



University Hospitals  
of North Midlands  
NHS Trust

# PROUD TO



# CARE

REVIEW OF THE YEAR  
2016/17



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## Proud to Care

A patient is the most important person in our hospital. They are not an interruption to our work, they are the purpose of it. They are not an outsider in our hospital, they are part of it. We are not doing them a favour by serving them, they are doing us a favour by giving us an opportunity to do so.



## Chief Executive Paula Clark

Over the past 10 years we have focused on becoming an organisation that looks outwards. This means that we now provide services we could only dream of before. However, this brings challenges as well as benefits. We are constantly looking at improving and evolving the way we do things and at the start of the year, the Board set out our next steps towards achieving our 2025Vision. Some are big changes, others small.

It is our culture that sets us apart from other trusts. I never cease to be humbled by the level of commitment, expertise and professionalism shown by so many of our staff, and we want to build on this strong foundation to prepare us for the years ahead. This year we continued to work with partners within our Sustainability and Transformation Plan network to identify the changes needed to design a healthcare system which focuses on prevention as well as treatment and care, whilst at the same time improves our finances over the next five years.

Safety of patients remains our over-riding priority, and throughout 2016/17 we have worked together at UHNM and with our partners to put sensible and robust measures in place to ensure this remains the case. We are very proud that in terms of providing harm free care, our Trust is one of the best in the country.

We've seen some further exciting developments at County Hospital this year, including a new £2.6m Emergency Centre and a £2.1m Oncology, Haematology Treatment Suite. At the same time we were proud to report that we have been carrying out our highest ever number of operations at County. We have seen many more developments at County Hospital over the year as we completed the investment.

Research has continued to be an area of excellence for us and we have been delighted with some of the exciting developments over the year, which demonstrates that our reputation is growing internationally. The team has won a plethora of awards recently and UHNM are one of only five sites to be chosen to participate in a national pilot project to explore the wider benefits of participation in research.

Our emergency services have been under incredible pressure this year and remain one of our biggest challenges. We all know that our pressures are down to a variety of complex and longstanding reasons. We have had external assurance that tells us that we are doing all the right things, but we must do them more consistently in the year ahead and we will continue to work closely with our partners across the healthcare system to reduce admissions and pressures on our services. Our financial situation also remains extremely challenging. Whilst we are always looking at ways of becoming more efficient, we will ensure we continue to provide safe services.

Despite our challenges, we've achieved so much to be proud of this year. We increased the size of our celebratory awards evening 'A Night Full of Stars' in November 2016, where we were delighted to give out 22 awards to our deserving staff. These were in addition to the many awards received regionally and nationally.

Our commitment to you is to build on our many achievements, reflect when we have fallen short of the ambitious goals we have set ourselves and to always put the healthcare needs of you and your family first.

*Paula*



# Major Trauma Centre

The University Hospitals of North Midlands Major Trauma Centre at Royal Stoke University Hospital was created in 2012. The Trust serves a population of nearly three million people, stretching from Anglesey to the Peak District. The Trust's major trauma service is the fifth busiest in the country and the busiest for spinal injuries.

Within the Emergency Department alone the centre has 22 consultants and more than 250 staff in total. The service opened a bespoke Acute Rehabilitation & Trauma Unit at Royal Stoke in 2016 and works within the North West Midlands and North Wales Trauma Network, supported by five trauma units and three local emergency hospitals.

The Centre now has the best total rolling survival rates of any adult major trauma single site centre since 2013 (as of May 2017). The figures published by the Trauma Audit and Research Network show that for every 1,000 major trauma patients treated at UHNM, 13 more people survived who would otherwise not have been expected to. In addition, the Centre, based at Royal Stoke University Hospital, also had the best survival rates for adult major trauma in 2015/16. During this year there were an additional 15 survivors per 1,000 patients than expected.

Having the best survival rates over four years of any major trauma centre enhances our ability to attract top quality doctors,







nurses and support staff nationally and internationally to work in our major trauma centre.

When anyone is seriously injured in incidents such as vehicle collisions, falls, or assaults, they are taken either directly to Royal Stoke or transferred from our partner trauma units within the network. They arrive by helicopter or land ambulance and are greeted by a consultant-led trauma team. This includes a consultant in emergency medicine and a consultant in trauma resuscitation anaesthesia, together with specialists in orthopaedic and general surgery. They have rapid access to our full range of consultant surgeons and interventional radiologists for management of life threatening bleeding.

Our partner hospitals in Crewe, Shrewsbury and North Wales and our three Ambulance services have all contributed to the excellent standard of care. The other important parts of the system, such as the Acute Rehabilitation and Trauma Unit, mean that we can provide severely head injured patients with early specialist rehabilitation in an optimal environment. It can also cater for patients with other serious injuries, particularly when they involve multiple parts of the body.

The major trauma service is the epitome of multi-disciplinary and multi-service working.



## April 2016

County Hospital's new Renal Unit was officially opened on Tuesday 26 April 2016 by Prof Gavin Russell, Renal Physician. The new and expanded unit, which is a £3.1m development, allows more patients to be treated closer to home.

## May 2016

University Hospitals of North Midlands launched a new helpline for elderly patients following their discharge. The 'Silver Helpline' is available to older adults for up to 72 hours after they have been discharged to help them with any concerns they have.

## July 2016

The Trust launched a new Elective Orthopaedic Unit at County Hospital. The new £3m 29-bed Unit has been created as part of the £250m investment into NHS services in Staffordshire



## October 2016

The Maternity Units at University Hospitals of North Midlands were fully re-accredited by the UNICEF UK Baby Friendly Initiative awards.

## November 2016

The family of an 86-year-old patient thanked two hospital porters for the outstanding level of care they demonstrated. Gary Loftus and Chris Mason cover miles every week helping to transport patients from ward to ward.



## January 2017

The Infection Prevention team vaccinated 8,000 staff against the potentially deadly flu virus this winter. The team have vaccinated over 80% of the whole workforce at County Hospital and Royal Stoke University Hospital, making the Trust one of the top five nationally.





## June 2016

The first of County Hospital's five new wards opened to patients in June 2016. The new Ward 15, which cost £3m to build and replaces Ward 10, supports Elderly Care patients.

## August 2016

UHNM were given a near perfect score for cleanliness in its 2016 assessment. The Trust achieved a score of 99.52% in its Patient-led assessments of the care environment (PLACE) review.

## September 2016

A Consultant started a campaign to get older people to 'Sit Up, Get Dressed and Keep Moving'. Dr Amit Arora and his team launched an initiative to stop older people becoming deconditioned in hospital. They won a national award and showcased their work to HRH The Countess of Wessex

## December 2016

The new £2.1m Chemotherapy, Oncology and Haematology Unit at County Hospital was officially opened. The Unit, which first opened its doors to patients back in August 2016, is a state-of-the-art facility that serves patients requiring treatment for a range of cancers.



## February 2017

Staff in the Oral and Maxillofacial Department celebrated two years of using the innovative technology of 3D printing to create exact patient-customised models for surgical procedures. This approach has a number of advantages for both surgeons and patients.

## March 2017

HRH The Countess of Wessex GCVO made a commemorative visit to Royal Stoke. During the day she visited the Children's Centre, Ward 225, had lunch with award winners and unveiled a plaque in the Atrium. 12-year-old patient Ateeqa Sajed presented HRH with a posy of flowers.

# From Anglesey to the Peak District

University Hospitals of North Midlands NHS Trust was created in 2014 with an investment of over £250m to bring together clinical services in Stoke-on-Trent and Stafford. This was a moment of major, positive change for the people of Staffordshire and their local NHS. The three year substantial investment into NHS services in Staffordshire enabled the Trust to expand and develop our hospitals to the very real benefit of local people.

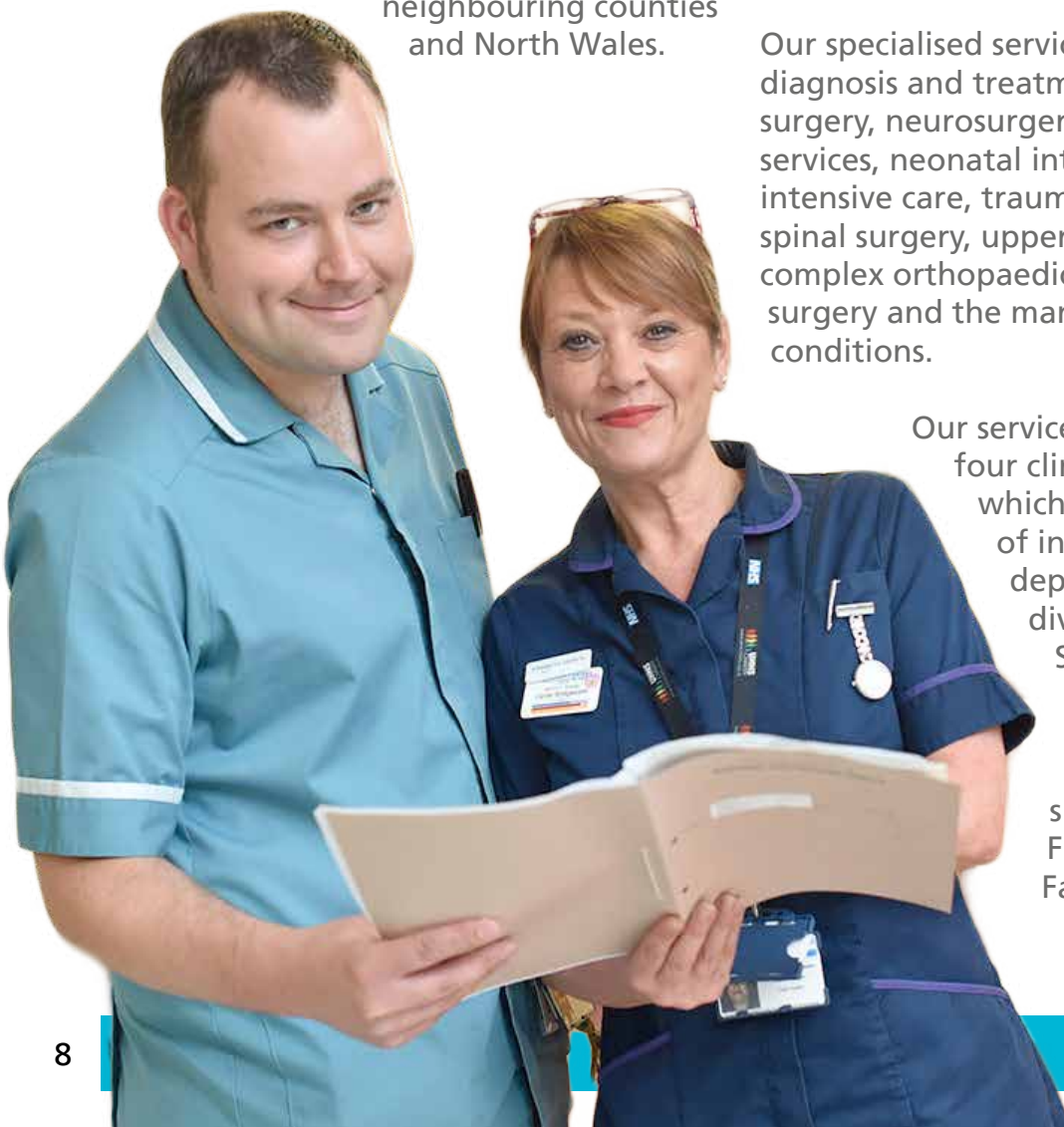
The Trust provides a full range of general acute hospital services for approximately 900,000 people locally in Staffordshire, South Cheshire and Shropshire. We employ over 10,000 staff members and with more than over 1,450 inpatient beds. We also provides specialised services for three million people in a wider area, including neighbouring counties and North Wales.

This year we have broken the one million patient marker, which shows our services are in high demand. However, 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. More than 175,000 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.

UHNM is the regional specialist hospital within the North Midlands. It works in partnership with other acute hospitals in the region. As a university hospital, we work with Keele University and Staffordshire University, and has strong links with local colleges and schools.

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.

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 the Children's, Women's and Diagnostics (CWD) Division. These are supported by the Central Functions and Estates, Facilities and PFI divisions.







The investment in facilities at County Hospital is now complete. The new facilities include a Laminar flow 'clean air' theatre, Renal Unit, MRI Scanner, four wards, Pathology Unit, Emergency Department, Outpatients and an Oncology, Haematology Treatment Suite. All of this means County Hospital is set to become a vibrant modern local hospital with increased number of patients and access to a wider range of consultants. In addition the Trust has moved to a state-of-the-art modern EPR system providing a platform for Clinical Decision Support technology.





In 2016/17 there were 1,034,143 patients at UHNM...

  
67,734 go home after treatment

  
175,801 Emergency attendances

with 108,067 admitted

  
1,450 Beds  
529,250 Bed days  
59 Wards  
14,913 Elective procedures

Main Entrance

A&E

A&E

Main Building

Main Entrance

Lyme Building

Trent Building

County Hospital

  
Discharged home or place of care





**10,920 Staff**  
75.6% frontline  
clinicians

**24.4%**  
support  
staff



3,331,267 Pathology requests



43 Theatres and 66 Critical Care beds



84 scanners (inc. CT/MRI & X-Ray)



633,000 medicines dispensed



1,500,000 patient meals prepared

**Maternity  
Centre**

# Royal Stoke



**6,507 Royal  
Stoke births with  
138 at County  
Hospital**

**A 34**

**81.5%**  
of all  
patients



**555,432  
follow-up  
outpatient  
appointments**

**287,997  
Outpatient  
appointments**

# Meeting the needs of our patients

Number of inpatients and day cases treated (in spells)		
	2016/17	2015/16
Elective inpatients	14,913	14,469
Elective day cases	83,952	79,004
Emergency inpatients	108,067	106,568
No. of outpatients seen New appointments	287,997	274,494
Follow up appointments	555,432	509,521
Emergency Attendances	175,801	176,385

An overwhelming theme for our performance during 2016/17 was the increase in demand for services. The number of patients choosing us for their treatment and care remained high, and we in turn expanded services where possible to meet this demand. A clear indicator of this was the increase in new outpatient appointments and additional day case and overnight elective procedures performed.

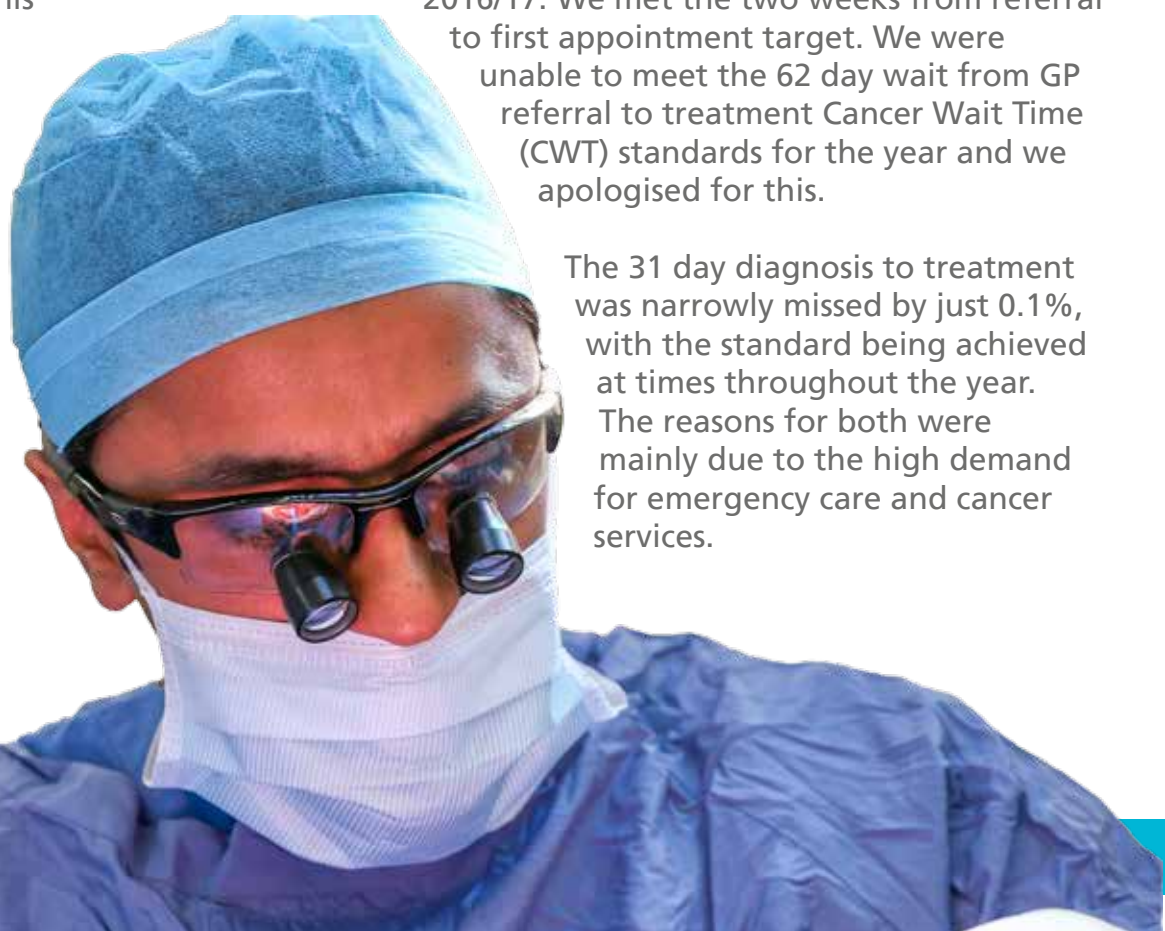
The number of non-elective inpatients also increased and for some patients this meant a delay for routine procedures, particularly during

the winter months. Also affected were the number of patients who could not have their cancelled operation re-scheduled within the 28 day standard and the Referral to Treatment performance. We have plans to increase the size and scale of our services and staff even further for 2017/18 as more patients continue to choose our services.

We have achieved and sustained the diagnostic wait time standard of 6 weeks. This is essential in ensuring patients have an early diagnosis. However, 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 most powerful indicator of this was the number of greater than 12 hour trolley waits, which this year rose to 590, most of which occurred in November and December 2016 and January 2017.

We worked hard to try to continue to meet our obligation to cancer patients during 2016/17. We met the two weeks from referral to first appointment target. We were unable to meet the 62 day wait from GP referral to treatment Cancer Wait Time (CWT) standards for the year and we apologised for this.

The 31 day diagnosis to treatment was narrowly missed by just 0.1%, with the standard being achieved at times throughout the year. The reasons for both were mainly due to the high demand for emergency care and cancer services.





## Harm free

MRSA down from five to two (target zero)  
 92 C diff – down from 102  
 Norovirus - In line with other hospitals throughout the UK, we have had a number of wards closed or restricted. The predominant strain during 2016/17 was a particularly virulent strain which saw 16 of our wards closed for up to 12 days, with the average closure lasting for 5.6 days

	2016/17	2015/16
Patient Safety Incidents	13,561	14,176
Harm Free Care	97.72%	97.96%
Patient Falls	2,783	2,450
Hospital Acquired Pressure Ulcers	318	231
Medication Incidents	1,703	1,866
Mortality Rate	93.9	93.1

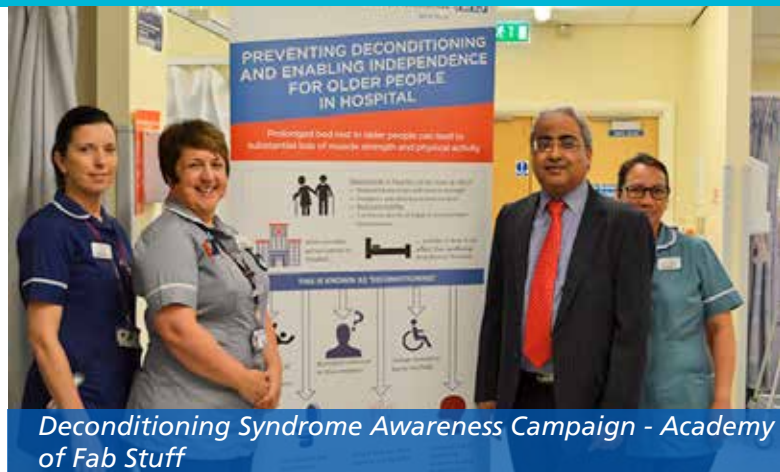




# Prestigious honours

During 2016/17 our staff gained recognition, both internally and externally, for their efforts and expertise from judges, panellists and patients alike. Nominations, awards and special presentations have been received and undertaken by staff right across the Trust, showcasing the professionalism, quality and talent of our workforce.

UHNM held its annual awards evening, this year called 'A Night Full of Stars'. Teams from across our hospitals were represented (see overleaf). In addition, here are just some examples of some of the fantastic recognition received by teams and departments across the Trust from national awards.



*Deconditioning Syndrome Awareness Campaign - Academy of Fab Staff*



*Estates, Facilities and PFI - Staff Engagement Programme Award - HPM*



*Rebecca Elwell, ANP/Team Leader - Chronic Oedema Nurse of the Year - British Journal of Nursing*



*Mr Jinesh Shah, Consultant Orthodontist - Patient Choice Award - Aesthetic Dentistry*

*Acute Research Team - First 24/7 Research Service in the UK - Nursing Times Awards*





# A Night Full of Stars

The winners were:



**Rising Star of the Year**  
Deborah Sumner



**Apprentice of the Year**  
Melissa Adams



**Learner of the Year**  
Parul Chandra



**UHNM Charity Award**  
Sarah Ann Lake



**Leading with  
Compassion Award**  
Julie Cumberlidge



**Volunteer of the Year**  
Rita DeMatteo



**Employee of the Year**  
Karen Henshall



**Improving Patient Care Through  
Innovation**  
Pleural Service



**Clinical Team of the Year**  
Royal Stoke Multiple Sclerosis Team



**Non-clinical Team of the Year**  
People & Organisational  
Development Team



**UHNM Research Impact Award**  
Neuro-Degenerative Research  
Joint working Team



**Engagement Initiative of the Year**  
Executive PA Team



**Organisational Improvement  
Through Innovation Award**  
Older Adults Services



## HRH The Countess of Wessex GCVO visits Royal Stoke University Hospital

HRH The Countess of Wessex GCVO made a commemorative visit to Royal Stoke University Hospital to meet staff and patients on Tuesday 7 March 2017. During the visit Her Royal Highness had the opportunity to meet families who use services in the Children's Centre as well as older adults and orthopaedic patients on Ward 225.

Six award winners had a lunch with The Countess of Wessex, each being selected for their work across the Trust in 2016. Her Royal Highness finished the visit by unveiling a plaque commemorating the visit before 150 staff from across both our hospitals, and receiving a posy of flowers from a child being treated in the Children's Centre. In total more than 250 staff were involved in the visit.

Royal Stoke University Hospital opened in 2011 following the building of the new Main Building and redevelopment of the existing buildings and site. The old Royal Infirmary closed in 2012 when the last clinical services moved to Royal Stoke University Hospital.







Patient Ateeqa Sajed (above) was one of the stars of the visit by HRH The Countess of Wessex. 12-year-old Ateeqa was chosen to present HRH with a posy of flowers. Ateeqa has been treated at the hospital since she was just four as she battles the muscle and skin disease dermatomyositis, which affects just one in 100,000 people. Ateeqa said: "I have been really happy since I found out I was going to be greeting the Royal visitor and it felt really nice. She liked my henna and bracelets and said that they were pretty. I am really proud of myself and happy that I was chosen to meet her."

Dr Alex Tabor, Consultant Paediatrician, said: "When we were asked to select a child to present the pose of flowers we immediately thought of Ateeqa. She is such a gentle and caring child who has lived with her illness for such a long time. We're all delighted that she got to present Her Royal Highness with the flowers and to spend a few minutes talking to her. I'm sure it will be a day Ateeqa will remember for a long time, as will we."

Staff at the Children's Centre in Royal Stoke University Hospital had tears in their eyes when HRH The Countess of Wessex visited children at the Centre. The Countess met children across three wards in the Centre, including little Jonathan Suarez (pictured left) in the Children's Intensive Care Unit.

Janet Hagan, Matron for Child Health, said: "During the visit it brought a tear to the eye

when a little girl asked if she could be hugged by a Princess, which the Countess immediately did. There was also a magical moment in the Children's Intensive Care Unit when little Jonathan, who is on a ventilator, gave the Countess of Wessex a beautiful smile, this special memory will be cherished by his family forever."

Dr Melissa Hubbard, Consultant Paediatrician and Divisional Chair, said: "It was a great honour for the staff and most importantly our children and families to meet HRH The Countess of Wessex. The Countess made time for everyone and she spent time chatting with children and parents about their experience in hospital. Her Royal Highness also talked about her own experiences as a new mother with staff from the neonatal intensive care unit, which showed such empathy, compassion and understanding for the families that she was meeting and talking with."

The visit by HRH The Countess of Wessex to a Trauma and Orthopaedics has also had a lasting legacy. HRH met staff and patients on the ward, including 91-year-old Irene Forrester (pictured on P.7), and spent time in the Day Room with other patients. The team had been looking at ways to utilise the Day Room better, and the visit generated lots of ideas. Karen Whitehurst, Matron for Major Trauma and Orthopaedics, said: "Her Royal Highness was really attuned to the current health care issues facing the NHS."

# Doctors and Nurses of the future & developing all of our staff

It is our vision to be a world class centre of clinical and academic achievement, where staff work together to ensure patients receive the highest standards of care and the best people want to come to learn, work and research. In order to achieve this, we need to develop a culture where people are enabled to thrive.

Clinical teaching is a high priority within the Trust. Over half of the Trust's consultants are involved in teaching and developing the curriculum. More than 100 clinicians were nominated by Medical Students for the 2016 Clinical Teacher of the Year award. Overall 251 students are being educated at UHNM in the academic year 2016/17.



UHNM is the main teaching hospital for Keele University Medical School with students being taught at both Royal Stoke and County. The Medical School has trained around 130 students in each of its five years of the Keele MBChB course. In 2016 there were 125 students who graduated with a Keele MBChB (Hons) degree.

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. The ultimate goal is to provide practitioners in primary or secondary care, and especially to support health care in Staffordshire and Shropshire. Keele graduates comprised 53% of Foundation Doctors starting at UHNM in August 2016. The Trust also works hard to support apprenticeships, growing our own staff, providing meaningful work experience and liaising with schools to support the next generation.



Our nursing teams share a passion to support the next generation of nurses, midwives and nursing assistants. This year the Trust has welcomed newly qualified registered nurses and registered nurses from our international recruitment. Our nursing assistants, who represent 40% of the total nursing workforce, continue to develop and grow. The Trust's care coach continues to help nursing assistants develop and have supported the clinical teams in ensuring that the "care certificate" is implemented.

Our partners Staffordshire University offer pre-registration degrees in Adult Nursing, Children's Nursing, Mental Health Nursing and Midwifery. Students gain a professional qualification as well as a degree, learning in the transformed Centres of Excellence in Stafford and Shrewsbury. Staffordshire University students gain experience in a variety of settings, including at a UHNM hospital and in the community.



# Harnessing the power of the sun

The Sustainability Team was thrilled to have successfully completed the ground breaking 'Saving Lives with Solar' Community Energy scheme, which was 'Highly Commended' at the 2016 HSJ Awards and is providing an exemplar model nationally to other trusts.

The project is a first of its kind for the NHS and has created far-reaching benefits, including energy and community resilience, reducing emissions, improving health and cost savings across clinical and non-clinical services. The project has been facilitated by a partnership between UHNM, Southern Staffordshire Community Energy Limited (SSECL) and local fuel poverty charity 'Beat the Cold'.

Over 1,000 roof-mounted Solar Photovoltaic (PV) panels were installed on the hospital roofs. Remarkably, the project value of £335,600 has been entirely funded by investment from the public. An agreement between SSECL and UHNM means cheaper energy for the hospital and the solar energy Feed-in-Tariff facilitates a return for investors together with a 'Community Fund', used by Beat the Cold. Beat the Cold are now receiving vulnerable patient referrals from the clinical teams in Respiratory and Elderly medicine in order to provide a home visit, which provides tailored advice and signposting in order to achieve affordable warmth.

## Another groundbreaking year in research

2016/17 has been an exciting year for Research and Development within our hospitals. We opened 85 new studies and peaked at 424 open studies, to which we recruited 2,813 patients to take part. Our grant income reached £1.35m and we received more than £900k of commercial trial income. In addition, our researchers published 274 publications this year. All of this and much much more mean the Trust secured a top 40 place in the league table of 240 trusts published by the National Institute of Health Research (NIHR) Clinical Research Network, placing UHNM in the top 20%.

During this time we have continued to deliver our Research and Development Strategy and are seeing some real successes. Research has continued to be an area of excellence for us and we have been delighted with some of the exciting developments over the year, which demonstrates that our reputation is growing internationally. We have won plethora of awards and we are one of only five sites to be chosen to participate in a national pilot project to explore the wider benefits of participation in research.

We received our largest ever grant in 2016, securing an impressive £1.9m of funding from the NIHR Health Technology Assessment Programme for the MAPS-2 stroke trial. This nationwide research study, led by UHNM, could soon benefit stroke patients, who are more susceptible to pneumonia, by looking at different methods to reduce this major cause of death and disability after stroke.

We held our Research Firefighter Awards in December 2016. These awards, funded by the North Staffordshire Medical Institute, gave staff at the Trust the chance to win up to £10,000 funding for their research ideas.



# UHNM Charity

UHNM Charity has supported the excellent work of the Trust in providing the best possible healthcare for the people of North Midlands and beyond during 2016/17. Over the last year they have funded a wide range of projects and initiatives including innovative, state-of-the-art equipment and cutting edge research, all of which improved the treatment and experience of people using services.

At least 500 young heart patients a year can now be treated closer to home thanks to a state-of-the-art heart scanner funded by the Charity. This means UHNM doctors now have the high quality pictures needed to diagnose suspected heart conditions and local children do not have to travel to hospitals outside of the area. This funding was made possible by a fundraising campaign spearheaded by the Children's Critical Care Unit and the family of Stanley Scarratt (pictured right, who sadly died in 2017 before a suitable heart donor could be found), as well as a substantial donation from our North Staffs Heart Committee Charitable Fund.

In addition, the Charity is proud to have helped the Trust to increase its Imaging capabilities by contributing towards the fifth MRI scanner at Royal Stoke University Hospital. This has meant patients receive diagnosis and treatments quicker.

The Charity is having a real impact on the wellbeing of patients through the funding of the arts programme. Local artists have worked with patients and staff to improve the wards and outpatients environment at County



Hospital. A similar project with bereaved parents has created more comforting surroundings in the 'Forget Me Not Suite' within the Maternity Centre at Royal Stoke University Hospital.

We would like to say thank you to everyone who donated to UHNM Charity in 2016/17. It is thanks to people just like you that we are able to make things better for our patients, their families and the staff who treat them. Your donations help us to provide important equipment, new facilities, pioneering research and all the important extras that make our care so special.

If you want to donate visit [www.uhnmcharity.org.uk](http://www.uhnmcharity.org.uk)

Registered Charity Name: University Hospitals of North Midlands Charity Registered Number: 1054889

University Hospitals of North Midlands NHS Trust  
Royal Stoke University Hospital  
Newcastle Road  
Stoke-on-Trent  
ST4 6QG

Tel: 01782 715444

Email: [univeristyhospital@uhnm.nhs.uk](mailto:univeristyhospital@uhnm.nhs.uk)