlewood said: "I've been so impressed by how efficient the staff were in getting me home."

"I've been so impressed by how efficient the staff were in getting me home. I was healthy and ready to get back to my daily routine, and they made sure I had all I needed to get around my home independently."

**Barbara Littlewood,
Home First patient**

"After my surgery and rest I was healthy and ready to get back to my daily routine, and they made sure I had all I needed to get around my home safely and independently. They also provided me with my lovely carer who has been giving me physiotherapy twice a week. For the first time today I was confident enough to take a walk with my son and he was so pleased to see me doing so well after everything that's happened."

Every Home First patient has a face to face assessment in their own home by an occupational therapist to discuss what social and/or health care is needed to help their recovery. A care plan is then jointly agreed with the patient, which can include equipment to restore patients back to their daily routine of getting around the home and preparing meals to receiving regular home visits from a healthcare professional.

Amanda Gibson, Lead Matron for Discharge at Medway Foundation Trust Hospital, said: "Our absolute priority since starting Home First with our community partners has been to ensure that every patient who is discharged goes home with the right support in place in order for them to regain their health, independence and confidence."

The Home First scheme is funded through the Better Care Fund which allows local authorities and CCGs to spend jointly on social services and community services.

Caroline Selkirk, Accountable Officer for



Medway CCG, said: "We know that many people prefer to be supported in their own homes, close to friends or family carers. By having the Home First team in place it is easier for patients to get back into familiar routines and an independent lifestyle once a medical crisis has eased. Home First brings together health and social care services to deliver more joined-up personal services with staff providing care and working as part of the same team."

Find out more about the Home First scheme
www.medway.nhs.uk/for-patients/home-first

"Our absolute priority since starting Home First has been to ensure that every patient goes home with the right support in place in order for them to regain their health, independence and confidence."

**Amanda Gibson,
Lead Matron for Discharge**

Gynaecology team nominated for prestigious award

Our excellent maternity team has been nominated for the prestigious Johnson's Award for Excellence in Maternity Care.

Their work to improve the experience for women during childbirth and their recovery has been recognised by the Royal College of Midwives.

The team has been nominated 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 '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. This has meant that women no longer need to travel to London for specialist treatment and are more able to give birth naturally with the confidence that a repeat occurrence of tearing is minimal.

The innovative techniques coupled with top-class technology have even greater benefits associated; the emotional and psychological trauma of severe tearing can have a devastating impact on a woman's independence, self-confidence and relationships with both her child and her partner. Providing mothers with the best chance of a positive birthing experience safeguards women from enduring both emotional and physical trauma.

Dot Smith, Head of Midwifery and Gynaecology, said: "The team and I feel extremely honoured to be recognised and nominated by the Royal College of Midwives for such a prestigious award. I am unbelievably proud of the maternity team for all the hard work and dedication they have put into bringing rates of child birth injury far below the national average – a great achievement indeed."

Cathy Warwick, Chief Executive of the Royal College of Midwives, said: "Just to be shortlisted is a great achievement and I congratulate the team at Medway on getting this far. This award highlights how health professionals innovating and working together in collaboration can improve services and the care women receive. I wish the team the best of luck at the awards ceremony." The award ceremony is set to take place on Tuesday, 7 March.



We are pleased to now offer free wi-fi access to our patients, visitors and staff. 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're online, why not take the opportunity to follow us on Facebook and Twitter for the latest news on the hospital?

Meet our governors – Vivek Sharma



Vivek Sharma is one of the Trust's occupational therapists and has been a staff governor since last summer. He represents allied health professionals

– clinical staff who are neither doctors nor nurses, such as pharmacists and physiotherapists – on the governing body. Vivek says: "My role is to scrutinise the work of the non-executives on the Board, to ensure we are meeting our objectives and are on track financially. But we as governors are also here to support the Board and the management in their everyday task of improving the hospital. And as a staff governor, I have a role to play in reassuring staff and encouraging them to believe we are well on the way to providing the best of care."

One important task that Vivek has set himself is to improve links between the local Asian community and the Trust. Vivek explains: "There are some people in the community who don't feel listened to. Many choose to go to India to receive medical care rather than come to Medway because they are worried about staff not being able to communicate with them or are worried what food is on offer. I want to change all that."

Vivek speaks five languages: Punjabi, Gujarati, Sindi, Urdu and Hindi, and has begun a programme to visits temples, gurudwaras and mosques in the Medway towns. "My aim is to talk to people about the improvements that we are making, to hear their views and then to work with my colleagues to ensure that services are as accessible as possible to them," he says.

Vivek is also chairing a new forum for BAME (black, Asian and minority ethnic) members of staff. He says: "In all that I do, I want to ensure that BAME staff and patients feel that they have a stake and a voice in the Trust. I want to ensure that they feel that this is their hospital, and one that they can be proud of."



From left: Councillor Angela Harrison (Swale Borough Council), John Gallimore, Trust Governors: Doreen King, Stella Dick and Lyn Gallimore and David Rice, Trust Company Secretary

Governors host community coffee morning in Sheppey

The governors at Medway Maritime Hospital hosted a coffee morning at Sheppey Community Hospital in December.

Some of the governors are elected by members of the public and provide a link between the hospital and local community.

The governors were on hand to speak to members of the public about any questions or views that they had about Medway Maritime Hospital.

Lead Governor, Stella Dick, said: "We were very pleased with the outcome at this event. It really gave us an opportunity to properly engage with local people about the hospital and any views they had."

"We certainly found it to be beneficial and we hope the people who attended also did. We'll be holding further events in 2017 and we hope to see more people coming along to express their thoughts and views."

Do you want to have a say in how your hospital is run?

Become a member today Contact us on 01634 825292 or email members@medwaynhs.uk



Governors' elections

Elections for governors representing both Medway and Swale will take place in June 2016.

We are now looking for people who are passionate about the local community who would like to stand for election.

If you are interested in standing, please register your interest

✉ members@medway.nhs.uk
☎ 01634 825292

Where you can find your copy of news@Medway



The newsletters are free and distributed throughout the hospital. **They can be found in:**

- Macmillan Cancer Care Unit
- Postgraduate Centre
- Diabetes Centre
- Restaurant
- Outpatient areas 1 to 7
- Emergency Department
- Sunderland Day Case Centre

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
- 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, 2 February**

🕒 **12.30pm**

📍 **Board Room, Postgraduate Centre, Medway Maritime Hospital.**

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.

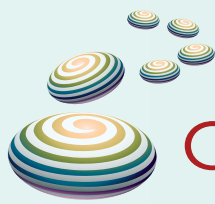
✉ members@medway.nhs.uk
☎ 01634 825292

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 NHS Improvement (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, contributes to the strategic direction of the Trust. The operational management and decision-making however remains with the Trust Board.



puzzle drome Your monthly puzzle challenge

No. 3603

CROSS CODE

17	2	11	21	7	10	17	24		17	14	18	3
25			7		19		18		15			14
3		1	14	17	24	18	1	7	2	1		20
24	25	21	17		18		2		21	7	1	20
		25		24	1	22	7	10		7		2
17	25	7	5	10		1		9	7	25	22	10
8		25		23	14	17	24	4		26		17
14	18	9	10	23		2		21	7	1	20	24
10		2		4	1	16	6	24		20		
10	1	17	10		18		10		17	16	1	18
13		10	20	12	25	4	1	22	7	10		1
10			5		17		7		25			2
23	14	24	4		10	1	17	24	26	1	18	23

ABCDEFGHIJKLMNOPQRSTUVWXYZ

1	2	3	4	5	6	7	8	9	10	11	12	13
14	15	16	17	18	19	20	21	22	23	24	25	26

EACH number in our Cross Code grid represents a different letter of the alphabet. You have three letters in the control grid to start you off. Enter them in the appropriate squares in the main grid, then use your knowledge of words to work out which letters should go in the missing squares.

As you get the letters, fill in other squares with the same number in the main grid and control grid. Check off the alphabetical list of letters as you identify them.

MAGIC SQUARE

MUTINEER NOT MORON

USING all 16 letters of the phrase above, form four words each of four letters which will fit in the grid to form a magic square in which the words can be read both horizontally and vertically.

Quiz Challenge

1. In which country is the seaport of Veracruz?
2. In which sport are the terms short line and tin used?
3. What name is given to the group of gases that are inert to normal chemical reactions?
4. What was the name of the oil tanker which was wrecked off the Scilly Isles in 1967?
5. Which Christian festival is celebrated on February 2?
6. Which French word describes a ballet leap in which the heels are crossed in the air?
7. Former glamour model Nicola McLean came sixth in which reality TV series in 2008?
8. Which is the largest land mammal?
9. Which singer designed the bronze statue of Eleanor Rigby in Stanley Street, Liverpool?
10. In Arabian myth, what was an afreet or afrit?

NONAGRAM

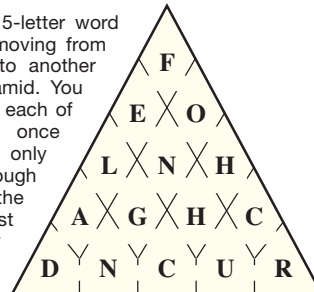
N	U	T
C	H	A
T	I	E

HOW many words of four letters or more can you make from this Nonagram? Each word must use the central letter, and each letter may be used only once. At least one word using all nine letters can be found.

Guidelines:
23 Good; 28 Very Good; 32 Excellent.
Any word found in the Concise Oxford Dictionary (Tenth Edition) is eligible with the following exceptions: proper nouns; plural nouns, pronouns and possessives; third person singular verbs; hyphenated words; contractions and abbreviations; vulgar slang words; variant spellings of the same word (where another variant is also eligible).

WORD PYRAMID

SPELL out a 15-letter word or phrase by moving from one chamber to another within the pyramid. You may only enter each of the chambers once and may only proceed through openings in the walls. The first letter may appear in any chamber.



FIVE ALIVE

BS	CL	OA	LO	EM
AR		PW		EP
LI	NA	RN	EG	OR
EO		EO		CR
NF	UI	NR	RT	HY

HERE are two miniature five-square crosswords using the same grid – but the letters have been mixed up. You have to work out which letters belong to which crossword.

CRYPTIC CROSSWORD

1		2		3		4		5		6		7
						8						
9												
						10						
11												
						12						
						13						
14		15				16				17		
						18		19				
20												
						21						
22												
						23						

ACROSS

1. In the heat ran somersaulting past the beam (7)
8. Fuming anger? (7)
9. Social worker in real distress about Monday (7)
10. Backward sailor returned part used for catching vermin (3,4)
11. Hotchpotch goes a long way, so to speak, in the past (7)
12. Ore Edna extracted at school (7)
14. Picked out with a rash (7)
18. Quack doctor known only by experience (7)
20. Augustus, going round the slope, found the whale (7)
21. Len gave translation of the gospel (7)
22. Stiff in manner when cornered (7)
23. Agricultural tower (7)

DOWN

1. Indicator seen in drive (7,6)
2. Think highly of maid dancing about (6)
3. Present day stocking filler (5)
4. It helps a driver who hasn't got eyes in the back of his head (6)
5. Disperse to test car out (7)
6. Freedom of access of course (6)
7. Going up and down in style (13)
13. A dotty way to draw (7)
15. Brightly-coloured organ played by European (6)
16. Rat to rat? (6)
17. Religious ceremony, say, for the repairer (6)
19. Square gazetteer to mountain brought up (5)

QUICK CROSSWORD

1		2		3		4		5		6
		7							8	
9								10		
						11		12		13
14								15		
						16				
17								18		
						19		20		21
22						23				24
										25
						26				
27										28

ACROSS

1. Stopped bottle (8)
5. Knock (4)
7. Sacrosanct (9)
9. Melody (4)
10. Requests (4)
11. Abyss (5)
14. Remove fleece (5)
15. Blazing (5)
16. Each (5)
17. Announcement of marriage (5)
18. Explosion (5)

DOWN

19. Empty area (5)
22. Fling (4)
24. Seaweed (4)
26. Card game (9)
27. Give out (4)
28. Memorial structure (8)
1. Channel (4)
2. Skin condition (4)
3. Part of leg (5)
4. Guides for conduct (5)
5. Greek letter (4)
7. Scottish town (9)
8. Worthy of respect (9)
11. Salad ingredient (5)
12. Stadium (5)
13. Perhaps (5)
14. Deliberate destruction (8)
20. Refracting solid (5)
21. Series of links (5)
23. Black deposit (4)
24. Type of lily (4)
25. Adjoin (4)

SUDOKU

EACH row and each column must contain the numbers 1 to 9, and so must each 3 x 3 box. Hard

			8			4		
				8			3	4
					6			9
1				2	9	5		8
5	6					7	1	9
				3			4	5
			7	9		8		1
		3	5			1		
4					7	3	2	

				6	8		5	
	8			4	9		7	1
		2						
							8	
1		4						
7	6				1		4	
2		3						
	5					7	1	3
6				1				5

EQUALISER

12	13
4	8
8	8
16	8
2	2

PLACE the four signs (add, subtract, multiply, divide) one in each circle so that the total of each across and down line is the same. Perform the first calculation in each line first and ignore the mathematical law which says you should always perform division and multiplication before addition and subtraction.

All puzzles on this page are supplied by Sirius Media Services. To try more of our puzzles interactively online go to www.puzzledrome.com

PZ1P3603 © Sirius Media Services Ltd

PREVIOUS SOLUTIONS

QUIZ CHALLENGE: 1 A snowstorm; 2 Sarajevo; 3 Massachusetts; 4 Brownish-grey; 5 Trumps; 6 Thomas Hardy; 7 Warblers; 8 Fruit; 9 The Simple Life; 10 Dachshund.

CROSS CODE

1	2	3	4	5	6	7	8	9	10	11	12	13
P	Q	E	Z	A	I	D	T	Y	G	N	M	U
14	15	16	17	18	19	20	21	22	23	24	25	26
B	K	X	C	R	S	J	L	H	O	V	W	F

EASY SUDOKU

4	6	8	7	3	5	2	1	9
9	3	5	1	2	8	4	6	7
1	7	2	4	6	9	3	5	8
2	4	1	6	8	3	7	9	5
3	5	7	9	4	1	8	2	6
6	8	9	2	5	7	1	4	3
8	9	3	5	1	2	6	7	4
7	1	4	3	9	6	5	8	2
5	2	6	8	7	4	9	3	1

HARD SUDOKU

2	4	7	5	9	3	1	8	6
8	3	9	6	7	1	4	5	2
6	1	5	2	8	4	7	3	9
4	9	3	1	6	8	2	7	5
1	5	6	3	2	7	9	4	8
7	2	8	4	5	9	3	6	1
5	8	4	9	3	2	6	1	7
3	7	2	8	1	6	5	9	4
9	6	1	7	4	5	8	2	3

MAGIC SQUARE:

drat; rice; ache; teed.

WORD PYRAMID:

Voluntary school.

EQUALISER:

Clockwise from top left – add; divide; multiply; subtract. Total: 8.

CRYPTIC CROSSWORD:

Across – 1 Cask; 4 Stuffed; 8 Forestalling; 9 Stallion; 10 Etui; 12 Nosing; 14 Gloria; 16 Pond; 17 Flattery; 20 Present tense; 21 Rematch; 22 Saxe.

Down – 2 Aroma; 3 Kneeling; 4 Sitcom; 5 Ugly; 6 Fritter; 7 Dignitary; 9 Sandpaper; 11 Flatness; 13 Sunbeam; 15 Clutch; 18 Essex; 19 Left.

QUICK CROSSWORD:

Across – 1 Chastise; 5 Plus; 9 Sardine; 10 Syria; 11 Sweet; 13 Cogent; 15 Treat; 17 Lash; 19 Oar; 20 Type; 21 Purée; 23 Escort; 24 Tryst; 28 Elite; 29 Heading; 30 Lank; 31 Strategy.

Down – 1 Cask; 2 Arrow; 3 Trivet; 4 Seem; 6 Larceny; 7 Sea otter; 8 Ascot; 12 Trout; 13 Caret; 14 Bluebell; 16 Ear; 18 Section; 21 Preen; 22 Errata; 25 Spice; 26 Whet; 27 Ugly.

FIVE ALIVE:

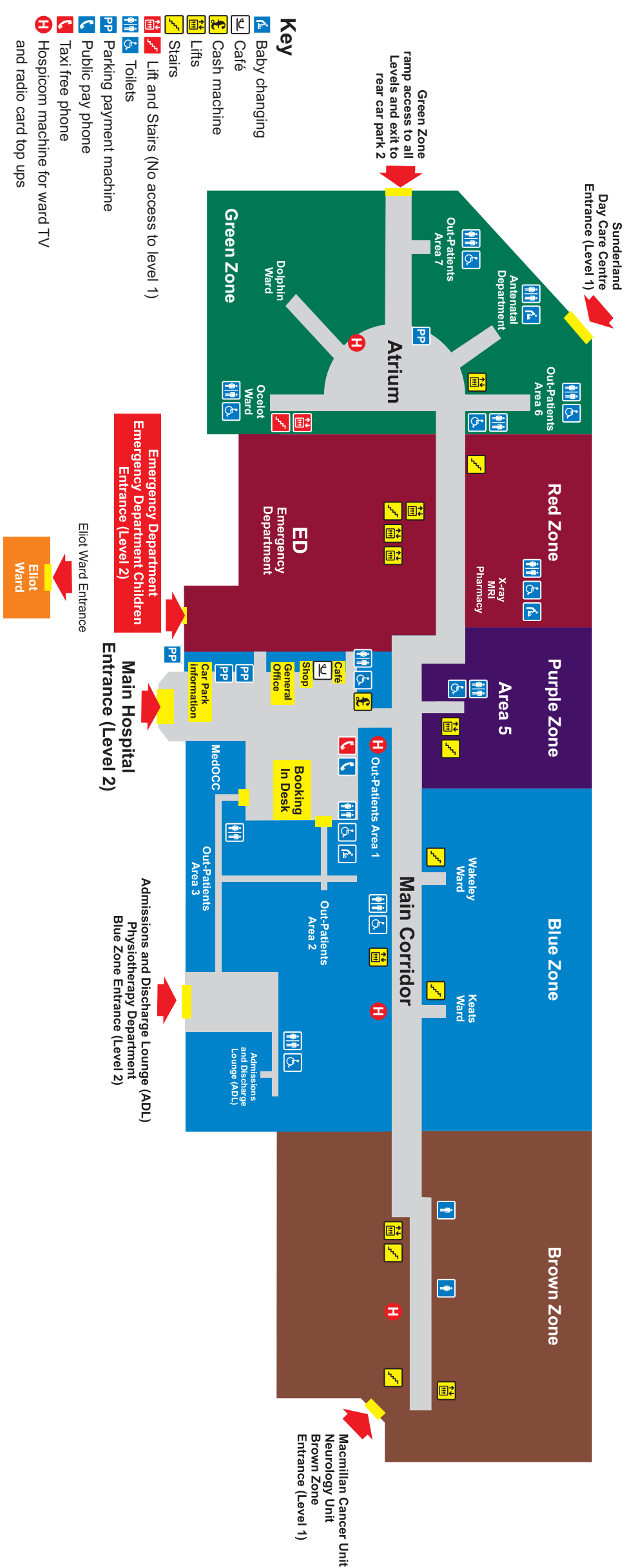
- (1) **Across** – Depth; Valet; Torch. **Down** – Duvet; Polar; Hutch.
- (2) **Across** – Sport; Opens; Lease. **Down** – Spool; Opera; Taste.

NONAGRAM:

acne; actin; antic; ascent; café; caftan; cane; canst; cant; case; casein; cast; caste; catena; cent; centas; cine; cineast; cist; cite; enact; estancia; face; facet; facies; fact; fanatic; fanciest; fascia; FASCINATE; fascine; fiancé; fisc; incase; incest; infect; insect; nastic; nice; nicest; satanic; scan; scant; scat; scent; secant; sect; sice; since; stance.



Finding your way around



Department Locations:

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

Acute Medical Unit / Lister Ward (AMU)	Red 3	Early Pregnancy Assessment Unit (EPAU)	Green 2	MedOCC	Blue 2	Pharmacy	Red 2
Admission & Discharge Lounge (ADL)	Blue 2	Eliot Ward	See Map	Medical HDU / Bronte Ward	Brown 2	Phoenix Ward	Green 3
Antenatal Care Unit	Red 3	Emergency Department (ED)	Red 2	Medical Infusion Suite	Brown 1	Physiotherapy	Blue 2
Antenatal Department	Green 2	Emergency Department Children (ED)	Red 2	Milton Ward	Brown 2	Plaster Theatre (Area 5)	Purple 2
Arethusa Ward	Red 4	Emergency Gynaecology Unit (EGU)	Green 2	MRI Department	Red 2	P.O.C.U. (Pre Operative Care Unit)	Green 3
Audiology (Area 6)	Green 2	Endoscopy	Green 1	Nelson Ward	Green 2	Pre Assessment Unit (located in Eliot Ward)	Purple 1
Breast Care Unit	Red 2	ENT (Area 6)	Green 2	Neurosciences Unit	Blue 1	Pre Assessment Unit (located in Eliot Ward)	See Map
Blood Tests (Phlebotomy)	See Map	Eye Unit (Ophthalmology)	Blue 2	Nuclear Medicine	Brown 1	Rheumatology (Area 5)	Purple 2
Bronte Ward / Medical HDU	Brown 2	Fetal Medicine Centre	Green 2	Oliver Fisher Neonatal Unit	Green 3	Ruby Ward	Brown 2
Byron Ward	Blue 2	Fracture Clinic (Area 5)	Purple 2	Orthodontics (Area 6)	Green 4	Sapphire Ward	Brown 2
Café & Shop (Main Entrance)	Blue 2	Gatton Day Unit	Brown 1	Orthopaedics (Area 5)	Green 2	Sunderland Day Care Unit	Green 1
Cancer Care Team (Richard Watts Unit)	Green 2	Gundulph Ward	Blue 3	Osteoporosis Unit	Purple 2	Surgical Assessment Unit (SAU)	Green 4
Cardiac Catheter Suite pPCI	Brown 1	Gynaecology (Area 7)	Green 2	Orthotics (Surgical Appliances / Area 5)	Purple 2	Surgical Discharge Lounge (SDL)	Green 3
Cardiology (Area 7)	Green 2	Harvey Ward (Acute Stroke Unit)	Blue 1	Osteoporosis Unit	Purple 2	Surgical HDU / Trafalgar Ward	Green 3
Cardio-Respiratory (ECG) Dept.	Green 3	Keats Ward	Blue 2	Out-Patients Areas 1, 2 & 3	Blue 2	Tennison Ward	Brown 2
Cedar Room	Blue 2	Kent Ward	Green 4	Out-Patients Area 5	Purple 2	The Birth Place	Green 4
Chapel / Prayer Room	Blue 2	Kingfisher Ward	Green 4	Out-Patients Area 6	Green 2	Trafalgar Ward / Surgical HDU	Green 3
Coronary Care Unit	Purple 3	Intensive Care Unit	Purple 3	Out-Patients Area 7	Green 2	Ultrasound	Red 2
C.T. Department	Blue 2	Lawrence Ward	Brown 1	P.A.L.S. (Patient Advice & Liaison Service)	Blue 2	Victory Ward	Green 3
Day Surgery Procedure Suite	Red 2	Lister Ward	Red 3	Pathology (Via Purple Zone)	Red 4	Wakeley Ward	Blue 2
Delivery Suite	Green 4	Macmillan Cancer Care Unit	Brown 1	Patient Affairs (Main Entrance)	Blue 2	Will Adams Ward	Blue 3
Dermatology	Green 3	Magpies Centre	Green 2	Pearl Ward	Green 4	Way Out (via main entrance)	Blue 2
Dickens Ward	Blue 1	Maxillo-Facial Surgery (Area 6)	Green 2	Pembroke Ward	Red 5	X-ray (North & South Wing)	Red 2
Dolphin Ward	Green 2	McCulloch Ward	Green 3	Penguin Assessment Unit	Green 2		