

# how to contact us

## maidstone hospital

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## kent & sussex hospital

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*your*  
trust

Maidstone and  
Tunbridge Wells **NHS**  
NHS Trust

annual report summer 2006

giving you

good health



the year  
in figures...

# *your* trust the year in figures.....

**1** 104,566 people attended A&E - that's more than the population of Ashford

**2** 74,072 patients were referred to hospital by their GP

**3** 295,579 people attended outpatient appointments

**4** 30,259 patients missed their outpatient appointment, 2,337 more than last year



heart patients benefit from treatment closer to home

**5** 9,911 had pre-booked operations



Maidstone and Tunbridge Wells NHS Trust is a large acute hospital trust providing a full range of general hospital services to the populations of south west Kent and north east Sussex – about half a million people.

The Trust also provides cancer services through its oncology centre at Maidstone Hospital for the whole of Kent.

We have three main hospitals – Maidstone, Pembury and Kent & Sussex, which is based in Tunbridge Wells.

The Trust was formed in 2000 following the merger of Mid-Kent Healthcare NHS Trust and the Kent & Sussex Weald NHS Trust.

specialist cancer  
treatment arrives on  
our doorstep

**7** 36,289 people had emergency surgery, 6,649 more than last year

**8** 216,448 had radiology examinations, 13,272 more than last year



**6** 23,039 patients underwent day case surgery

**9** 691,275 pathology tests were carried out, that's more tests than people in the entire county of Cheshire

**10** 4,880 babies were delivered at our hospitals, that's more babies than staff at our Trust



# who's who...



James Lee  
Chairman



Rose Gibb  
Chief Executive

## Executive Directors



Malcolm Stewart  
Medical Director



Bernard Place  
Director of Nursing  
and Patient Experience



Winston Weir  
Finance and Information  
Director

Terry Coode  
Human Resources Director  
(from September 2006)



Frank Sims  
Corporate Development  
Director



Graham Goddard  
Estates Development  
Director



Amy Page  
Service Improvement  
Director



Morfydd Williams  
ICT Director



Jessica Williams  
Operations Director

Colin Moore  
Acting Human Resources  
Director (from September  
2005 to June 2006)

## Non Executive Directors

**Dr Gillian Bullock**  
**Jonathan Paine**  
**Aaron Cockell**  
**Winston Taylor**  
**Ann Munro**

Non Executive Directors Winston Tayer, Ann Munro and Dr Gillian Bullock step down during 2006. Gina Jennings, Simon Ingman and Bruce Sheppy join the Trust for a four year period. Gina's appointment will be effective from 1 June 2006, with Simon joining the Trust on 1 July 2006 and Bruce on 1 September 2006.

The Chairman is appointed on a four year renewable term by the NHS Appointments Commission with the Strategic Health Authority.

Non Executive Directors are appointed by the NHS Appointments Commission together with the Chairman for a four year term.

The Chief Executive is appointed by the Chairman and the Non-Executive Directors, usually with an external assessor of Chief Executive officer status.

The Directors of the board are appointed by the Chief Executive with the Chairman, some Non Executives and an appropriate external assessor.

The Chief Executive and Directors are not appointed for specific terms. Contracts are usually determined by a period of three months' notice either way.

During the year none of our directors has undertaken any material transaction with Maidstone and Tunbridge Wells NHS Trust.

Full details of the senior management remuneration are given on page 32. Details of compliance with practice code targets are given on page 25.

The Trust Board meets in public six times each year. Details of these meetings or minutes from previous meetings can be obtained from Corporate Business Manager to the Board, Gail Spinks, on 01622 226418.

# chairman's and chief executive's letter

**We would like to welcome you to our annual report for 2005/06. This is our third annual review as Chairman and Chief Executive of Maidstone and Tunbridge Wells NHS Trust and marks one of our busiest years yet.**

The Trust continued to build on its improvements for patients during 2005/06 thanks to the efforts of its hard working team of over 4,000 staff.

Importantly, we ensured patients were seen within exacting national waiting time standards and had access to a wider choice of modern day services as close to home as possible.

This was all achieved on time and within budget for the second year running despite the Trust having to make £12 million in savings and care for an additional 6,000 patients on its wards.

A £20 million capital investment in our buildings and patient services helped make many more of our improvement schemes a reality for patients during the year.

The Kent Oncology Centre at Maidstone became one of only 14 national centres to offer brachytherapy, a new form of prostate cancer treatment. Plans to open two new cardiac treatment units in Maidstone and Tunbridge Wells during 2006 were also agreed, offering patients specialist heart procedures previously only available in London. The first of these is now in place at Kent & Sussex Hospital and Maidstone's is on the way.

After consulting with the public, we also transferred children's inpatient care from Kent & Sussex Hospital to Pembury Hospital. The move provided our young patients in Tunbridge Wells with much better facilities and round

the clock on site care from our paediatricians.

Our drive to provide modern, cost effective care for patients capable of achieving consistently high quality health outcomes continues to be of ongoing importance. While significant changes were agreed during 2005/06 to centralise all elective inpatient orthopaedic operations in a centre of excellence at Kent & Sussex Hospital, we are now looking at more ideas to build on these changes and improvements to make even better use of the finite resources we have for patients.

Other important improvements for patients during 2005/06 included a rise in standards of hospital cleanliness and quality of food. The Trust also introduced a new Smoke Free policy and won awards for its high standards of food safety and hygiene.

We also proudly achieved Improving Working Lives Practice Plus Status for attaining a high standard in areas such as equality and diversity, training and development, flexible working, childcare and communications for our staff.

Our PFI project to build a state-of-the-art hospital at Pembury is continuing at pace. We chose two international bidders during the year – Carillion and Equion – to draw up detailed designs for the hospital with 100 percent single rooms for patients. Although the Government has now changed the way final bidders are selected, our hospital is still on course to open in 2010. This work has also included a very successful service reconfiguration programme during the year to move services off the Pembury site in readiness for the new build. We have now completed 60 projects on plan and within budget.

We were also the subject of a Public Interest Report in January this year, which raised questions about the Trust's historic £16.9 million deficit that it accrued between 2001 and 2004. Under the NHS accounting system the deficit was deducted from the PCTs' resource limits, but must also be recovered from the Trust's balance sheet through achieving an equivalent revenue surplus. This means that there is potentially a requirement to pay back the deficit twice.

Patient Choice, Payment by Results and greater competition from the independent sector all create their own individual challenges for us this year too. Our goals remain the same, however, to ensure patients receive safe, sustainable and modern high quality care that consistently meets national standards.

We are convinced that the Trust is in a strong position to improve patient care even further this year and we will continue to work closely with staff, Primary Care Trust colleagues, the public and other key stakeholders to build on the improvements we have all worked hard to make in 2005/06.

We hope that you find our annual report of interest.



Rose Gibb



James Lee

# a welcome return to a familiar face

“This is an important role which sits outside the Care Groups thereby providing an objective figure able to assess a situation and provide a solution.”

Claire Spence, Matron at Kent & Sussex and Pembury Hospitals



Matron Claire Spence (left) and Matron Christine Steele

**This year saw the welcome return to a role much admired by patients and staff as the Trust reintroduced the role of Matron at its three sites to help improve its service to patients.**

Senior nurses Christine Steele and Claire Spence have been appointed Matrons at Maidstone Hospital and Kent & Sussex and Pembury Hospitals respectively.

Both nurses provide a clear and visible presence for patients, visitors and staff ensuring the smooth day-to-day operational running of each site.

They support both staff and patients and are responsible for ensuring standards of cleanliness and professionalism are maintained, oversee service improvement and the patient's experience during their stay in hospital.

Bernard Place, Director of Nursing and Patient Experience, says:

“These appointments mark the return of what we believe patients and the public value, senior nurses clearly and visibly in charge of the hospital. To some hospital matrons may sound a little old fashioned, yet for us, they mark a significant step forward in improving and modernising the service patients receive.”

## planning for an emergency

The Trust is compliant with the Civil Contingencies Act which became law last year. As a Category One responder within the Act, along with the emergency services and local authorities, the Trust has legal duties placed upon it in connection with emergency planning and response.

The Trust shares an emergency planning officer with the local Primary Care Trusts. They advise other trusts on emergency planning issues and have been at the forefront of the development of health involvement in the wider emergency planning agenda in Kent and across the border into Sussex.

This year the Trust has been working closely with local independent hospitals leading to one of the first independent hospital/NHS

emergency response partnerships in the South East. The agreement allows the NHS to use independent hospital capacity and resources in a major incident and for the NHS to support the independent hospitals if an incident affects them such as a fire or evacuation.

Emergency plans were instigated this year in a number of incidents including a chemical incident at Kent & Sussex Hospital, two fires and a power failure.

# specialist cancer treatment arrives on our doorstep



**Inpatients with leukaemia and other blood related cancers can now receive their specialist cancer treatment locally instead of travelling to London with the opening of the new haemato-oncology ward at Maidstone Hospital this year.**

The first patients to benefit from the new facilities arrived on the new Lord North Ward in March which has been completely redesigned in a £1 million pound face lift.

The new ward offers a high tech clinical environment with the most modern equipment to treat blood cancers. There are two five bedded bays with en-suite facilities and eight single rooms also with en-suite. The single rooms have positive air pressure and special air filtration that filters the air and removes any bacteria which may affect vulnerable patients with this type of illness.

By further improving the level of care we offer we have been able to focus on certain areas of cancer treatment which combine specialist teams of staff integrated with oncologists. A team of specialist nurses of all grades have been recruited including a dedicated haemato-oncology pharmacist to prescribe medication specific to these patients.

It is anticipated that more than 150 patients will be seen at the new unit in the first year.



# performance



Thousands more patients benefited from faster access to state-of-the-art NHS treatments in hospitals across Maidstone and Tunbridge Wells during 2005/6 as the Trust upped its performance yet again.

The Trust spent over £20 million during the year on revamping facilities and opening new services as part of ongoing improvements for patients at Maidstone, Pembury and Kent & Sussex Hospitals.

It met all of its waiting time targets as a result with no one waiting longer than six months for a routine operation or 13 weeks for an outpatient appointment at the end of December 05. That compares to nine months and 17 weeks the previous year.



*Kent & Sussex Hospital's state-of-the-art CT scanner*

This was achieved during the Trust's busiest year yet with 46,000 patients treated in hospital - 6,000 more than the previous year. The Trust also saw more than 8,000 extra patients in its A&E departments and ensured that the vast majority, that's 98% of over 104,000 patients, were seen, treated and discharged in under four hours. The Trust made further improvements in other key areas that were reflected in its 2005/06 Annual Health Check, which will be published in October this year. The Trust expects to meet 23 of the 24 core national standards of care that all healthcare organisations across the UK must achieve. The standards cover issues most important to patients such as safety, clinical effectiveness and MRSA.

The Annual Health Check replaces the old 'star ratings' assessment system and is being used by the Healthcare Commission to give Trusts an annual performance rating in October this year (2006). Trusts will be rated separately on meeting quality standards and financial targets.

Some of the Trust's key improvements during 2005/06 that feature in the Annual Health Check include:

- Food quality - recognising recent awards for the preparation and quality of patient food. In 2005 Maidstone Hospital joined the country's elite band of NHS hospitals achieving an 'excellent' rating for food. It was included in 32% of hospitals nationwide to

score the highest rating available. In March 2006 Kent & Sussex Hospital received the Gold 'Good Hygiene' award and the Gold 'Smoke Free' award

- Consultation with patients - through the PPI Forum was well established and the forum felt the Trust kept them involved in all issues affecting its hospitals
- Patient safety was at the centre of the Trust ethos with staff receiving the highest standards of training, particularly in the handling of medical equipment
- Improved and sustained effort in standards of hospital cleanliness – recognising recent Patient Environment Action Team (PEAT) scores published in 2005. Both Kent & Sussex and Maidstone Hospitals received top marks for cleanliness during an unannounced inspection by independent health watchdog, the Healthcare Commission at the end of 2005. And the Kent & Sussex Hospital received a 94 per cent grade for its efforts ranking it in the top banding out of the 99 hospitals surveyed nationally.



Rose Gibb, Chief Executive, said: "Our first ever Annual Health Check reflects the incredible amount of hard work our staff have undertaken over the past year to provide patients with the best care possible, as quickly as possible and to the highest standards possible.

"On top of that we've opened more state-of-the-art services and are providing a wider range of more specialist care for patients closer to home."

Ms Gibb said the Trust's aim for 2006/07 is to ensure its services remain financially and clinically viable and rank alongside the top 10% of highest performing hospital trusts for quality in England.

The Trust identified one area where it did not comply fully with national standards on patient privacy and dignity. Despite recent improvements to its mixed sex wards at Kent & Sussex Hospital, the old-style

Nightingale wards were not designed to meet today's modern standards when they were built almost 100 years ago.

The Trust has addressed this issue by establishing male and female ward areas and introducing a bed management system. The new PFI hospital at Pembury will have 100 per cent single rooms for patients when it opens in 2010.

The Annual Health Check is a self declaration process supported by evidence showing how a target is met. This is scrutinised locally by bodies such as the Kent and Medway Strategic Health Authority, Maidstone and Tunbridge Wells Patient and Public Involvement Forum and Kent County Council's Overview and Scrutiny Committee in addition to the Healthcare Commission.



*Ian Thomas, PPI Chairman*

# ian's story

**Ian Thomas, the Trust's PPI Chairman, asks a lot of questions. He likes getting to the bottom of things and helping effect change in his local hospitals.**

He is a retired Global Personnel Manager for the oil industry and currently chair of the PPI Forum, an independent voluntary body set up by Government as a form of public watchdog responsible for challenging and addressing issues on behalf of patients. This can include things like patient care, cleanliness and hygiene, transport issues and waiting lists. The forum consists of 15 members of the local community made up of ex health professionals, former lawyers and a management consultant.

There is nothing that takes place across the Trust that Ian and his team aren't aware of and the Trust has been praised for this strong working relationship in this year's Annual Health Check carried out by the Healthcare Commission.

The group dedicates a vast amount of time between them to scrutinise the Trust's activity, much of which involves meeting with staff and

patients in each of our hospitals and reviewing information and data about the Trust. Members of the group also sit on user groups looking at services provided in the new PFI hospital.

The forum meets in public once a month on a formal basis but also has sub groups which look at specific issues such as hygiene and cleanliness and patient transport. Indeed the group carried out measurable improvement this year, setting their own agenda and tackling the issues that add most value to patients.

Ian said: "We're currently looking at the patient's experience whilst they're in hospital, such as communication between staff and patients.

"We're like a fresh pair of eyes or critical friend, making sure that we work with the Trust to provide a better health system for west Kent."

Maidstone and Tunbridge Wells NHS Trust seeks to involve its staff, patients, the public and other key stakeholders in its work on a regular basis.

The Trust uses a variety of means to ensure its plans are truly representative of the patients and people it serves.

There were many forms of involvement during 2005/06.

These included: holding open staff meetings, attending public meetings, sending out newsletters and press releases, holding patient working groups, conducting surveys and questionnaires and working closely with Health Overview and Scrutiny Committees. The Trust also works closely with its Primary Care Trust colleagues within the local health economy to ensure patients receive the most appropriate and highest standards of care locally whenever and wherever possible.

"the trust is responding to us and is consulting and changing things that need changing. When the PFI goes ahead we'll be one of the most modern acute trusts in the country"



# ringing the changes for our younger patients

**The new children's wards at Pembury and Kent & Sussex Hospital officially opened this year. The former Rainbow and Jacoby wards were brought together to form two newly refurbished children's wards at Pembury Hospital called Tiger and Elephant. And the new Children's Emergency Assessment Unit (CEAU), Zebra Unit, opened next to the Accident and Emergency Department at Kent & Sussex Hospital.**

The changes ensure local children's services are able to meet national standards of care, providing dedicated children's day case theatre lists and having the right level of specialist doctors available on site.

Elephant is the new day care ward for children having surgical procedures that do not require an overnight stay in hospital. They make up the majority of children the hospitals were seeing. Tiger is the new children's medical ward, which is mostly made up of single rooms for the young patients.

Children will continue to be seen in an emergency at Kent & Sussex Hospital's A&E Department as normal, but with the addition of the new dedicated facility.

The Children's Emergency Assessment Unit has six beds for children who come into A&E and need a longer period of observation of up to 24 hours before going home. The unit is staffed by paediatric nurses.

Maidstone and Tunbridge Wells NHS Trust carried out a public consultation on the children's ward changes at Kent & Sussex Hospital. It did not have enough paediatricians, due to a nationwide shortage of specialists, to continue



running three children's wards safely at Maidstone, Pembury and Kent & Sussex Hospitals. The changes will ensure its children's services continue to meet national standards.

The vast majority of children continue to be seen locally under the move with as few as five patients a month having to travel slightly further to Maidstone Hospital for more complex waiting list procedures.





# isaac's story

**Isaac Phelps celebrated his birthday this April – a milestone that at times his parents didn't think they would reach. Isaac was born 9 weeks premature at Pembury Hospital in April 2005 weighing just 2lbs and 1oz after his mum, Sara, showed signs of pre-eclampsia following a routine scan.**

Isaac's early arrival meant that he suffered a number of problems including chronic lung disease, reflux, respiratory problems and anaemia. During his stay he was treated for several infections and underwent two blood transfusions. Isaac spent 10 weeks in total in SCBU in Pembury and went home last June. Sara feels that the treatment Isaac received at Pembury was exemplary.

"When you get pregnant you think you will have a lovely healthy baby and never consider that something could go wrong. The team in SCBU at Pembury were fantastic, at all times caring, and tremendously supportive to the family as well as Isaac. If we were concerned about something, no matter how small, a

doctor would be with us within the hour to check it out."

Isaac still has to make regular visits to Pembury to check on his development and is doing very well albeit prone to slightly more infections than average.

"The last year has been very hard but our story proves you can have a happy healthy baby. Isaac is adorable, a real fighter with such a lovely sweet nature and a cracking laugh."

**"isaac** won't remember his first birthday but the celebrations were more a personal milestone for us and a big thank you to all those people who helped us"



## focus on maternity

- Last year a total of 4,880 babies were delivered at the Trust with 4.7 per cent of these deliveries at home.
- The Trust has recruited a new Consultant Midwife responsible for promoting normal birth and assisting in the preparation of midwives to work within the planned birthing unit.
- Expectant mums are experiencing a quicker and more efficient antenatal service at Maidstone Hospital with the opening of a new maternity day case unit. Since the service opened at the end of 2005 the unit has seen in the region of 500 patients and a forty per cent drop in admissions to hospital.



# a look ahead

Maidstone and Tunbridge Wells NHS Trust patients are benefiting from specialist services right on their doorstep meaning reduced waiting and journey times in many cases. Two of these services are due to be launched over the next year.



## heart patients benefit from treatment closer to home

More than one thousand patients a year will benefit from just one of the new diagnostic heart procedures being carried out in the Trust's new cardiac treatment centres at Maidstone and Kent & Sussex Hospitals this year.

The Trust, which approved plans for cardiac catheterisation laboratories in 2005, will carry out dedicated angiography procedures, an X-ray examination of the heart to see how the heart is functioning. It will also undertake pacemaker implantation, cardiac versions and from 2007, carry out coronary angioplasty, a therapeutic procedure for patients with coronary heart disease.

Head of Cardiology, Dr Clive Lawson, is looking forward to bringing the new service to the Trust. He said: "The expansion of cardiac services at the Trust means that patients are seen far more quickly and therefore treatment times will be greatly reduced. We are already focusing on introducing other treatments such as angioplasty to the Trust sometime next year."

The Kent & Sussex treatment laboratory will open later this year and Maidstone's in early 2007.

## prostate cancer treatment first for Kent

**This year funding was agreed for a new form of treatment for Prostate cancer which is currently not available in the county.**

Brachytherapy is a minimally invasive form of radiotherapy treatment whereby radiation is delivered directly to the prostate gland through the surgical insertion of radioactive seeds (usually 60 – 120 per patient) using ultrasound guidance. These seeds emit a low dose of radiotherapy over a long period of time and kill the tumour cells.

The treatment is carried out as a day case or overnight stay and takes just one to two hours under a light general anaesthetic.

Maidstone and Tunbridge Wells NHS Trust, Consultant Urologist, Jim Lewis, says: "The benefits for patients across the county are significant as this type of treatment is another effective weapon against prostate cancer in suitable patients. It is less invasive than other types of treatment and patient discomfort and recovery time is greatly reduced. It will enable the Urology and Oncology Departments at Maidstone Hospital to offer the most modern forms of treatments which also include surgery and conventional radiotherapy aiming to cure early prostate cancer."

## stroke patients benefit from modern healthcare in new unit

A new neuro-rehabilitation ward opened at Kent & Sussex Hospital in March which helps rehabilitate patients with illnesses such as strokes, MS and Parkinson's Disease. The new ward offers a brighter modern environment for patients next to the main acute hospital. This means that patients are seen much more quickly for any other treatment they may need as part of their rehabilitation such as scans or X rays.

In line with issues of privacy and dignity the ward offers four four-bedded bays divided into all male and female areas each with its own shower and toilet facility. Every bay has an individual TV and there is also a state-of-the-art bath now on the ward. There is also a large day room and rehabilitation gym.

Ward Manager, Jeannie Temple, said: "Patients have direct access to a strong medical team right on their doorstep with constant input from the physiotherapy team, speech and language therapists and occupational therapy here at Kent & Sussex Hospital." She added: "Our patients can be in hospital for slightly longer periods so it's even more crucial that we offer a spacious and modern facility which is bright, clean and airy. The new location is also easier for visitors to get to and they even have their own toilet and shower facility on the ward. And if patients feel up to it relatives can take them into town."

# statutory requirements

**This year has seen the Trust celebrate a phenomenal number of staff achievements.**

In September the second annual Staff Star awards ceremony took place at the Trust's Annual General Meeting where more than one hundred staff joined the Board to present the employee and team of the year, nominated and chosen by staff themselves.

During the year 170 staff celebrated their long-service at the Trust. They were honoured for the achievement and collectively total over 3,000 years' experience.

During 2005 the employee and team of the month scheme was launched. Each month the staff panel meets to judge each nomination and since the scheme started more than 200 individual nominations have been received in recognition of the hard work and commitment taking place across the Trust.

**This year MTW received the Improving Working Lives Practice Plus status. The standard measures how NHS organisations measure their management of HR procedures and is monitored by The Department of Health and Healthcare Commission.**

The Trust had to achieve high standards in seven key areas and some of the initiatives successfully introduced this year include:

- Alarms for night shift workers to leave the site in safety
- Annual staff celebration recognising long-service and educational achievement
- Launch of self-rostering across the Trust following a successful pilot project enabling staff to choose the shifts they work

Thanks to your support the Trust has come a long way but we're not resting on our laurels and work is continuing to find out how we can improve the working lives of our staff.

*long servers*



*team of the year*



"My team and I have felt more valued by the Trust since we received this award.

Changes are taking place within our Trust and within the NHS as a whole and we have all reached challenging times. We just think of our award and what it means and it puts a smile on our faces and helps us get through the day."

*Lynn tagg, domestic manager, pembury domestic team, team of the year*



## health *and safety*

The Trust complies with all health and safety and occupational health and statutory requirements.

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## equality and *diversity*

Our equal opportunities policy incorporates legislative requirements. We regularly monitor the Trust workforce profile to ensure diversity of the workforce reflects our local community.

Our key achievements include implementing:

- Religion and belief training sessions introduced in 2005
  - Race Equality Scheme adopted by the Trust Board in September 2005
  - Chapel/prayer rooms at Maidstone and Kent & Sussex Hospitals for use by patients, relatives and staff of all faiths or none and open 24 hours a day
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## research *and development*

Maidstone and Tunbridge Wells NHS Trust supports and promotes high quality research as part of the healthcare services that it delivers to communities in Kent. Research provides evidence upon which we can make informed decisions.

Research activity within the Trust continues to grow. This year the Trust approved 61 new research studies continuing year-on-year growth of 20%.

These include multi-centre research studies, a number of studies related to staff education and several local research studies led by our own clinicians or in partnership with local universities. This year we began an exciting new partnership between the Eye Department at Maidstone Hospital and the Applied Optics Group at the University of Kent. Our work continues with the Kent and Medway Cancer Research Network and together we aim to make a broad range of research trials available to patients across Kent.

The Trust continues to participate in a number of research studies which are organised and funded by the pharmaceutical industry. Areas of research activity include: Cancer, Rheumatology, Ophthalmology, Gynaecology and Obstetrics, Paediatrics, Cardiology, Laboratory based research (including Haematology and Pathology), Nursing and Patient Experience.

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## *environment*

The Trust has considered its impact on the environment in a number of areas. For some time a drive for energy efficiency has been integral to the Trust's approach to cost effectiveness.

Recently it has undertaken a review of the Maidstone site with the Carbon Trust. The results of which have been used in the development of the Trust's Estate Strategy which is expected to be published in 2006.

Additionally, the Trust is considering how it responds to the forthcoming Waste Electrical and Electronic

Equipment (WEEE) Directive. This is both in terms of current equipment and how it impacts on future procurement.

The Trust also went smoke free in all its buildings and grounds in March 2006 which will have a significant positive impact on the local environment.

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## disability

We have a policy for the employment of staff with a registered disability, which incorporates the requirements of the Disability Discrimination Act (1995-amended 2003). The Trust holds the Jobcentre Plus Positive About Disabled People (Two Ticks Symbol) and has implemented a number of improvements as a result of this assessment process.

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# staff development michelle's story

The warm smile that greets you when you walk through the doors of the Peggy Wood Breast Care Unit at Maidstone Hospital cannot be missed. It belongs to Michelle Allen (41), who this year became the first person at the Trust to achieve Assistant Practitioner status specialising in mammography.

Michelle started working part-time at the Trust in 2001 as an X-ray helper in the breast ultrasound department after a career change from the retail sector. During 2004, and in line with the expansion in screening services taking place nationally, the Trust was keen to look at how it could utilise its resources and offered Michelle the opportunity to develop her skills.

Michelle's position was a new type of role adopted by the Trust designed to support the work of the radiographers who not only undertake breast

X-rays but also report on the images taken to determine a diagnosis.

The role of Assistant Practitioner has benefits for patients in terms of the services the Trust offers and the speed by which diagnosis is determined as well as developing the experience of the diagnostic team.

By expanding training for specialist diagnostic procedures, radiographers can progress into film reporting.

The Trust is using this role to develop staff in other respective fields such as X-ray examination of the large intestine (barium enemas) and general radiography.

The role of the Assistant Practitioner is one of a four tier structure for Radiographers that the Trust has adopted. The others are Advanced Practitioner, Practitioner and Consultant Radiographer. Nearly half our staff are now trained in the advanced role.

“Five years ago I wouldn't have believed I'd be where I am now. I just love what I do and I'm so proud of what I've achieved”



# bill's story

**It's not just patients who receive the best care here at the Trust, but also our aquatic friends as well. Bill Gardner is one of the 300 or so volunteers who work at the Trust. Once a week Bill comes in and looks after the Koi Carp in the ponds at the Maidstone site. It's a chance for him to say thank you to the Trust for the care he received as a patient over the past few years.**

Bill (59) was diagnosed with cancer in 1999 after he found a growth inside one of his nostrils. A visit to the hospital's Ear Nose and Throat department confirmed the lump needed removing and Bill underwent immediate surgery. Two weeks later Bill's worst fears were realised when it was confirmed he had high grade Non-Hodgkin's Lymphoma, a relatively rare form of blood cancer.

Bill was immediately placed under the care of Consultant Medical Oncologist, Dr Mark Hill, at the Kent Oncology Centre at Maidstone Hospital and received a series of chemotherapy and radiotherapy treatments. Bill was put forward for a stem cell transplant at the Royal

Marsden Hospital which involves intensive chemotherapy followed by an infusion of stem cells.

After a successful transplant and regular check ups involving further treatment at the Kent Oncology Centre, Bill got the all clear last year and has a completely different outlook on life.

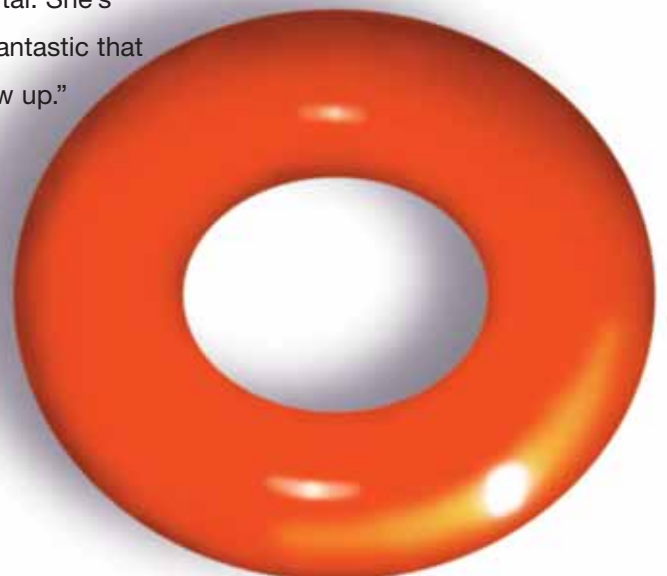
"When I'm working up at the Kent Oncology Centre people ask me why I'm volunteering and I tell them that this hospital saved my life. Cancer doesn't have to be a life sentence; many forms of cancer are curable."

Bill's priority is now his family, particularly his three grandchildren, Nicole, Katie and Beth. "When I was ill, Nicole was only six months old and she used to come and sit on my bed whilst I was in hospital. She's now seven and it's just fantastic that I can watch them all grow up."



*Bill at work at Maidstone Hospital*

**"this Trust gave me the gift of time and now I'm giving that back by volunteering"**





# clinical governance

**Clinical Governance is about striving to achieve quality in everything we do and the Trust has excellent staff that do this as part of their work every day of the week. The following are examples of continuous improvement activities which have been continued or developed during the last year.**

- We have a wide programme of clinical audits where nurses and doctors review the care which they give against a set of national standards and then implement actions to improve the care of patients on admission to identify those at risk.
- Trends and themes are identified from the Complaints, Litigation Incidents and Pals (CLIP) data. We have used this to identify that work was needed to reduce the number of falls which patients experience and we now have an assessment process whereby all patient falls are investigated and compliance is monitored on all of our wards.
- The Trust has a formal process for approving New Interventional

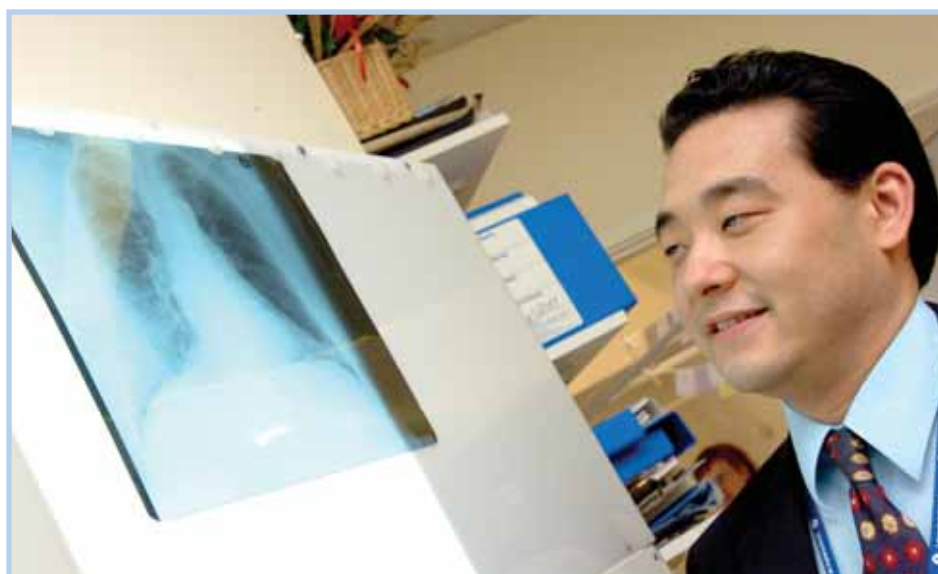
Procedures in line with the recommendations from the National Institute of Clinical Excellence (NICE). This year we have approved the introduction of Brachytherapy a treatment for prostate cancer, and surgery for obesity. Both treatments were not previously offered within the Trust but the approval process has ensured safe and effective introduction of these.

- Clinical Governance half days - we continue to provide protected time for clinical teams to review their own performance and practice under the umbrella of clinical governance.

The following are yet further examples of where new quality improvement initiatives have taken

place or where quality improvement work has continued to develop in 2005.

- The Trust has introduced a ward assurance framework which looks at the delivery of nursing care across a number of standards.
- Patient Information - we are constantly in the process of reviewing written information supplied to patients, this is an area that we will be developing further in 2007.
- We have implemented a policy of copying letters to patients. This is now being adopted by our clinical teams and proving helpful and informative for patients.



# what do you think?

## Just some of the things you said about us during the year.

- Thank you for the kind words and reassurance during my operation. It meant so much to me. The Trust is fortunate to have such kind staff.
- I would like to praise the quality of the treatment I received in A&E. The courtesy shown by the doctors was exceptional.
- I would like to thank staff for the care and sensitivity my mother received during her cancer treatment.
- Thank you to the surgeons and staff who carried out my successful cataract surgery. I greatly appreciate the TLC I received.
- My mother recently died in hospital and I wanted to thank every member of staff for being so kind, helpful and sympathetic. I want to commend the Trust on its cleanliness as I never found a dirty toilet and the wards were cleaned every day.

## listening to you

The Trust is working hard to address your issues and is learning from these and implementing changes wherever possible.

A total of 742 formal complaints and 429 enquiries were received during 2005/06.

The Trust responded to 64 per cent of complaints within 20 working days in line with Government targets. All complaints were acknowledged within 48 hours.

49 complainants requested an independent review. The Trust has worked closely with the Healthcare Commission, which undertakes the independent reviews, and has introduced a number of actions.

- Communications has been highlighted as an issue which is currently being addressed and the Trust is looking to introduce customer care training.
- Ward managers in the Emergency Care and Diagnostics Directorate now take the lead role in discharge planning at ward level and reduce the opportunity for poor communication with relatives regarding discharge arrangements.
- Following one specific complaint where a patient was never seen by the consultant responsible for her care, the Trust has appointed a further specialist in this particular area to help reduce the workload of the care group. The Trust has also reviewed the job plans of consultant teams so that this situation does not arise again in the future.



Sue Tizzard, the Trust's Moving and Handling Co-ordinator (far right) with representatives from the community midwifery team, who won second prize in the NHS Innovations South East competition for her original self-help booklet for community midwives. Tunbridge Wells based GP Stephen Hall, who works at the Trust undertaking colposcopy sessions received first prize in the Medical Devices category for his unique invention, the biopsy forceps.

## ombudsmen reviews

Two patients requested an Ombudsman's review of their complaint during the year. Both of these were carried out and there were no recommendations for the Trust.

There were some trends in complaints during the year which have been addressed and procedures have already been established to ensure that the issues are rectified. These include:

- The changeover of telephone numbers to the new 0845 number caused a large number of complaints including callers not being able to leave messages, not being dealt with or lines being engaged. Improvements have been made and there have been fewer complaints as a result.
- Some complaints highlighted issues surrounding nursing care on some medical wards. These have been thoroughly investigated and the Trust has implemented a Quality Assurance Framework for wards which consists of a number of tools to benchmark practice against agreed standards, together with the development and implementation of appropriate actions to rectify shortfalls.