



University Hospitals  
of North Midlands  
NHS Trust



Proud to care



REVIEW OF THE YEAR 2014/15

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# Building a network of hospitals to provide the best facilities and services

Two years ago we completed the move into a new hospital in Stoke-on-Trent. In October 2014 we published our 2025Vision, which aims to ensure patients receive the highest standards of care and where the best people want to come to learn, work and research. And in November 2014 University Hospitals of North Midlands NHS Trust came into being, with County Hospital in Stafford and Royal Stoke University Hospital coming together in one organisation.

The staff at County Hospital in Stafford have been through a very difficult few years. We would like to warmly welcome them to the Trust. County Hospital is a vital part of the future of hospital services in Staffordshire. Together with Royal Stoke University Hospital, and our partnership with Mid Cheshire NHS Foundation Trust, we want to build a network of hospitals providing safe, responsive and effective local services. In addition, treating people from as far as North Wales means that the people of Staffordshire and South Cheshire can access specialist treatment close to where they live.

Our aim is to provide safe services in a welcoming environment where people get effective treatment and care. The last year has seen us treating more patients. Our major trauma service was rated one of the top centres in the country and the outcomes for patients who have had a stroke are amongst the best. We have continued to perform well on keeping people safe, as demonstrated by low mortality rates and high levels of harm free care.

But there have also been setbacks. The Trust was unable to deliver on its commitment to the four hour standard in the Emergency Department, something which is a profound disappointment to all of us. These pressures have also had an impact on treating people who need planned care. On behalf of the Board we would like to apologise to those who have had a long wait in the Emergency Department.

The four hour wait is a measure of how health and social care are working together. We are committed to improving the efficiency of our services within the hospital as well as working with our partners to create a



**Chairman**  
**John MacDonald**



**Chief Executive**  
**Mark Hackett**

system that will ensure that people who need urgent and emergency care get treatment quickly.

Our partnership with Keele University Faculty of Health and Staffordshire University is critical to our role as a university hospital. The Medical School is ranked second in the National Student Survey. We continue to recruit large numbers of nurses from the two universities, as well as elsewhere, with more than 800 being recruited over the year.

At the start of this year we launched our five year research strategy. This first year of the strategy has seen a period of rapid progress and development. Nearly £1m in grant income has been generated and this is having a real impact on our patients as there are now more than 200 trials open across the Trust, meaning that patients can benefit from the latest advances in medicine.

Finally we would like to thank our staff at both the Stoke and Stafford sites. They have continued to show commitment and compassion during a period of unprecedented change and huge pressures. We know from the 2014 NHS Annual Staff Survey that our staff feel able to contribute to improvements at work, that they make a difference to patients and are proud of the care they deliver. But to provide services we and our families would be proud of, we need to do more. In 2015 we will be launching a major initiative to enable staff, together with patients, to develop compassionate, caring and safe care to take forward their ideas for improving services and to feel supported.

# Achieving our objectives

## Delivering Quality Excellence for patients

We will continue to deliver outstanding inpatient care for local people. But we will need to move towards outpatient clinics at home or through rapid diagnosis, treatment and observation to meet the needs of patients. We will see the development of day case and inpatient elective work being delivered through a series of elective centres in key sites around the Trust. As part of this the Trust is aiming to reduce avoidable patient harm by a further 20% by 2018.

## Delivering our Financial Obligations to the Taxpayer

2014/15 is the second year of the Trust's challenging five year financial recovery trajectory. 2014/15 financial plans set out the on-going growth and performance improvement expectations and a second year of significant efficiency plan requirements (£30m).

The Trust has been able to deliver the financial integration of the County Hospital in November 2014 and the figures shown below include five months of income and expenditure for the integrated Trust. At the end of the financial year the Trust has a surplus of



£3.872m against a planned deficit of £16.944m. The improvement is a result of the Trust receiving £17m of income in the form of non-recurrent provider deficit funding, which enabled the Trust to plan for financial break even position by the year end.

## To achieve excellence in education, training and research

We will work closely with Keele University, Staffordshire University and other academic institutions to build world-class research in key areas relevant to:

- ▶ the needs of our patients
- ▶ a research led culture
- ▶ developing our reputation to become an outstanding teaching and training centre for the future generation of health professionals
- ▶ fostering innovation and creativity by changing the way our organisation works.





## Create an integrated, vibrant Trust and develop strategic alliances with neighbouring Trusts and partners.

Our new integrated Trust will enable us to develop a wider set of opportunities for local people and we will develop County Hospital as a campus facility. This will define itself as a modern, local hospital networked with Stoke-on-Trent. It will do this along with outstanding local elective and long-term condition care, integrated with community and primary care, to improve clinical and patient outcomes. We will also build on our partnership with neighbouring trusts, particularly Mid Cheshire Hospitals NHS Foundation Trust.

## Create a resilient Urgent and Emergency Care System and Increase Integrated Healthcare Provision

We need to make an impact on admissions, particularly for frail older people, by ensuring that care is as focused and streamlined as possible. We know that prolonging a hospital stay even by one day can have detrimental effects on an older person's health and fitness, with ten days of bed rest for someone over 75 leading to a 10% loss of aerobic capacity and a 14% loss of muscle strength – equivalent to 10 years of life. The effective flow of patients through emergency pathways cannot be achieved by hospital teams alone, it requires a concerted and collaborative effort by partners across the health and social care economy, and we will be working to achieve this.

## Our 2025 Vision

Our goal is to become one of the top university teaching hospitals in the UK by 2025 and establish a world-class reputation by 2030. We will constantly

improve patient care and foster innovation in the organisation, which exceeds the expectations of patients and meets the needs of commissioners and providers who work with us.

At the same time we will offer a more attractive place to work, learn and research because we will focus on world-class excellence and help to spread this to our patients. We need to be rated by our customers as consistently excellent in everything we do. Achieving this ambition will challenge us to grow our income and reduce costs by 5-7% of turnover so we can reinvest in the organisation each year to meet our organisational and clinical aspirations.

We will provide the services our customers need instead of simply delivering services we have always provided. This will mean we will see significant changes to the way our care will be delivered to local patients. We will be relying less on inpatient care and more on working across the whole care pathway for patients who have urgent and emergency care needs.

We will have to become faster at delivery, more flexible, agile and less bureaucratic while ensuring excellence for our patients, commissioners and providers. We will achieve this by being true to our values and beliefs, focusing on the patient and becoming a clinically led and accountable trust.

We will become a hospital that we would always choose for the care of our families. We believe that by working together and embracing change we can achieve our stated goals and the Trust will deliver its duties to the public and taxpayer.

## Creation of a new NHS Trust

On Wednesday 29 February 2014 the Secretary of State for Health announced his approval of the dissolution of Mid Staffordshire NHS Foundation Trust (MSFT) and paved the way for the transfer of the management and running of Stafford Hospital, now renamed County Hospital, to what would be a newly created Trust, University Hospitals of North Midlands NHS Trust. To create this new Trust the NHS in Staffordshire received an additional investment of well over £250m to bring together clinical services.

The new Trust came into being on 2 November 2014. To mark the change in services, the hospitals in Stafford and Stoke-on-Trent were renamed County Hospital (in Stafford) and the Royal Stoke University Hospital (in Stoke-on-Trent). This was a moment of major, positive change for the people of Staffordshire and their local NHS. The substantial investment of over a quarter of a billion pounds into NHS services in Staffordshire is enabling the Trust to expand and develop our hospitals to the very real benefit of local people.

Safety is our number one priority with safer care in better facilities, more follow up care in local settings and better access to specialist care. The investment of over £250m is helping to fund:

### At Stafford

- ▶ Expanded outpatient facilities especially for emergency access clinics
- ▶ Opening and refurbishing more wards and operating theatres
- ▶ Quadrupling the number of single rooms and increasing en-suite facilities on each ward
- ▶ A new MRI scanner
- ▶ A refurbished freestanding midwife-led maternity unit
- ▶ The development of new services such as eye surgery, orthopaedic surgery and plastic surgery
- ▶ A new frail elderly assessment service
- ▶ A new renal unit doubled in size
- ▶ A new chemotherapy unit doubled in size.



Photo courtesy of Alistair Rose.

### At Stoke

- ▶ The re-commissioning of several wards to create an additional 64 beds
- ▶ 12 additional beds in the new critical care unit
- ▶ The creation of a new Orthopaedic Centre with 56 new beds
- ▶ Two new operating theatres in a new state-of-the-art unit
- ▶ The opening of 12 new maternity beds and the expansion of the neonatal unit
- ▶ The completion of new car parks with over 300 additional spaces
- ▶ The opening of a new 28-bed children's ward.

The creation of the new Trust and the additional investment in NHS services is also helping us to recruit and retain permanent staff as the reputation of the Trust grows and staff positively want to work here. We are able to use our most senior staff more flexibly on both sites and invest properly in better diagnostic facilities at Stafford – including, for the first time, a new MRI scanner. This will mean better care in A&E, better care for acute medical patients and more day case surgery at Stafford.

In order to make maximum use of both the Stafford and Stoke-on-Trent sites some services have been moving from Stafford to Stoke and some new services will be developed on the Stafford site in 2015/16. However, nine out of ten patients who currently use County Hospital will continue to be treated locally, including women who need antenatal or postnatal care.

All of this means County Hospital is set to become a vibrant modern local hospital over the next three years, with increased number of patients and access to a wider range of consultants.



## Overview of our services

University Hospitals of North Midlands NHS Trust provides a full range of general acute hospital services for approximately 860,000 people locally in Staffordshire, South Cheshire and Shropshire. The Trust also provides specialised services for three million people in a wider area, including neighbouring counties and North Wales.

Our specialised services include cancer diagnosis and treatment, cardiothoracic surgery, neurosurgery, renal and dialysis services, neonatal intensive care, paediatric intensive care, trauma, respiratory conditions, spinal surgery, upper gastro-intestinal surgery, complex orthopaedic surgery, laparoscopic surgery and the management of liver conditions.

More than 160,000 patients attended our A&E departments last year. Many emergency patients are brought to us from a wide area by both helicopter and land ambulance because of our Major Trauma Centre status.

Royal Stoke University Hospital, one of our two sites, is a large acute teaching hospital on the border of Stoke-on-Trent and Newcastle-under-Lyme in Staffordshire. Our other site is County Hospital in Stafford. We are one of the largest hospitals in the West Midlands and have one of the busiest emergency departments in the country.

Royal Stoke University Hospital was rebuilt between 2009 and 2015 following a £370m private finance initiative (PFI) and the refurbishment of existing buildings, and has 1,300 beds. County Hospital is set to undergo a £52m refurbishment, starting in 2015, as part of the integration of the two hospitals, and has 300 beds. It is anticipated that this work will last for three years.

Our services are organised into four clinical divisions, each of which is made up of a number of individual directorates or departments. Our clinical divisions are Specialised, Surgery, Medicine and Children's, Women's

and Diagnostics, supported by the Operations division, Corporate Services division and County Hospital division.

The Trust is becoming a clinically led organisation where we are an organisation which sees involvement of clinicians as a fundamental pre-requisite in everything we do. The Trust appointed its first four Divisional Chairs in 2014, who will lead the four new Clinical Divisions. They will be supported by an associate director and an associate chief nurse. County Hospital has a Hospital Director who is accountable to the Chief Executive, who operates on site medical and A&E services and coordinates the hospital services, which are managed by three divisions across the Royal Stoke and County Hospital sites.

As a university hospital, UHNM works with Keele University and Staffordshire University, and has strong links with local colleges and schools.

## Trust wins Green Apple Award



**UHNM was praised for its green credentials after being honoured with a Gold Award at the Green Apple Awards. The Trust was presented with the prestigious award for showing excellence and innovation in environmental best practice.**

**John Simpson, Director of Corporate Services, said: "This award is testament to the hard work our team have put in to improving our contribution to the environment and becoming 'green'. We implemented a programme to reduce the water use across the Trust and this has resulted in a significant reduction in consumption."**

# A year in the life of University Hospitals of

## April 2014

Chief Executive Mark Hackett was joined by Chairman John MacDonald, Chief Nurse Liz Rix and Medical Director Mr Robert Courteney-Harris on their first formal tour of County Hospital's wards and departments ahead of the November integration.

## May 2014

The Trust, which is ranked in the top 50 hospitals for research, celebrated International Clinical Trials Day. Every year more than 3,300 patients take part in research at University Hospitals of North Midlands.

## August 2014

The Major Trauma Centre and its surrounding Network hospitals were ranked fourth in the country in the National Major Trauma Network Peer Review. The Centre serves a population of three million across the North West Midlands and North Wales.



## September 2014

The Trust boosts recruitment of nurses ahead of the integration with Stafford by more than 750, including newly qualified nurses from local universities and a recruitment drive in Spain, Portugal, Italy and Greece.

Right, Portuguese Nurses Carmen Silva Gerpe and Joao de Sousa Barbosa outside UHNM.

## November 2014

The annual Staff Awards ceremony saw 12 teams and individuals win awards, including the Cardiac Rehabilitation Team, pictured left.



## January 2015

Staff celebrated the launch of the Freestanding Midwifery Birth Unit at County Hospital. Little Charlie was one of the first babies born at the unit a few weeks later, pictured right with parents Emma and Tom.



# North Midlands NHS Trust...

## June 2014

The Trust's Emergency Department was the first in the country to achieve an Excellence in Practice Accreditation Scheme (EPAS) Award for the care provided to patients. The team were given 'Platinum' status – the highest award available.

## July 2014



UHNM Charity invests £1m in a surgical robot to radically improve surgery.



Photo courtesy of The Sentinel.

## October 2014

The Trust announces it has secured record investment of more than £250m for the integration between UHNS and Stafford Hospital. The new UHNM Trust chooses to rename its hospitals County Hospital, below, following staff consultation, and Royal Stoke University Hospital.

## December 2014

The Trust celebrated being in the top 10 of hospitals for Flu Jab uptake, surpassing uptake in 2013. More than 75% of frontline staff had the jab.

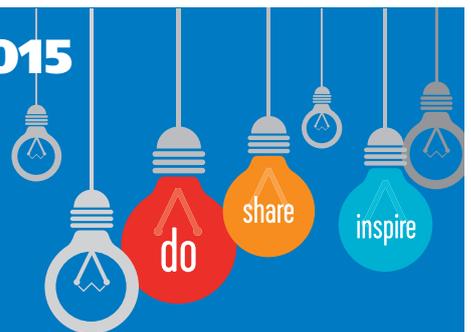


## February 2015

The Trust recruited 10 Radiologist and Radiographer experts, allowing a rotation of 20 existing and new members of staff to County Hospital. The Medical Director described the recruitment as 'astounding'.

## March 2015

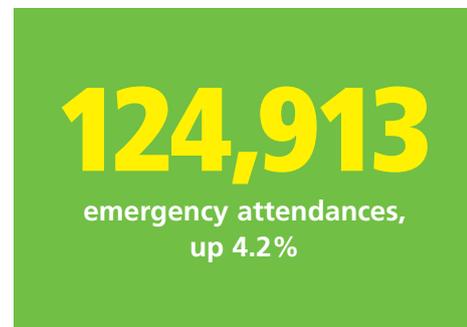
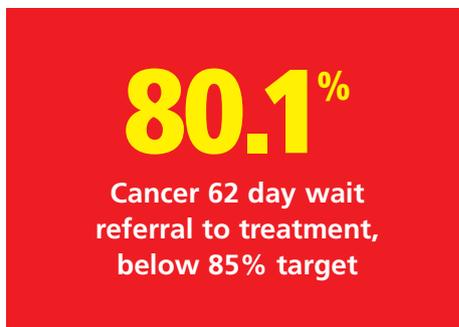
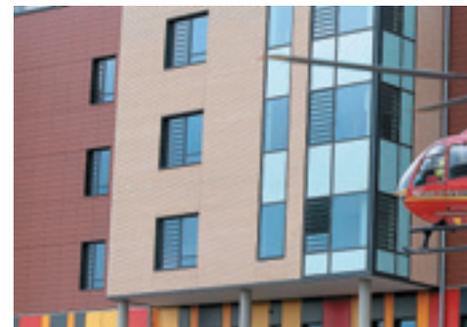
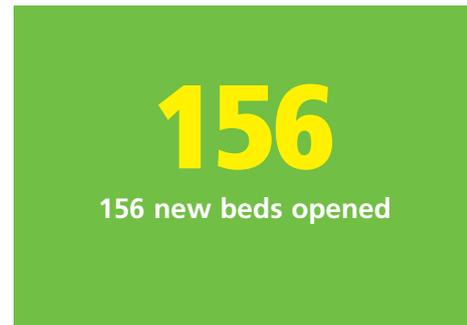
Staff at the Trust celebrated NHS Change Day...



# Performance

This page includes some of the Trust's key performance indicators, which are monitored every month by the Trust Board to ensure we are meeting the standards set for us.

A detailed breakdown of the Trust's performance is available at [www.uhnm.nhs.uk](http://www.uhnm.nhs.uk)



**£1m**

in grant income generated  
by research

**£1m**

surgical robot purchased by  
UHNM Charity

**860,000**

people served locally in  
Staffordshire, South Cheshire  
and Shropshire

**13,426**

elective inpatients, up 1.3%

**59,996**

elective daycase patients,  
up 8.6%

**86,337**

emergency inpatients,  
up 1.2%



**49**

operations not re-arranged  
within the target time of  
28 days

**97.6%**

Cancer 2 week wait referral,  
0.7% improvement

**82.7%**

A&E four-hour wait,  
target 95%

**95.4%**

18 week referral-treatment  
non admitted, target 95%

**91.1%**

18 week referral-treatment  
admitted, target 90%

**10,500**

staff

**£3.87m**

financial surplus

**£624m**

turnover, up from £475m

# Continued expansion of services to meet increasing number of patients

The overwhelming theme across the Trust was the demand for services at University Hospitals of North Midlands NHS Trust increased. The number of patients choosing the Trust for their treatment and care remained high, and the Trust in turn expanded services where possible to meet this demand. A clear indicator of this was the 46,000 increase in outpatient appointments and an additional 3,500 day case procedures performed.

The Trust has plans to increase the size and scale of its services further and it is anticipated that these figures will continue to grow in 2015/16 as more patients continue to choose the services in the Trust.

## Cancer

The Trust worked hard to try to continue to meet its obligation to its cancer patients during 2014/15, despite the huge challenges it has faced. The Trust was unable to meet the 62 day wait from GP referral to treatment after April 2014, with the exception of two months, due to high emergency care demand, and the Trust apologised for this. The main reason for this failure was a significant drop in performance towards the beginning and at the end of the year. However, it is anticipated performance will improve and see the Trust achieve the 85% target in 2015/16. The Trust was pleased that it was able to treat patients within the target time for referral to first outpatient appointment and diagnosis to treatment wait.

## Emergency Centre

This year was an incredibly challenging year for the Emergency Centre team, which can be seen in the four-hour wait performance, which was significantly below the 95% target. The two most powerful indicators of this was the capacity major incident, which was called on 6 January 2015, and the number of greater than 12 hour trolley waits, of which more than 700 were recorded during the year.

Although the indicator is named the 'A&E four-hour wait' it is a guide of how well the hospital and the local health economy of primary care, acute care and

social care are working. In previous years the Trust has seen large increases in the number of patients attending the Emergency Centre, and these numbers coming through the door have explained the previous challenge of meeting the 95% target.

This year has been a little different in that the number of attendances has risen at a much slower rate, but the number of these patients who require admission has continued to increase, by 12% above what was commissioned. This is largely as a result of an ageing population of patients, many with multiple co-morbidities where we show a 20-30% rise in patients admitted over 75-years of age compared to the previous year.

Against this backdrop, the Trust is taking a number of actions and working more closely with its primary care and social care partners to increase bed capacity and improve discharges back into the community. The Trust is anticipating achieving the 95% target during 2015/16. This will further improve patient experience and satisfaction with the service, which has remained despite longer waiting times, and is explained later in this document.





## 18 Weeks

The Trust made huge strides in improving access to its services for patients. Across all of the referral to treatment targets, improvements were made, despite increases in demand for services. Importantly, for the first time the Trust achieved the 18 week standard at specialty level. This means that 90% of people who need specialist care are referred and treated for outpatients and inpatients within national guidelines.

The Trust has invested heavily in specialist and local services and it is a credit to our staff that they have been able to deliver this. We are expanding our consultant clinic capacity with new consultants at a time when the NHS is seeing a nationwide increase in the demand for its services.

## Complaints

Despite a rise in demand for services, the number of formal complaints has remained static. However, following feedback from patients, the Trust made a number of improvements in the way it manages complaints. The complaints process was centralised in June 2014 with a dedicated team of eleven staff to investigate complaints, liaise with complainants and the directorate teams and produce the final written responses.

## Harm free care – Infection Control

During 2014/15 the Trust reported six cases of MRSA bacteraemia. When understanding the numbers of MRSA bacteraemia, it is important to remember the great strides made in the last decade. Where once

more than 100 patients a year were affected, the Trust has consistently recorded just a handful of cases. Alcohol hand gel dispensers at bedsides and entrances to all wards and departments help encourage both staff and patients to use them on entry and exit from clinical areas. Matrons have responsibility for regular hand hygiene audits in their areas.

The Trust recorded 74 cases of *Clostridium difficile*, which was above the target set for the Trust. UHNM is participating in a multi-centre research project to look at the feasibility of a vaccine that protects against *Clostridium difficile*. There are plans to introduce a new 'Probiotic Infusion service' for patients with recurrent *Clostridium difficile*. This has already been shown to have a high success rate in the few centres that already introduced it.



# Dedicated staff and state-of-the-art equipment improve patient care

## Awards

The Cardiac Rehabilitation team won a prestigious national honour at the Patient Safety and Care Awards. The pioneering team took top prize in the Cardiac Care category. The award was a timely reward for the 12-strong team, led by senior practitioner Paul Stern, who accept on average 120 new referrals into the programme each month. The team works with a number of departments across the Trust to provide patients with a programme of exercise, lifestyle modification and education, which assists them to get back to everyday life and reduces the risk of further events.

Patients seen by the team will have suffered from a heart attack, heart surgery, angina, heart failure, recent cardiac procedure or implantation of a cardiac device. Elsewhere, the Imaging Department reached the final of the renowned Health Service Journal (HSJ) Awards. The ground-breaking work undertaken brought improvements to both inpatient and outpatient services at the Trust.

The Imaging Team developed Early Bird CT Scanning, which sees patients having scans at the hospital from as early as six o'clock in the morning. An early scan means that patients also get an early scan report, an early decision on intervention, treatment and discharge home. The project has not only had a significant impact on efficiency in the department but has also helped with patient flow across hospital. Inpatient scanning at the Trust, at the earlier time, has extended the service by three hours per day.

The Trust held its annual Staff Awards event in November 2014. More than 100 teams and individuals were nominated and 30 were shortlisted to attend the ceremony. The winners were:

- ▶ Chief Executive's Special Award: Pharmacy integration champions (Jonathan Snape and Peter Smith), Pathology integration champions (Chris Bromley and Gill Garner) and Critical Care integration champions (Dawn Moss and Jake Botfield)

- ▶ Team of the Year: Maternity Quality & Risk
- ▶ Employee of the Year: Mark Beswick, Staff Nurse (pictured below left)
- ▶ Research Award: Cancer Clinical Trials team – PRESENT trial
- ▶ UHNS Charity Award: Amanda Burston, Emergency Centre
- ▶ Patient Experience Award: Cardiac Rehabilitation Service team – comprehensive cardiac rehabilitation service for North Staffordshire
- ▶ Volunteer of the Year: James Salt, Ward 218
- ▶ Best Support Service Award: Supplies and Procurement Department
- ▶ Clinical Apprentice of the Year: Emily Martin, General Surgery
- ▶ Non-clinical Apprentice of the Year: Louisa Khan (pictured below right), Healthcare Careers and Skills Academy – Education Team
- ▶ Continuing Education and Training Award: Orthodontics Department – Dome Continuing Education and Training Initiative
- ▶ Innovation Award: Reveal LinQ – nurse and CHA-led Reveal LinQ implantation service.





## Urology surgery

The Trust invested over £1m in a surgical robot that will radically improve the treatment of our urology patients. 'Da Vinci Robotic assisted surgery' is a surgical technique of utilising a surgeon controlled robotic device to offer state-of-the-art minimally invasive surgery.

Patients with prostate cancer and bladder cancer (radical prostatectomy and radical cystectomy) were the first beneficiaries after the robot was installed. Gynaecology and Colorectal patients, along with research and teaching, will also benefit in the longer term as part of the Trust's 2025Vision.

Mr Lyndon Gommersall, Consultant Urologist, said: "Many of my patients often ask where they are able to have their procedure performed using a robot and I'm delighted we can offer this treatment locally in Staffordshire. Although I'm extremely proud of our current service, this really is a clinically superior service to that which we can currently provide.

"Robotic surgery is particularly well developed for the treatment of prostate cancer and robotic prostatectomy is now the most common method of delivering this service in the UK. The robot itself means that we make smaller incisions and this leads to a reduced chance of infection and reduced pain and discomfort for the patient. We hope that we will be able to increase the number of patients currently treated from 60 a year to nearly 200 a year over a three year period."

UHNM is one of the few NHS organisations in the UK capable of delivering a comprehensive pelvic surgical service on a single geographical site. Da Vinci Robotic assisted surgery (Intuitive Surgical) is an advanced form of laparoscopic/thoracoscopic surgery and is the next key advancement in surgical techniques locally.

The system consists of a four-arm robot connected to a remote console, which the surgeon operates while seated. Foot pedals are used for control, and 3-D displays provide a unique depiction of the surgical field not previously incorporated in other systems.



## New State-of-the-Art Endoscopy Unit opened at County Hospital

A state-of-the-art endoscopy unit at County Hospital officially opened its doors to patients in October 2014. The new £6m unit, which brings together the Endoscopy and Bronchoscopy services, has cleaning and decontamination facilities for all flexible endoscopes

Endoscopy Unit Manager, Judith McConville, said: "I am sure that patients who came to our old unit will be astounded at the difference. It is so much better for patients and staff and by working closely with the Joint Advisory Group on GI Endoscopy in the design phase this unit will more than meet all the standards needed to gain formal accreditation. The unit has the capacity to cope with demand for the foreseeable future."

Consultant Gastroenterologist, Dr Ray Mathew, said: "The need for a larger, modern unit was recognised several years ago so we are delighted to be able to open these marvellous new facilities for patients living in Stafford and the surrounding areas."

His fellow Consultant, Dr Nick Bosanko, said: "We already had fabulous staff, and now we have the facilities to match. I couldn't be more proud of my colleagues who have worked tirelessly to bring us this new unit and we are all looking forward to offering an excellent service to our patients."

# Unifying research from two sites is producing impressive results

Building strong foundations to establish a leading centre of excellence for research and development for the people of Staffordshire has been the key priority for the Research & Development Department over the last 12 months. The five year strategy, approved in March 2014, has now moved into its implementation phase to support the overall objective of improving patient care by giving local people access to the latest treatments and innovative new medical techniques and equipment.

This first year of the strategy has seen a period of rapid progress and development. On top of the commercial and academic work streams from the strategy, a priority has been the successful integration of separate research operations across the Trust's two sites into one unified service. This has led to a rapid transformation of the R&D Department as it develops new teams, key appointments and innovative ways of working to produce a series of impressive results.

## Income Generation and Grants

A new record of £961,480 in grant income has been generated by the Department, more than doubling its original annual target of £400,000. Future long-term growth is also predicted as the total value of grants submitted this financial year has hit a new high of £7.2m – a 73% over performance on the Department's annual target.

This success is illustrated by the months of work by the Academic and Commercial Teams in the R&D Department in supporting one of our key clinical academics. Professor Monica Spiteri, Professor of Respiratory Medicine, was helped to secure a research grant of more than £1.2m from the National Institute

for Health Research (NIHR) to develop new ways to detect early signs of deterioration in patients with Chronic Obstructive Pulmonary Disease (COPD).

Overall, our partnership with the NIHR, as the national NHS body overseeing clinical research, has generated £1.9m of funding to support the delivery of studies. Further engagement with other NHS bodies has also offered new opportunities. An example of this is the new links we now have with the Academic Health Science Network, which puts research into practice for improved patient care.

## Clinical Trials

Most significant is the number of new studies undertaken by the Department, which have shown consistent growth, month-by-month. In just 12 months the number of studies has risen by 34%, from 143 to 217. This takes the total number of studies currently open or in follow-up at the Trust to 374. Research is also being embraced by staff across the Trust and there has been a rise of 68% in the number of Principal Investigators, comprising predominantly consultants who take the lead in running studies here at the Trust.

In the wider pharma community, the Trust is also attracting support from global pharmaceutical companies who want to work with the R&D Department to host trials on their behalf. Of the top 20 pharmaceutical companies in the world identified by The Times, the Trust's R&D Team is actively working with 16, well ahead of its original end of year target of 13.

## Attracting Leading Academics

This exciting period of successful growth and development is also attracting leading researchers and academics to the Trust through our strong academic links with Keele University and Staffordshire University. As part of our commitment to grow our academic teams we have a number of key appointments across a diverse range of clinical areas with Keele University. These include Professor Jim Nolan, Professor of Interventional Cardiologists, who is one of the UK's leading experts.





This dedicated focus on cardiovascular research and partnerships is further illustrated by the appointment of Professor Mamas Mamas, the new joint Keele/UHNM Professor of Cardiology and Consultant Cardiologist. He specialises in researching coronary artery disease and heart failure and will be setting up a new clinical research team with further new appointments.

To enhance research opportunities we are also recruiting a Keele/UHNM Professor of Obstetrics as well as developing a series of an Honorary Senior Lecturers in Gynaecology, Gastroenterology and

Neurology. Academic partners also include Staffordshire University, where new forthcoming major appointments include a Professor of Nursing and a Professor of Metabolic Medicine.

The success of strengthening the links between academic and research communities, through the work of the Department, is evident with the successful bid for the recent research grant of more than £1.2m. This will allow us to further develop our academic strength by creating a new senior lecturer role to work alongside Professor Spiteri.

## Research Case Study

# UK's first 24-hour specialist stroke service to help life-saving research

A 24-hour service, which is the first of its kind in the country, has now been set up by the R&D Team to allow more patients to take part in research for Acute Strokes. Now all local patients who are admitted to A&E at the Trust with an Acute Stroke, may have the chance to take part in crucial, potentially life-saving research trials that may help them and others.

The Trust's team of specialist stroke research nurses are now on call 24/7 so that they can respond to calls to see patients any time of day or night. Holly Maguire, Research Sister for the Stroke Research Team, said: "It's vital that we see a Stroke

patient as quickly as possible to offer them the choice and opportunity to take part in a trial that could actually reduce the impact of the Stroke, the damage it causes, and help them to a quicker recovery."

The Trust has a number of trials looking at new treatments and novel procedures for patients with acute ischaemic stroke (caused by blocked or narrow blood vessels stopping the blood flow). Recruitment is also on-going investigating the medications to reduce the impact of a cerebral haemorrhage (bleeding into the brain tissue) in patients who have suffered a head injury or

bled from an abnormal or weakened blood vessel in the brain.

The team is one of only eight hyper-acute stroke centres in the UK which offer specialist treatment and it is the first one in the country to offer a 24/7 on call service for patients from its team of research nurses. This trial project has been funded by the Clinical Research Network, which supports clinical research in the NHS in England.

Holly said: "The Hyper-Acute Stroke Research Team is currently the highest performing centre nationally. However, the ability to offer 24/7 cover will not only set us apart from other trusts, it will allow all local patients with an acute stroke the choice and opportunity to participate in an acute clinical trial regardless of the time of day they attend hospital."

# People Strategy is key to attracting and developing staff to meet our goals

As a large acute Trust we face many challenges. In order to meet those challenges and seize opportunities for the future it is essential that we have the right people in the right jobs with the right skill mix at the right time. The purpose of our Five Year People Strategy is to support all that we do to attract, recruit, develop, retain, support and reward our staff and teams to meet our future goals and aspirations. Our people strategy has been developed through consultation with our staff and builds on and refreshes the previous HR Strategy 2011 – 2014. The Human Resource Department has a major role in driving the people agenda but it requires each and every one of us to play our part in making UHNM a great and successful place to work.

The Trust won a Healthy Workplace Award after improving the wellbeing of staff. Public Health Staffordshire presented the Trust with the Silver level Workplace Health and Wellbeing Award. The Trust has been working in partnership with Staffordshire County Council, who developed the Workplace Health Programme. This programme helps small and large employers in Staffordshire to look after the health and wellbeing of their workforce and minimise the impacts of poor health on their organisations.

The Award follows a unique programme of Health and Wellbeing initiatives for staff, which has been put together by the Trust's Health and Wellbeing team. Over the last three years the team have provided a host of health and wellbeing events, services and opportunities to staff, as well as looking at the overall organisational approach to wellbeing and managing sickness absence in a positive manner.

## Nurses of the future

The 2025 Vision to be a world-class centre of clinical and academic achievement has never been a more exciting time for the nursing and midwifery profession, especially for innovative developments and partnership working. The teams have continued to develop since integration and it remains a priority that we support the next generation of nurses, midwives and nursing assistants.

Our nursing assistants represent 40% of the total nursing workforce and the level of support they receive has continued to grow. The care coach for development of nursing assistants has ensured the implementation of the "care certificate". The care coach has played an integral role in the most recent exciting development of partnership, working with the Open University, to deliver a part time pre-registration adult nursing programme. This will run over four years for ten nursing assistants. This has been made possible with the support of Health Education West Midlands and the Local Education and Training Council.

The Trust continues to provide clinical placements for pre-registration students, midwives and operating department practitioners. The majority of the placements relate to students from Keele University but we are receiving increasing numbers from Staffordshire University. The number of students requesting elective placements has continued to increase, demonstrating that the Trust is being recognised for its excellence. Our pre-registration programs continue to see year on year growth in clinical placements with 42,469 days completed in practice.





## Doctors of the future

In 2014 Keele University Medical School was ranked second of 32 Medical Schools in the National Student Survey, reflecting very high levels of satisfaction from our students. The Medical School has trained around 130 students in each of its five years of the Keele MBChB course. The first graduates from this course started work at University Hospitals in August 2012. Before then doctors training at Keele had been awarded a Manchester degree.

The Keele curriculum is an innovative, modern medical curriculum that includes problem-based learning whilst still using traditional methods of teaching. The distinctiveness of the course is that it has been designed to allow diversity and integration. It allows students with different personalities, aspirations, preferences, learning styles and strengths and weaknesses to be successful, to enjoy their undergraduate time and to be able to build on these experiences.

Career options for doctors have never been greater and, although our primary aim is to deliver competent Foundation Year trainees, the course helps students to experience more specialised activity by recognising and developing natural aptitudes. This is achieved through flexibility in the student-selected components, innovative 15-week student assistantship in both primary and secondary care, and final year electives that allow for maximum variety of choice in terms of activity and learning environment.

In total 121 students graduated from Keele University in July 2014, and a third of these came to work at the Trust as Foundation Doctors in August 2014. Clinical teaching is a high priority within the Trust. During the 2013/14 academic year 56% of the Trust's consultants were involved in teaching and developing the curriculum.

## Case Study – Shekila Causer

# Landing dream job



A 24-year-old who was unemployed for more than six years has landed her dream career in nursing after taking part in a four-week placement. Shekila Causer, of Longton, struggled to find work after leaving school, with few qualifications and no experience. Now the nursing assistant has a full-time job and is set to train as a nurse after taking part in the 'Get into Hospital Services' placement programme.

Shekila, who had been unable to get a job due to her lack of experience, found out about the programme after visiting the job centre. "I know that without that experience I probably wouldn't have found a job, and especially not one that I love," she said. "I left school and just stayed at home as my family supported me. I was caring for relatives and helping out at home but I knew that I needed to do something with my life.

"I had always wanted to do something within care so when I got the placement at Royal Stoke University Hospital I was so happy. I became more confident and happy. A lot of places ask for experience or qualifications so to get that opportunity has changed my life."

## Supporting local community

The Trust has built on its excellent reputation within the community this year with a number of initiatives that widen participation. Apprenticeships are important in ensuring the next generation are able to enter the workforce and 43 new apprentices were employed within business administration, therapies and pharmacy this year.

Very often students need to decide quite early in their education whether they wish to have a career in health. To support this, the Trust provides real opportunities to get involved in understanding exactly what is involved. More than 1,250 students were supported with information regarding NHS careers, work experience and apprenticeships at school and college careers events, parents evenings and industry days.

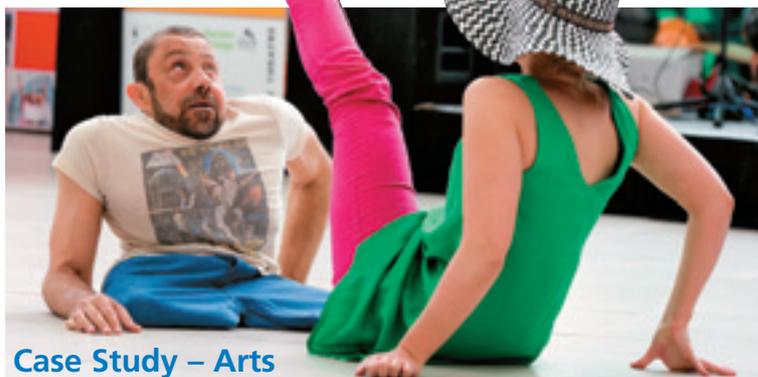
# UHNM Charity

UHNM Charity has supported the excellent work of the Trust this year by enhancing facilities and providing added value. The Charity supports patients, their relatives and friends, staff, local businesses and organisations to raise money for the hospital.

The charity also works closely with the Trust to make sure that all specialities are supported to spend every penny of the money raised on items that will directly improve patient care. Over the last year we have funded a wide range of innovative, state-of-the-art equipment, cutting edge research, which all improved the treatment and experience of people using services.

In October 2014 we were delighted to open the doors of the new Fresh Hair Wigs and Wellbeing Salon. This inspiring project has only been made possible due to the enormous support of local people, groups and companies who have fundraised tirelessly over the last two years to raise £250,000. This generosity has created a bespoke salon within the Cancer Centre at Royal Stoke University Hospital. The new salon has made a huge difference to the services the team are able to offer to women who are dealing with hair loss through cancer treatment or other medical conditions.

The Trust would like to thank the many hundreds of patients, their relatives and friends, fundraising groups, local businesses and our own staff who have donated, arranged events and got sponsored to raise funds over the last year. We're now looking forward to the exciting challenges of working with new fundraisers, staff and patients at County Hospital and to supporting the Trust in achieving its vision for the year ahead.



## Case Study – Arts

One of our more unusual projects last year was our involvement in the development of arts across the Trust. Working in partnership with Arts Council funded 'Appetite' group of artists and the Trust's arts steering group, the charity helped to design and deliver an arts programme packed with a wide range of art projects. These projects had a huge, positive impact on the many patients and visitors who experienced them. They ranged from a dance project in the haemodialysis unit to ceramic flower making on an orthopaedic ward. The team ensured that art was made available to patients who wouldn't otherwise be able to access it at the hospital.



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