

THE Pulse

Issue Number 2
July 2002

Norfolk and Norwich University Hospital
NHS Trust



Meals on wheels

Bike2work day for staff at NNUH



Welcome for the PM
Tony Blair signs in on a visit to NNUH



PICTURE: EDP

Meet the matrons
Four women with their fingers on the pulse



Miles of files
Inside the West's Health Records Library



Cromer at 70
A look back at the hospital's history

Access team goes to work

A KEY TARGET of the NHS Plan is to deliver a service that is geared to the needs of our patients rather than those of the organisation.

To tackle this challenging task, a new 'access' team has been appointed to see how patient processes can be simplified and streamlined. The aim is that, by 2008, all patients will have access to the services they need within six months of their first referral.

Patients will be given more choice about the timing of all their appointments and treatment, including surgery. This should lead to a reduction in DNAs (occasions when the patient did not attend), and cut down unnecessary paperwork. It will also help match demand with capacity and allow us to plan more effectively for the future.

"We need to have a shared vision of how the organisation is going to deliver speedy and effective care from a patient perspective," explains programme director Vanessa Wood. "The plan needs the backing of senior clinicians and managers but it will also be necessary to develop staff involvement as the plan rolls out, because many bright ideas will come from staff who have most dealings with patients."

The access team consists of Melissa Blakeley (Outpatients), Gary Walker (Inpatients) and Sandra Meaden (Day Surgery) who are working with staff and patients throughout the Trust to achieve the objectives of the NHS Plan. Success in



meeting a total of 20 targets, 17 of which relate to access, will ensure that the maximum Team Bonus of £600 is paid to each member of staff in May 2003.

A key feature of our new access policy, which is currently being developed, is the operation centre where inpatient admissions and discharges will be managed on a daily basis. "There are many fine examples of innovations within this Trust," says Vanessa Wood. "Our aim now is to take a systematic approach to ensure that best practice is spread across the whole organisation."



PM signs in

THIS PICTURE OF Prime Minister Tony Blair signing in for reception manager Anne Marie Anderson has now been stowed away in a time capsule and buried in the East Atrium at NNUH, along with other mementoes from the last 50 years.. During his one-hour visit in May, Mr Blair met 50 staff for a question and answer session and toured the 10-bed Coronary Care Unit. Chief executive Malcolm Stamp said: "We are delighted the Prime Minister chose to visit our new hospital. The people of Norfolk and Norwich have waited a long time for a new hospital and the investment represents a long-term boost to the health service locally."

We're in the top 40!



THE TRUST has been named as one of the country's 40 top hospitals at a prestigious awards ceremony held in Birmingham. It was judged on the basis of indicators developed by the country's leading hospital benchmarking company, CHKS, in line with Government performance measures.



ON THE COVER Cyclists unite for a free breakfast, courtesy of Serco. Pictured with sous chef Nick Priestley are, from left: Anna Dugdale, director of resources, Dr Tony Page cardiologist, Richard Smith, registrar in obs & gynae, clinical scientist Andrew Williams, Nancy Adams from Nuclear Medicine and orthodontic technician Huw Jones. Picture by Iwan Jones.

Running for research

A TEAM OF 16 Radiotherapy staff raised more than £1200 for cancer research when they took part in the Race for Life at Norfolk Showground on 11 May. The first Race for Life was held in London's Battersea Park in 1994. Since then more than 450,000 women have come together nationally to raise over £20 million for Cancer Research UK. Pictured from left to right) are. (back row): Helen Wickham, Joanne Thomas, Becky Dove, Julia Scanlon, Ann Rounce, Chrissie Skillings. Front Row: Rachael Smith, Louise Reid, Sarah Barber, Harriet Rich, Liz Hughes and Yvette Winnard. Also in the team were Jenny Tomes, Joanne Exton, Kit Holland and Clare Savage, who were unable to make the photo shoot.

Living the dream

NICOLA BAIRD, a specialist practitioner in the Inpatient Theatres at NNUH, has joined forces with two academics to 'live her dream' of becoming an author. Her book, *Perioperative Practice: Fundamentals of Homeostasis*, received excellent reviews when it was published in May.

John Clancy and Andrew McVicar, have already published four books and over 30 papers highlighting the importance of homeostasis (the physiological process by which the internal systems of the body are maintained at equilibrium, despite variations in external conditions) to nursing and midwifery education. They asked Nicola to work with them because of her extensive experience of perioperative practice.

"Writing for publication was much more difficult than I imagined," says Nicola. (pictured right) "But the Trust has been extremely supportive and the authors' laid-back approach helped me to believe I could do it.

John Clancy; a lecturer from the UEA's Nursing and Midwifery Research Unit (NAMRU) and Andrew McVicar, a Reader



from Anglia Polytechnic-University, have involved a number of staff from N&N with their publications, including Stevie Boyd (now a freelance author), Janet Cox, Louise Dye, Louise Fuller, Janice Mooney (now a NAM Lecturer), Ann Marie Ramsey, and Damian Muncaster.

They are now seeking funding to pursue research into the biochemical indicators of sleep disturbances associated with nurses' shift work. Any potential collaborators should contact John Clancy at the UEA.

Aiming to be the best

THIS SUMMER

started on a high level of excitement and anticipation with the start of the World Cup. Both the Irish and



English teams exceeded initial expectations and both were a little unlucky not to have gone further in the tournament. The Irish, in particular, demonstrated yet again that when a big opportunity comes along, they are more than capable of matching anyone. Their commitment to the team game is a lesson to everyone.

We too now have an exciting opportunity to become world players. We have been selected as one of only four healthcare trusts in the country to join an international programme led by the Institute of Healthcare Improvement, Boston, USA. Known as Pursuing Perfection, the programme aims to improve patient outcomes in a number of key areas, focusing locally on chronic obstructive pulmonary disease and fractured neck of femur. It is expected that the sharing of knowledge and expertise throughout the group will bring considerable benefits for patients.

I believe this is an excellent opportunity for us to demonstrate our commitment as a team, to work with the rest of the Norfolk and Norwich community and with our international partners to become the best in the world at delivering good quality healthcare to our patients. I know we can meet these challenges and I'm very excited by what this programme will offer over the next few years.

Of course, there can be only one winner in the World Cup. But the best teams will support each other, whatever the outcome. Now it is our turn to show what we can do. And there's always Euro 2004 to play for!

Malcolm Stamp

MALCOLM STAMP
Chief Executive, Norfolk and Norwich
University Hospital NHS Trust

The continental touch

THERE'S A distinctly continental aroma in the air at the new WRVS coffee shop in the NNUH plaza.

On offer are fresh croissants and French bread baked on the premises, along with speciality hot drinks from cappuccino, espresso and latte to a variety of teas.

Terry Mulqueen, WRVS project manager, says: "Thanks to a super new oven, we can now offer a fantastic range of delicious hot continental treats to make breakfast an especially enjoyable experience."

WRVS always welcomes new volunteers who may be able to spare a few hours a week to keep this service running smoothly. Contact Jane McCall on 01603 645514.



Norfolk and Norwich University Hospital

Colney Lane,
Norwich,
Norfolk NR4 7UY

Website: norfolk-norwich-hospitals.net

Restaurant

West Atrium Level 1,
open daily 7am - 2.30am

Coffee bars

Outpatients West and Outpatients East,
open Mon-Fri, 9am - 5pm
Plaza (East) open Mon-Fri, 8am - 6pm

WRVS shops

East Atrium, 8am - 8pm
Plaza (West) 7am - 7pm (9 - 4pm Weekends)

Serco (for housekeeping issues, porters,
catering and maintenance)
Call ext. 3333

McKesson (For telephone / computer faults)
Call #6464

Security

Call ext. 5156 or 5656

Reception

East Atrium Level 1: ext. 5457 or 5458,
West Atrium Level 1: ext. 5462 or 5463
Outpatients East Level 2: ext. 5474 or 5475,
Outpatients West Level 2: ext. 5472
East Atrium Level 2: ext. 5461

Car parking

For information about permits, call Site
Services on ext. 5789

Bus services

Call 08456 020121, 8am - 8pm, Mon-Sat.
For Park and Ride, call 01603 223800.

Cycle sheds

West (near staff entrance) and East (near
A&E). Keys available from Patient Services

Bank

Cash dispenser in East Atrium Level 1

Chapel

Always open for staff, patients, visitors.
Holy Communion: 10.30am on Sundays and
1pm on Thursdays

Evening Prayer: 5pm on Sundays

Chaplains can be contacted on ext. 3470

Sir Thomas Browne Library

Mon, Wed, Thurs: 9am - 5.30pm,
Tues: 9am - 8pm, Fri: 9am - 5pm

Playscheme

At Blackdale Middle School during school
holidays for the children of Trust staff.
Contact Debbie Sutherland on 2202.

The Pulse

If you have any news for the September
issue of *The Pulse*, contact us on ext. 5944
/ 5821 or write to Sue Jones, (Trust
Management, West Block).

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Chefs at Chicory's restaurant presented a patriotic front during the World Cup, when staff gathered to watch the action at NNUH.

It was just one of a series of theme days masterminded by head chef Simon Hollingdale.

This summer, look out for lunchtime pizzas and a new range of ice cream snacks to help you keep your cool.



Welcome...

We welcome Dr Adrian Harnett, who joined the Trust as consultant oncologist on 1 June 2002.

Farewell...

We are sad to say farewell to staff who have retired from the Trust. Among them are: Sally Rowland, senior charge nurse, theatres, after 37 years.

Dr Patrick Furniss, consultant anaesthetist, after 28 years.

Rosemary Lingley, staff nurse, Jenny Lind children's department, after 23 years.

Sylvia Palgrave-Moore, medical secretary for oral surgery, after 21 years.

Tributes to Dr Crowle

WARM TRIBUTES have been paid to Dr Peter Crowle, who retired after giving a sterling 25-year service to the Norfolk and Norwich hospital. Devon-born Dr Crowle is a consultant paediatrician and not, as was stated in the May issue of our staff magazine, a consultant paediatric surgeon.

Dr Richard Beach, who first worked with Dr Crowle at Southmeads hospital in Bristol, praised him for his innovation, leadership and charm.

A Crowle family connection continues at the Trust, as Dr Crowle's son Tom works in information services and his wife Valerie is a radiographer at NNUH.

Is there a doctor in the house?

UROLOGY CONSULTANT Stuart Irving set up a health information clinic in a Norwich pub as part of National Men's Health Week. The idea was to encourage men in Norwich's Trafford Arms pub to take better care of their health.

Nearly 22,000 men in the UK are newly diagnosed with prostate cancer each year and about 9,500 die. The number of new cases diagnosed is expected to treble over the next 20 year. Generally:

- 45 per cent of men are overweight and another 17 per cent are obese
- 28 per cent of men smoke
- 27 per cent of men drink more than the recommended limits
- 36 per cent of men aged 16-24 drink excessively

"Men are reluctant to visit their GP, especially for a preventive health check," says Mr Irving. "We hope this health information will encourage them to do so."



Here's to health: Stuart Irving, Urology consultant, pictured with Chris Higgins, landlord of the Trafford Arms in Norwich, during National Men's Health Week in June

Jubilee 'family' celebrates

THE PIONEERING Jubilee Renal Unit celebrated its own silver jubilee in May with a garden party for 250 patients and staff. The unit opened at the West Norwich Hospital, in 1978 with just five dialysis machines. Since then it has helped more than 1,000 renal patients, who attend for treatment two or three times a week.

Dr David Hamilton, director of the Renal Department, said it was a second home for many staff and patients.

"Some patients go on to receive a new lease of life with a functioning kidney transplant. Sadly, there are not enough transplants available."

He paid tribute to the kindness and cheerfulness of the whole team, including the long-serving technicians and hospital drivers: "I am always delighted by the warm, friendly atmosphere which pervades the unit."

He recalled how his late colleague and mentor, Dr Jack Pryor, had fought hard to provide adequate

facilities for patients with kidney failure, at one time threatening to set up dialysis machines in his own garage if the hospital would not provide them. The Jubilee Unit has grown over the years to accommodate 20 dialysis stations; when it moves to the NNUH in 2003 there will be 30.

Renal patient Emma Metcalf is pictured with Eric Tan, the Jubilee's senior nurse manager



Norfolk and Norwich Hospital (old site)

**Brunswick Road,
Norwich NR1 3SR
Tel: 01603 286286**

Restaurant

Open 7:30am - 8pm and 10pm 1:30am
Coffee shop 8:30am - 5pm

A number of departments are based at the old N&N and site until Phase 2 of the move to NNUH later this year.

The Emergency Assessment Directorate will then be accommodated adjacent to the A&E department. The move will also bring together Oncology outpatient and inpatient services in the new Colney Centre.

If the current programme is maintained, the old Norfolk & Norwich hospital will be closed for good by the end of the year.

PHASE 2 MOVE SCHEDULE

July 2002 Commissioning and calibration of linear accelerators at NNUH

Late August/ early September 2002 Emergency Assessment (MAU and TSEU) move from Heydon & Kimberley wards to the new assessment unit at NNUH

September 2002 Internal ward moves at NNUH involving Knapton, Docking, Denton and Dunston Wards.

Ashby Ward moves from the old N&N to Dunston Ward at NNUH

October - December 2002

Wards, theatres, oncology and support services transfer from the old N&N site.

January/ February Renal inpatients move to the NNUH

Staff from the areas affected are currently planning the move in more detail.

Cromer Hospital

**Mill Road, Cromer NR2 3TU
Tel: 01263 513571**

Restaurant

Open 7.30am - 1.30pm, 2pm - 3.45pm,
5.30pm - 7pm

West Norwich Hospital

**Bowthorpe Road, Norwich NR2 3TU
Tel: 01603 286286**

The following departments will be based at the West Norwich Hospital for the foreseeable future

Breast screening
Physiotherapy and occupational therapy outpatients
Health records library
Diabetes research
Pain management clinic

Grove Road Clinic

The clinic is being refurbished to accommodate the Central Family Planning Clinic, which is due to move from 3 Brunswick Road in summer 2002.

LETTERS

PLEASE SEND YOUR CONTRIBUTIONS TO: SUE JONES, EDITOR, TRUST MANAGEMENT OFFICE, NNUH

It's alcohol for me!

I lose count of the number of times I wash my hands in the Neonatal Intensive Care Unit. But according to Dr Andreas Voss, Associate Professor of Microbiology from Nijmegen, Netherlands, who gave an excellent overview at the NNUH recently, the evidence for alcohol solutions shows a better bacterial clearance than conventional soap and water. Indeed the five minute scrub so dutifully adhered to by many surgeons in the past was, in fact, counter productive.

The wanton destruction of our own beautifully engineered protective layers of skin seems madness, yet this process has continued unabated.

I for one have taken Dr Voss's message seriously; it's alcohol for me!

*Dr Julian Eason,
Neonatologist, NNUH*

Thanks to all

This is just to say thanks to all those who contributed to my leaving gift of a splendid art kit. Until now, parents, teachers and managers have had a controlling effect on my daily life. Now, for the first time, I am free to organise my own time - there are so many opportunities available it is hard to make a choice!

Celia Crook (retired volunteer co-ordinator)

Picking up The Pulse...

Thanks for for the new magazine. I like the look and tone it sets, and also the good colour photos.

Niall Pearcey, Resuscitation Training
...the magazine makes a positive addition to communication across the Trust

*Mark Page,
Quality and Safety Controller, Serco*

Just when you thought she was gone for good... matron is back. But fear not, our 'modern matrons' are a long way from the old-fashioned stereotype. We talk to four women who are helping to put power back into the hands of frontline staff

MEET OUR modern MATRONS



Sian Watkins Medicine

Sian Watkins is delighted to be a modern matron, not just because she enjoys the job so much but because she sees it as an exciting development for the profession as a whole.

"It's a marvellous opportunity for nurses like me who want to stay involved in patient care rather than branch out into management," she says. "It's also brilliant that the Trust has defined the role in a way that separates us from the operational issues - it means we can step back from operational issues and offer our support to nurses in the clinical environment.

After qualifying at Manchester Royal Infirmary and gaining more experience in Bristol, Sian joined the Trust in 1979 to train as a midwife. She later returned to

general nursing and progressed from ward sister to become senior nurse for operational services. In recent years she has combined her career with studying. She gained an honours degree in nursing studies in 1994 and a master's degree in 1999. She has also had a number of articles published in the nursing press.

"I was extremely fortunate to be supported by the Trust for my professional development. I think it has enhanced my career to have this theory underpinning my nursing practice."

Sian is passionate about the need to treat patients as individuals. "Often it's the simple things that make all the difference, but we should always listen to our patients and deliver the kind of care that meets their needs.

"Nurses have had to adapt to a great deal of change over recent years and work in a more high-tech environment, but our basic standards remain the same - to make sure that patients' needs are met."

Away from work, Sian is trying to learn Dutch ("because my husband is Dutch") and enjoys gardening and cycling.

Barbara James Women's services

A fifth-generation nurse, Barbara James (pictured right) is also a working mother with two grown-up daughters. She fully understands the need to juggle the

demands of a career with family life.

Having qualified at Addenbrooke's, she moved to Norwich to train as a midwife in 1979 and has been a community midwife ever since. She became a supervisor after gaining an open university degree in 1999.

"I feel as though I've been training for the role of matron all my life," she says. "I strongly believe that our patients have the right to feel secure in the knowledge that they will be well cared for in these lovely new surroundings. Hopefully, I'll be able to take some of the pressure off nurses so they can get on with the job of looking after



people while I ensure that our hygiene, catering and security services are of the highest possible standard.

"I'll also be working closely with support staff such as physiotherapists and specialists in family planning and urodynamics."

Barbara has a keen interest in women's issues and has made a study of the multi-cultural aspects of family life in the community. "Women generally have a tendency to put their families first and their own health on hold," she says.

Barabara shares her home with six Siamese and Oriental cats and travels the country as assistant show manager for the Lilac Point Siamese Cat Society.

"Cats make great confidantes," she says.



Elaine Freeman Surgery

If she had not been run over by a car at the age of 17, Elaine Freeman (above) might never have entered nursing at all. Forced to spend three long months in Addenbrooke's recovering from a fractured femur, she relieved the boredom by helping out with the other patients. The experience proved so enjoyable that she went on to train there as a staff nurse.

After 30 years of nursing - six of them in Norwich - she has no regrets. "Basically I love people and I believe passionately that if we look after each other well then the patients will get a good deal too."

After training, Elaine specialised in nursing cancer patients at the Royal Marsden Hospital at a time when experimental bone marrow transplants were bringing new hope to many patients. She

went on to spend four years helping to set up cancer services in Saudi Arabia before returning to work with young cancer sufferers at Westminster Children's Hospital.

It was some years later, while acting site manager at the Royal London and Bart's, that she discovered a taste for troubleshooting. Since then she has risen through the management ranks to become senior nurse manager at the Norfolk and Norwich, where her ability to keep a cool head in a crisis stood her in good stead throughout the recent move.

As a modern matron, Elaine is keen to restore the essence of nursing, "which is fundamental to delivering patient care and hasn't changed since the days of Florence Nightingale. Nurse education has come a long way but cracks have been appearing in recent years because of the practice-theory gap. I see part of my role as helping to restore that balance.

"At the same time, I want to raise morale in the profession by showing nurses that someone is listening to them and can step in, if necessary, to make a difference to their day-to-day lives."

Olwen Keeley Theatres

Having originally trained as a teacher, Olwen Keeley (above right) has come full circle with her involvement in training and development programmes for the Trust.

She sees her new role as a welcome opportunity to improve communication between departments and break down traditional barriers.

"We are sometimes so keen to improve our efficiency in theatres that the patient experience can be overlooked," she says. "The day procedure unit is successful precisely because it is so patient-focused.

"I'm looking forward to helping our staff maintain good working practices and monitor standards, not just for auxiliary



nurses and support services but for those at the other end of the spectrum too.

"We need to get the balance right between developing our technical expertise while maintaining a basic level of patient care. Nurses want that for themselves - they want to have time for patients and to take a real pride in their work."

Olwen will be spending 50 per cent of her time on secondment to the UEA, helping to develop a diploma course for ODPs (operating department practitioners). Her new 'patch' includes ITU, the day procedure unit, angio suite and gastro and ophthalmic theatres, as well as the main operating theatres.

After training as a midwife in Liverpool, she became a theatre nurse and moved to Norfolk with her husband and two young children in 1982. She joined the Trust in 1990 from Wayland Hospital, where she was a theatre sister for eight years.

Since then she has established the highly successful ODP training school and taken the lead in the theatre policy development for the Trust. In her spare time she is studying for a master's degree in risk management and still finds time to care for a 'menagerie' of animals including dogs, cats and a pony.

The role of matron

Modern matrons are part of a popular NHS initiative designed to drive up standards of care, ensure wards are clean and that patients are properly fed. They are helping set and monitor standards for cleaning and catering and have authority to take action where these are not met. As strong clinical leaders, they are given the power to make things better for patients and families.

Trust director of nursing Margaret Coomber says: "Our new matrons are far removed from the stereotypical matrons of old but we know the public has always been keen to see matrons return and our modern matrons are now making sure we deliver the very best quality patient care we can."

ON THE RECORD

THE CONSULTANT was apologetic when he called to confess that a set of case notes, missing since 1984, had turned up wedged behind a filing cabinet. In the health records library, staff were delighted that a long-running mystery had finally been solved

“We never give up on lost files,” explains the manager, Janet Russen, “We’re only human and with 37,000 notes coming in every month, there are bound to be misfiles. We can usually locate them through the system but if not then it’s all hands on to find the missing notes – we literally go through every set of notes on the rack.”

Computer tracking systems were introduced in 1994 and eventually all patient records will be scanned and filed electronically. In the meantime, however, the library continues to store the notes in paper form, stacking them seven deep on miles of metal shelving in the former laundry building at the West Norwich Hospital.

A total of 44 part-time staff are currently employed on a rota system, managing the

Eight miles of shelving and 560,000 ‘live’ case notes... the statistics for our health records library are mind-boggling. The paper files will in time be scanned and available electronically. For the moment, however, the hard work goes on to ensure that patient notes are delivered to the right place at the right time

provision of case notes for all the Trust sites, plus the local community hospitals.

Notes for despatch are stacked in blue cabinets, according to their destination, and delivered to designated delivery points up to four days in advance for clinics and routine admissions. For emergencies, a shuttle service ensures that they are available within one hour. If records are required urgently by A&E, they are delivered to the department by taxi – a service that has been in operation ever since the library moved to the West Norwich in 1995.

Press reports have pointed to the expense of this service and asked why there is not

enough room to store patient records at the new hospital. Such comment takes little account of the scale of the operation – the move to centralise all records at the West was a major undertaking and the library has grown steadily in the intervening years. The answer is clearly to computerise all patient records and the Trust is working hard to develop a system that will cope with the enormity of such a task.

“Our workload has increased because departments have less room to store the notes in the new hospital,” says Janet. “But the change was not nearly as complicated as our move to the West. Before that, records were stored in several different areas on the old Norfolk & Norwich site and staff from different departments would come and collect the notes for themselves.

“Now we have visits from other Trusts to see how we have managed to centralise our

“With more than 74,000 notes coming in and going out every month, we are seen as a model for other Trusts wanting to centralise their health records”

service. Considering we deliver to four different sites, including Cromer, and we handle ophthalmology records too, the system works extremely well.”

There is a great deal of manual handling involved – staff have to carry the files up ladders and load stacks of notes into cabinets – but health and safety checks ensure that the work is within proper guidelines. Strict procedures are also in



Keeping tabs: Staff from the health records library work on a rota basis to manage more than half a million files. Pictured above is library clerk Scarlette Faulkner and (opposite page, clockwise): James Metcalf, manager Janet Russen, Maureen Loveday and Maggie Allen, old A&E documents packed tightly together, and Amanda Wretham



place for maintaining patient confidentiality and reducing the risk of errors.

In addition to 560,000 'live' case notes, records from pre-1989 are kept on microfilm for patients who had not attended hospital for at least eight years. Notes for deceased patients are kept for eight years – 25 years for maternity and paediatric cases. And records for every single A&E attendance are kept separately.

"We are fast running out of room again," says Janet Russen, pointing to the crowded racks where a seventh tier had just been added, "so a new, computerised service will be very welcome."

How you can help

- Is your 'emergency' call strictly necessary? The health records library receives up to 783 such calls every week, but many turn out to be requests for general information. Remember that you may be holding up a genuine call requesting notes for an emergency
- Many paper files are dog-eared with age, but it is not the library's responsibility to replace them. Training is available for individual departments

to convert the notes into new files. Contact the training manager, Yvonne Smith, on ext 4723 for details.

- If you request case notes by phone, be prepared to hang on while staff locate the file you require – they may literally have some distance to cover before they can even begin to look for it.
- Visitors to the health records library are very welcome. Please contact Rosa Curtis on ext. 4723 to make arrangements.

TALKING SHOP

LAST YEAR, each member of staff received a letter from the Chairman and Chief Executive endorsing the Trust's commitment to Improving Working Lives. This was followed by an invitation to join a number of working groups being set up under Phase 1 of the IWL Action Plan. There was an excellent response and the groups have been meeting since the beginning of this year. Their recommendations are currently being reviewed by the IWL team and a report was presented to the Trust Board in June.

The **Communications and Staff Involvement** Group have produced a list of suggestions to meet their overall objective "to help improve information flow and contribute to an effective communications strategy for all Trust staff". They will now join the **Staff Charter** group to look further at staff involvement issues

The **Healthy Workplaces Group** chose to focus on organisational pressures and stress and divided into subgroups looking at

Lynne Middlemiss, deputy head of Human Resources, on the IWL initiatives designed to enhance the working lives of all our staff

culture, change management, working relationships and support.

Among the issues discussed by the **Childcare and Carer Support Group** was the need for car parking for creche/playscheme users. The group is continuing to look at carer support and will now join with the **Flexible Working Group** to ensure an integrated approach to such issues. Our Flexible Working Policy is now being revised and includes information on flexible retirement options available under the NHS Pension Scheme.

The **Zero Tolerance Group** focused on preparing a new policy, *Withholding Treatment from Violent and Abusive Patients*,



The working environment and opportunities for training and development at NNUH were highlighted at a physiotherapy day in May

which was approved by the Board in March. A Zero Tolerance poster will shortly be on display in all wards and departments.

The **Staff Training and Development** Group set themselves the task of reviewing access to current training provision from the perspective of the IWL Standard, focusing on how to make programmes more accessible to all staff, regardless of working patterns, through a variety of approaches. This work will continue.

The Trust Board is clear that it is aiming eventually for the gold standard in IWL, Practice Plus, which links with the objective of being a three-star employer.

We are now moving forward with Phase 2 of our Action Plan, which is to achieve 'Practice' status by March 2003, followed by Practice Plus during 2003/2004.

We are delighted with the hard work, commitment and innovation shown by the working groups. Now we want to invite more staff to join in Phase 2 of the programme, to help us implement all aspects of the IWL Standard, whether it be for improved communications, more consistent application of our Flexible Working policy or greater opportunities for staff involvement.

The aim is to raise awareness across the organisation so that IWL issues are taken into account when developing other aspects of the service.

We have a real opportunity to make a difference here so if you would like to be involved or have any suggestions, please email or write to me (Lynne Middlemiss) in HR or call ext. 2211.



AN IWL survey on childcare needs showed that 135 staff are planning to make use of the on-site nursery when it opens at the NNUH next year. Of the 451 staff who returned the questionnaire, 106 said they would use the nursery between 8am and 6pm and 46 would use it five days a week.

A total 228 staff said that their ability to work additional hours was currently limited by the extent of flexible working practices or available childcare. If the

Trust were to help in finding alternative care if their own arrangements broke down, 258 staff said they would use this facility for childcare and 46 for looking after dependent adults.

A total of 217 staff said they would make use of the Trust's holiday playscheme at Blackdale Middle School in Bluebell Road (pictured above). A total of 162 said they would make use of before-school care for their children and 200 would use an after-school club.



What is ?

IWL IS A Department of Health initiative designed to enhance the experience of staff working in the NHS. The aims within this Trust are to:

- Create a culture of openness, honesty and civility which truly values everyone working in our hospitals.
- Develop a creative and forward thinking working environment.
- Listen to all groups of staff, empower them to improve the service and recognise their efforts
- Deploy the available resources to enable staff to provide a quality service
- Not rely on an individual's loyalty instead of improving their working lives
- Provide training and development opportunities for staff at all levels
- Work towards a discrimination-free culture
- Develop an integrated approach to improving working lives, ensuring that visible, practical support is available throughout the Trust

• **WHY NOT** come and hear the latest news from the IWL Team on 11 September, from 12 noon onwards in the NNUH Education Centre? Look out for further IWL news in In Brief and The Pulse.

An IWL page is also being developed on the Trust Intranet site and will be available at the end of July.

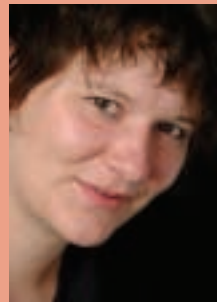
ART FOR ART'S SAKE

Hospital arts co-ordinator Emma Jarvis writes about the challenge of providing artwork to suit all tastes

TO ME, the hospital arts project is more about our environment than about art. After all, everyone has different tastes. Some like modern art, some more traditional art and some prefer none at all. It's the job of the Hospital Arts Project to make our environment more interesting while catering for so many different tastes. This is quite a difficult task.

When commissioning artworks for specific departments we think in terms of the specific sensitivities of the department. Other considerations include the installation process, maintenance and health & safety issues.

Current projects include ceiling and wall panels by Joey Fischer for the Radiotherapy Department, and screening for the windows on Buxton Ward by Andrew Moor.



Recent large-scale commissions have included Keith McCarter's *Helios* which stands at the front of the West Atrium. This circular form provides a striking contrast to the sharp angles of the building itself. Another sculpture to be installed this summer consists of five steel branches with coloured glass leaves by Sokari Douglas Camp. This will be suspended between five main columns in the East Atrium, forming a stunning green canopy within the Atrium.

The wall-mounted exhibition cases are currently being refurbished and installed along the main Hospital Street. These cases will contain changing exhibitions and it's hoped that members of staff will assist with selecting the work to be displayed.

The Hospital Arts Project has grown steadily since 1982 when local artist David Poole was an artist-in-residence, drawing and painting life within the hospital. It is now part of Site Services and is managed

through a formally-constituted Steering Group, which meets every two months. I have been working in one form or another for the Hospital Arts Project since 1994 and Dave, my assistant, since 1999.

The Hospital Arts Project seeks funding for all projects through grant-giving organisations and charitable donations. Funding applications tend to be long-winded, requiring information on the organisation involved, the projects, management structures, budgets, marketing and evaluation. Our recently completed application for the National Lottery was 244 pages long!

"Art goes a long way to making our environment more comfortable and interesting. Patients and staff deserve this extra personal touch"

Receiving good news on our funding applications is very rewarding. However, being unsuccessful after so much hard work is disappointing. I'm not sure we'll ever get used to this.

The Hospital Arts Project team understands that art is not a priority within the hospital system. However, art goes a long way to making the environment more comfortable for patients and more interesting for staff, offering a positive point of focus, assisting with way-finding and generally personalising the many environments. Our staff, patients and visitors are worth this extra personal touch.

• *Do you have a viewpoint on a subject you feel strongly about? You could win a case of wine, donated by Virgin Wines, if your article is published here. Send your contribution to Sue Jones, Editor, Trust Management dept.*

Cromer Hospital is 70 years old in July. As health services in the town come under review, Brenda Sibbons explains how the present hospital came to be built



THE 'GREAT AND FOOLISH ADVENTURE'

AT THE OFFICIAL opening of the Cromer and District Hospital on 20 July 1932, the efforts of the local community in funding the hospital were described as a "remarkable achievement".

The continued support of north Norfolk residents, the establishment of the NHS in 1948 and the transfer of the hospital to the Norfolk and Norwich University Hospital NHS Trust have enabled the building to be extended and developed to adapt to changes in health care provision.

The first Cromer Cottage Hospital, with six beds, was founded in 1866, in a cottage in Loudon Road (now called West Cottage) and was one of the earliest in East Anglia. In 1888, patients were transferred to a new building in the same road, the present Conservative Club. When it became apparent that larger premises were needed the building was extended and hospital services were transferred to Beach House on the promenade while building work was in progress. The enlarged hospital reopened in July 1904 and was able to accommodate 20 patients. In December 1928 it was decided that a new, larger hospital was required and within three and a half years the target of £20,000 had almost been reached.

The efforts of four local residents in particular were praised at the 1932 opening ceremony, and are still commemorated on the entrance hall subscription panels.

Frank Barclay gave the site for the building in Mill Road 1929 and work commenced the following year, although some believed this was the start of a "great and foolish adventure." Lady Battersea, Frank Simpson and Daniel Davison, worked hard to ensure the success of the venture, although all of them died before

their dream was realised.

Performing the opening ceremony, Lady Suffield told a crowd of nearly a thousand that Lady Battersea had been a source of "great inspiration, which encouraged them to persevere in their task." She had also contributed a substantial sum of money to the building fund. Following her death, a fund in her memory raised £1,250, and the children's ward was named the Pleasaunce Ward after her home in

"The traditions of the past are our incentive for the future"

Overstrand. The ward has since been renamed, although the original name plaque can still be seen.

An antique sale and a fete each raised in the region of £1,000 and following a collection taken at the opening ceremony, the fund was only £146 short of its target.

It was estimated that an extra £700-£800 per year would be required to administer

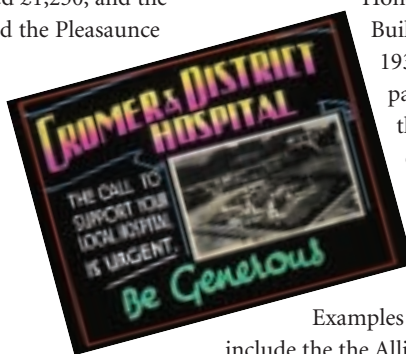
the new hospital but the committee was confident that this would be forthcoming, as they believed the people of the district "would not let an institution of that sort lack for anything it needed."

As health services in the area are currently under review, it is worthwhile remembering the words of Mr R Croome, Honorary Secretary of the Building Fund Committee in 1932: "The traditions of the past are our incentive for the future." The residents of north Norfolk value Cromer Hospital and have traditionally been involved in its development.

Examples of their generosity include the the Allie Ward, the operating theatre appeal and, more recently, the £11m Berstein legacy.

(Ref: North Norfolk Advertiser)

Top: Medical staff pictured outside Cromer Hospital in 1933 and (above) a poster from the 1928 fundraising campaign
(Pictures courtesy of Cromer Museum)



And so to 2002...

STAFF FROM Cromer Hospital and their families enjoyed a social evening at Cromer Football Club to celebrate the Queen's Golden Jubilee. More than 50 people attended the barbecue and disco and a rounders match continued until it was too dark to see the ball. The evening was organised by Pete Wegg, Sue Hayward and Lesley Kerr and funded from the Staff Amenity Fund.

