



United Lincolnshire  
Hospitals  
NHS Trust

# Nurturing and inspiring our healthcare staff in Lincolnshire



**OUTSTANDING CARE**  
*personally* DELIVERED



# Foreword from our Chair and Chief Executive



On behalf of the Trust Board, we are pleased to offer our unanimous support to United Lincolnshire Hospitals NHS Trust's bid to become a Teaching Hospital.

As a Trust, our strategic aim is to provide 'outstanding care, personally delivered' to the population of Lincolnshire. We have a population who live in some of the most deprived areas in the country, where health inequalities have an impact on the quality of life and where access to healthcare is fundamental to the management of health conditions.

In response, we seek to improve the health of the Trust's population and are seeking to implement integrated models of care. Developing and nurturing a talented, educated and supported workforce is one of our objectives, which sits under the 'Partners' element of our Integrated Improvement Plan, supported by our 'People' objectives for developing the workforce.

As an organisation, we have built up a strong structure that puts teaching and education at the heart of what we do, and which supports our colleagues to develop, train and grow every day to respond to the needs of our population.

There is fantastic work going on in the teaching arena across our hospitals, including by our medics, nurses, midwives, AHPS and our many support staff. Working closely with our local universities, our training and education offer has gone from strength to strength in recent years, and we know that we regularly attract new staff on the strength of those relationships as well as our improved teaching facilities.

It has been our long-term ambition to become a teaching hospital, and to eventually strive for university teaching hospital status. The establishment of the Medical School in Lincoln has created good opportunities for partnership working to improve the clinical and teaching environment within our hospitals. Many of our colleagues are attracted to joining the Trust because of this and the teaching hospital status will enhance this further.

Being able to include 'Teaching' in our title won't change our approach, but we will be proud to publicly share our commitment to teaching, educating and developing our staff, for the benefit of our local population.

We are proposing that, should our application be successful, our name will change to United Lincolnshire Teaching Hospitals NHS Trust. We hope that this will bring what we do every day to the wider attention of the community we serve, and we are confident that this change in status will boost recruitment and retention, which is hugely beneficial for the patients we care for.

In engaging with our patients, staff and stakeholders about our ambition, we have shared our plans with our healthcare and wider system partners, higher education institutions with whom we work closely and with regional MPs and leaders. We have received many supportive letters in return, some of which can be read in the supporting statements on page 76.

We are confident we meet the criteria to be classed as a teaching hospital, set out by the University Hospitals Association. This portfolio is aimed at providing broad insight into our significant commitment to teaching across the Trust for all our staff at all levels of our workforce. We are excited to embark upon this exciting new development for the Trust.



**Elaine Baylis**, Chair

**Andrew Morgan**, CEO

*Being able to include 'Teaching' in our title won't change our approach, but we will be proud to publicly share our commitment to teaching, educating and developing our staff, for the benefit of our local population.*





# Endorsement from our Medical Director



**Colin Farquharson**  
Medical Director

I offer my wholehearted endorsement and enthusiastic support for the United Lincolnshire Hospitals NHS Trust's application to be recognised as a Teaching Hospital Trust. As Medical Director, I have had the privilege of witnessing first-hand the commitment to improving education, innovation, and patient care that helps defines the Trust's aspirations for the future.

At the core of our shared mission within the NHS is the pursuit of excellence in healthcare delivery, education, and research. ULHT's desire to build upon these principles aligns seamlessly with the values that I, as the Medical Director, also hold dear. I am confident that achieving the accolade of Teaching Hospital Trust status will help further elevate standards of patient care and clinical education within our healthcare system.

The commitment of colleagues within ULHT to improving clinical education is exemplary. The institution has consistently demonstrated a desire to nurture the next generation of healthcare professionals across the whole range of clinical staff, providing them with the knowledge, skills, and ethical foundations

necessary to excel in their careers. This commitment can be evidenced by the high calibre of the teaching faculty and also by some of the innovative educational programs and initiatives that have been successfully implemented over the years.

As Medical Director, I have personally seen many examples of the benefits of collaboration between ULHT and our University partners on various clinical and research endeavours. These partnership working practices have been mutually beneficial, fostering an environment of shared learning, continuous improvement, and helping facilitate cutting-edge research. The desire to enhance that culture of collaboration and interdisciplinary teamwork at ULHT is truly commendable, as achieving advancements via that partnership working will continue to positively impact patient outcomes for the population of Lincolnshire that we treat.

Furthermore, through the Integrated Improvement Plan we have demonstrated a commitment to excel in research and innovation, in order to contribute significantly to the body of

knowledge in various medical disciplines. As a Teaching Hospital Trust, these can then be translated into tangible improvements in patient care, reinforcing the synergistic relationships between education, research / innovation, and clinical practice.

In conclusion, it is with great confidence and enthusiasm that I wholeheartedly endorse ULHT's application to be recognised as a Teaching Hospital Trust. I am certain that the organisation's inclusion in this prestigious category of hospitals will further enhance our ability to attract top-tier talent, engage in ground-breaking research and innovation in collaboration with our University partners, continue to provide the highest standards of clinical education, and ultimately improve upon the already high standards of patient care for the people of Lincolnshire.





## Developing into a Teaching Hospital - many years in the making



ULHT has always strived to be a centre of clinical excellence and has been involved in education and training of medical students, nurses and other professionals over the past 25 years.

Our desire to become a teaching hospital originated ten years ago and soon gathered rapid pace with support from our primary care colleagues, local MPs, councils and universities. Lincoln Medical School, affiliated with the University of Nottingham, was established in 2018 and ever since the Trust has developed even closer links with our local universities. This massive development has encouraged new investment and we have developed excellent new Medical Education Centres with great

facilities for our doctors.

Adding the word Teaching to our Trust name will confirm the commitment and enthusiasm of our clinicians who have provided high-quality education to medical students from London, Leicester and Nottingham. It will help us to foster research and innovation, address the workforce shortages, help to us to develop novel treatments and attract academic clinicians to come and work in Lincolnshire.

It will generate an enormous amount of pride and joy, and will help us to fulfil our ambition to train the next generation of healthcare professionals, advancing medical knowledge and providing high quality care to our patients. It fits in with the Trust's vision and values, which include excellence, promoting innovation, improvement and training and delivering compassionate and safe care to patients and staff.

Most importantly, it will help us to work alongside Lincoln Medical School to develop a new curriculum, which will be help in providing holistic care to patients in a rural setting. It will also put us in prime position as a close working partner when Lincoln

Medical School becomes fully independent.

We are confident that we have meet all the criteria and principles that is required to be a Teaching hospital. There is widespread support and enthusiasm from the organisation, ICBs, university and other stakeholders and partners.

It was a great pleasure to review the various articles for this portfolio, which together demonstrate our significant innovation and teaching commitment across many disciplines and professions. I would like to thank everyone who has played their part over the past 10-15 years to allow us to reach this important landmark in our Trust's history.

I have enormous pride and pleasure to be able to provide this portfolio of evidence to the Department of Health and Social Care in support of our application to include 'Teaching' in our name.

**Dr Suresh Babu**  
Director of Medical Education





# Messages of support from our stakeholders

*We have a close and mutually beneficial relationship with the Trust, and I have been impressed by the Trust's commitment to innovation and to exploring opportunities to harness the power for transformation to improve patient outcomes and create a rewarding and stimulating environment for your workforce.*

**Nicole McGlennon**  
East Midlands Academic Health Science Network

*Taken from the 'supporting statements' from our stakeholders section of this document on page 76*

*It is clear that establishing a Teaching Hospital in our county not only benefits patients, but also enhances the recruitment and retention of medical professionals in the area.*

**Dr Caroline Johnson MP**  
Member of Parliament for Sleaford and North Hykeham

*We are writing to confirm our wholehearted support for the application being made by United Lincolnshire Hospitals NHS Trust (ULH) to become a Teaching Hospital. This would be a most beneficial step for the people of Lincolnshire, and would likely bring a range of opportunities to further the commitment of the Trust in the involvement in high quality research, for the benefit of patients.*

**Clinical Research Network East Midlands**

*I am writing in my role as Director of the NIHR Research Design Service East Midlands (and shortly of an NIHR Research Support Service), to express my support and enthusiasm for United Lincolnshire Hospitals NHS Trusts' application for Teaching Hospital status.*

**Martin Williams**  
Director of NIHR Research Design Service East Midlands

*I have long supported the ambitions of both ULHT and other partners including the University of Lincoln to bring clinical excellence to our large and predominantly rural county.... Lincolnshire is traditionally an 'under doctored' area. The more we can do to support prospective and qualified clinicians to train, live and work in Lincolnshire the more our local communities will benefit.*

**Matt Warman MP**  
Member of Parliament for Boston and Skegness

*It is nearly four years since the first students began their medical degrees at the Lincoln Medical School, based at the University of Lincoln, and it is now appropriate that United Lincolnshire Hospitals NHS Trust, as the local acute hospital trust becomes a teaching hospital to complement and enhance the local health and care community.*

**Councillor Carl Macey**  
Chairman of the Health Scrutiny Committee for Lincolnshire

*The University shares the Trust's positivity and commitment to transitioning to become a Teaching Hopital, to enable patients to receive the best possible care. Through commitment and drive, our partneship can assit in providing health, wellbeing, education and training opportunities within Lincolnshire.*

**Professor Andrew Hunter**  
Deputy Vice Chancellor University ofr Lincoln

*The award of teaching hospital status, together with the further development of the undergraduate course at the University of Lincoln will help promote the underserved area of Lincolnshire as a place to train at both undergraduate level and postgraduate level.*

**Prof Jonathan Corne**  
Regional Postgraduate Dean East Midlands

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# DEMONSTRATING OUR SIGNIFICANT COMMITMENT TO THE QUALITY OF OUR TEACHING AND EDUCATION



**Professor Karen Dunderdale**

Deputy CEO,  
Executive Chief Nurse,  
and Visiting Professor at the  
University of Lincoln

ULHT's Corporate Governance Manual was updated and approved in January 2023 and aligns fully to support the delivery of our Integrated Improvement Plan, the blueprint for our organisational improvement journey with the aim of achieving Outstanding Care, Personally Delivered. Our Quality Assurance Framework, and in particular our People and Organisational Development and Quality Governance Committees are both key to supporting and overseeing our continued focus on the quality of teaching and education for our workforce. Our committees, all of which are chaired by non-executive directors report directly into Trust Board as shown in the governance chart below.





Our People and OD Committee are specifically tasked to scrutinise the robustness of and provide assurance to the Trust Board that there is an effective system of governance and internal control across workforce and organisational development that supports United Lincolnshire Hospitals NHS Trust to deliver our strategic objectives and provide high quality care.

By 2025 these strategic objectives include having a modern and progressive workforce through our approach to talent management by creating a framework for people to achieve their full potential, and by ensuring access to the personal and professional development that enables people to deliver outstanding care and ensures ULHT becomes known as a learning organisation. We want to make ULHT the best place to work including a specific focus on junior doctor experience key roles: Freedom to Speak Up, Guardian of Safe Working and Wellbeing Guardian, developing staff networks and implementing Schwartz rounds and we want to

achieve our longer term of ambition of becoming a University Hospital.

To support the delivery of these objectives, five sub-groups report into PODC which include our Equality and Diversity and Inclusion Group, our Research and Innovation Group, Our Culture and Leadership Group, Our University Teaching Hospital group and our Workforce Strategy group.

ULHT has been working with quality assurance standards within education for many years and have taken significant steps to comply with University Hospital Association (UHA) principles and Health Education England's (HEE) Quality Assurance Framework (QAF). The QAF is an integral component of our NHS Education Contract as it allows Trusts and Educational providers with a robust methodology to assess the quality of their education and training across the six quality framework domains seen below.

Our Department of Medical Education work closely with our colleagues in NHS Education's Midlands Team to review National Education and Training Survey results and to learn from best practice. We actively participate in NHS Education quality visits and action planning, as well as University of Lincoln quality reviews, and Local Education Providers meetings. We are extremely proud of the testimony from Professor Jonathon Corne, Regional Postgraduate Dean NHS Midlands which recognises the significant investment ULHT have made in our teaching facilities and the training we currently provide to both undergraduate medical students as well as Postgraduate Doctors in Training.

Our Quality Governance Committee is responsible for overseeing the robustness of and providing assurance that we deliver high quality, effective care that delivers a positive patient experience. Training and education are key to ensuring that we can meet these key objectives. We also have a strong clinical governance education programme to support staff at all levels of the organisation. We are extremely lucky to have recruited four Patient Safety Partners, members of the public who support us in our patient safety activity and continue to challenge us to improve still further.

As Director of Nursing and Medical Director it is imperative that our Education and staff training are among the trust's highest priorities and we are confident that the evidence we have collected to share within this brochure not only demonstrates our own significant teaching commitment to our workforce but also the Teaching Hospital principles set out by UHA.



**1. Learning environment and culture** relates to the settings within which learners are located and where the activity of education and training takes place.



**2. Educational governance and commitment to quality** describes the organisational ethos, priorities, structures, rules and policies in place to support learning.



**3. Developing and supporting learners** sets out the resources, support and tools learners need to succeed.



**4. Developing and supporting supervisors** covers the resources and support required by those guiding and overseeing the clinical and educational development and progression of learners.



**5. Delivering programmes and curricula** articulates how organisations can provide for learners' education and training needs, including placement providers' collaboration with the wider system to achieve this.



**6. Developing a sustainable workforce** underpins the other 5 domains by aiming to significantly improve the retention, progression and development of the whole workforce.





# COMMITTED TO OUR MEDICAL WORKFORCE



## Developing the consultants of the future



*In the last couple of years, we have successfully recruited over 30 doctors in our A&E department and 10 of those have successfully become consultants which is testament to the quality of training provided. There are now plans to replicate this model in other areas such as surgery, medicine, orthopaedics and paediatrics.*



Many doctors aspire to become a consultant but to achieve this they need to be on a specialist register and be recognised by the General Medical Council (GMC). An alternate route to get onto the specialist register is gaining a Certificate of Eligibility for Specialist Registration (CESR). As a Trust, we offer a comprehensive training program, to enable our experienced doctors who have trained overseas to achieve the competency required for CESR.

Recruiting doctors to senior A&E roles in the UK, especially in our region continues to be challenging, which is why the Trust also looks abroad for talented professionals to fill the skills gaps.

Director of Medical Education Dr Suresh Babu explained: “Many doctors from the Middle East, India, Sri Lanka and other countries who want to join our Trust, are highly qualified and typically work as Registrars. We support them through the CESR programme to help them towards obtaining the specialist registration so they can apply for a consultant post.

“For example, in A&E we have a programme where registrars rotate through paediatrics, acute medicine and intensive care and obtain their competency for example over a period of 12 months, after which they can apply for the CESR.

“In the last couple of years, we have successfully recruited over 30 doctors in our A&E department and 10 of those have successfully become consultants which is testament to the quality of training provided. There are now plans to replicate this model in other areas such as surgery, medicine, orthopaedics and paediatrics.”

While a vast majority off the doctors on the Trust’s CESR programme are currently from overseas, it’s predicted there could be an increase in the number of UK doctors in non-training posts undertaking this route to obtain specialist recognition in the future.

Dr Babu concluded: “We believe that by offering this program, we can continue to meet the growing demand for skilled consultants and provide first-class healthcare in A&E and beyond.”



# Clinical supervision



Our clinical supervisors and educational supervisors provide guidance and oversight to our junior doctors and medical students. They have to be formally recognised by NHS England and meet GMC standards.

Clinical supervision relates to the day-to-day monitoring of trainees in the workplace, while educational supervision concerns the long-term tracking of trainees' progress. Educational supervisors are responsible for ensuring that trainees are making the necessary clinical and educational progress. Educational supervisors need all the skills of clinical

supervision, plus an appreciation of supporting educational theory and the ability to undertake appraisals. They also work with portfolios and provide careers advice.

Ashok Kumar is the Trust's Assistant Director of Medical Education, Library and Knowledge Services.

"Our trainees are required to demonstrate their clinical and educational skills, and our supervisors offer assistance and support in this regard," he explained.

"Additionally, supervisors address any challenges trainees face and facilitate their access to the necessary

educational and clinical opportunities."

To qualify as supervisors, individuals must hold the position of consultant, senior lecturer, or professor in a substantive consultant role.

The GMC has established standards for clinical supervisors based on the Academy of Medical Educators (AoME) A Framework for the Professional Development of Postgraduate Medical Supervisors. Clinical supervisors must satisfy five out of seven areas, including:

- Ensuring safe and effective patient care through training.
- Establishing and maintaining an environment for learning.
- Teaching and facilitating learning.
- Enhancing learning through assessment.
- Continuing professional development as an educator.

The GMC requires that educational supervisors meet all seven of the standards in the AoME framework; the five requirements for clinical supervisors listed above and

- Supporting and monitoring educational progress.
- Guiding personal and professional development.

Qualified supervisors are expected to continually demonstrate their commitment to professional development as medical educators through a three yearly review cycle. Additionally, they have to refresh their training in equal opportunities and diversity every three years.

Ashok added: "We regularly advertise clinical supervisor and educational supervisor positions, but we also have staff members who volunteer and are keen to share their knowledge, skills and support for their future, as I call it! Becoming a supervisor is a prestigious role.

"Similarly, we encourage consultants to become supervisors as it enriches their experience and understanding of best practice and what excellence in patient care looks like. Their expertise is invaluable to the trainees they supervise and support, contributing to the development of the future healthcare workforce."

# Recognising excellence in healthcare

The Clinical Audit Award was set up seven years ago to recognise foundation doctors who are doing excellent work in improving healthcare. To enter they have to do an audit or quality improvement project which makes a difference, such as enhancing patient experiences or reducing mortality or morbidities.

They have to collect the data, conduct an analysis, and then present their findings in their respective department. The audit lead submits the best ones to a committee for evaluation. The top five entries are invited to present their projects in the Grand Rounds, where they are scored by a panel of judges.

Director of Medical Education, Dr Suresh Babu, who started the award, said the standard of entries is always really high: "The great thing is that these projects can actually be used to make hospital care better. That is after all the purpose of an audit - finding out where we are falling behind and then putting actions in place to improve our services and deliver the best care we possibly can."

The winner of the Clinical Audit Award receives a certificate which they can add to their

portfolio and a £100 voucher. The two runners-up also receive a prize.

Explaining the benefits of the scheme, Dr Babu said it encourages them to undertake a research project, which is integral to their training.

"It helps foundation doctors to develop vital research skills and gives them an opportunity to present their work at regional or national meetings," he said.

"If their project has been outstanding, they have been published or presented at national conferences it is great for their professional development and of course, it benefits patients because it's all about making things better."





## Bursary supports medical students

At the end of their fifth year, medical students are asked to undertake an elective – that is, a four-week placement in any specialty, anywhere in the world.

To help students with their expenses, we offer a £600 bursary to five students each year – the Ivor Fussey Student Travel Scholarship.

The bursary scheme has been in place for over a decade and has helped many medical students to undertake valuable electives all over the world, including Central and South America.

Unfortunately, not all medical students can receive a bursary. Students have to submit an application, CV and references, and these are then scored by a panel of judges. The top five candidates are awarded this bursary.

On their return, the successful students are asked to give a presentation at the Grand Rounds to all the doctors in the Trust and share their experiences and what they learned while they were away.

Our aim is to continue to provide this bursary in the future and helping medical students to make the most of their elective.

## Sponsorship support for clinical teaching fellows

As a Trust, we are continuing to support our clinical teaching fellows with their education training.

Over the last two years we've supported eight teaching fellows every year to acquire a Diploma/Masters in Medical Education. This enhances their training experience and also helps us in the recruitment of these doctors.

All of our clinical teaching fellows have been sponsored to attend the Advanced Trauma Support Courses.

"It's something we've been doing for four or five years now and it's a way of attracting doctors to apply for these posts – and it also helps them to develop as excellent educators," said Suresh Babu, Director of Medical Education at the Trust.

"The life support course costs £600 to £650 and the Diploma/Masters can cost £7,000 to £8,000. It's quite expensive.

"We're not obliged to provide this support but we wish to encourage and help them. As doctors they need to make progress in their career, so sponsoring them to do a medical education diploma is one way of trying to attract the best people to work in our Trust.

"We will definitely carry on doing this in the future as it is part of our wider ambition to achieve teaching and university status. We're actively helping our teaching fellows to go on these courses and we're also keen to encourage all of our doctors to achieve a Masters in medical education."



## New centres take medical education forward in Lincolnshire

Staff at Lincolnshire's hospitals can now do their training and research in the Trust's new and improved medical education centres which have been developed using a £1.8 million grant from the Department of Health and Social Care.

A brand-new facility with seminar rooms, lecture theatres, a clinical skills suite, office and education space, a library and a small canteen has been opened at Lincoln County Hospital while at Pilgrim Hospital in Boston the existing centre has been upgraded to meet current education standards.

Assistant Director of Medical Education, Library and Knowledge Services Ashok Kumar explained: "The centres provide excellent modern facilities for undergraduate medical students on clinical placements and junior doctors to learn alongside clinicians delivering frontline care.

"Having the undergraduate and postgraduate training facilities under one roof has increased collaboration and enables us to make better use of our time and resources.

"And because they are multi-purpose, they're also used by support staff and clinicians



including nurses, clinical educators, pharmacists and advanced clinical practitioners for teaching, preparation and study so they've had a really positive impact across the Trust.

"I also think they have improved student and staff morale. Rather than having odd rooms here and there, we've now got nice new modern learning environments which people want to keep clean and tidy."

As well as state of the art equipment the centres have well-stocked libraries where people can access both physical and online books and research papers. Ashok and his team also provide library services for our partners

at Lincolnshire Partnership NHS Foundation Trust and the Lincolnshire Community Health Services NHS Trust.

The medical education centres are also improving standards around patient care and supporting recruitment though increased teaching capacity.

Ashok explained: "Medical students tend to stay in the areas in which they train so having such facilities available in our local hospitals will help us meet future skills needs.

"The facilities will also help equip our health professionals with the knowledge and capabilities to provide excellent high-quality healthcare for the benefit of people in Lincolnshire."



## Clinical skills suites improve patient safety

To help our staff provide high quality effective and safe care, the Trust has developed clinical skills suites where medical students, junior doctors, nurses and other health professionals can practice emergency medicine or specific procedures such as taking bloods, lumbar punctures and epidurals or putting in chest drains. They are set up to be as close to a ward environment as possible and the clinical skills team create a wide range of role-play scenarios, from all wards and departments, which the students or practitioners then have to react to in real time.

The clinical skills suites are equipped with task trainers (specialised simulators or models) such as a venepuncture and injection arm which can be used to provide training in IV therapy, cannulation or phlebotomy. The suites are also equipped with life-like men, women, child and baby manikins which have vital signs and present symptoms as a human would.

The suites at Lincoln County Hospital and Pilgrim Hospital, Boston have been open since May 2022 as part of a redevelopment bid connected to the Lincoln Medical School at the University of Lincoln.

There is also have a smaller suite at Grantham and District Hospital which runs ultrasound cannulation courses.

The clinical skills suites can also be used as part of the exam process for refugee doctors, who are qualified in their own country, but need to demonstrate they are safe to practice in the UK. They are also used by our advanced clinical practitioners in respiratory to provide training for undergraduates in inserting chest drains or sick drains. Similarly international nurses, newly qualified nurses and midwives use the clinical skills suites to practice skills like taking bloods and foetal heart monitoring while the resus teams can gain skills and knowledge in life support and advanced life support. Maternity educators run simulation days and set up emergency situations which multidisciplinary teams of doctors and nurses have to react to.

Trust grades can also use the suites to offer training to staff, not currently on a training programme, so they can still develop their skills and learn how to put in an NG tube, take a sample from someone's knee or put a chest drain in, for example.

Clinical Education Lead Nurse Leigh Potter said the suites are vital to improving patient safety: "We use the suites and the seminar rooms to deliver skills training for medical students and health care support workers as part of their induction," explained Leigh.

"Because they look like real-life wards with beds and curtains, we can do proper simulation practice which influences how we build our training and induction programmes.

"Our focus is often on fundamental stuff like how to clean beds and wash patients and we can teach hands-on skills that staff can then translate to the ward helping to improve patient safety and quality of care."



## Enhancing medical training through simulation models

Medical education and training have evolved at hospitals in Lincolnshire over the years, and one of the most significant developments is the use of simulation models. These models allow medical students, junior doctors and clinicians to practice skills and procedures in a controlled setting which they can translate into real-life on the wards.

Highly sophisticated child and adult models enable us to recreate a wide range of emergency scenarios, from a sudden collapse to someone in shock or cardiac arrest. These interactive mannequins have a heart rate and lifelike breathing patterns which add a layer of realism to the training, making it an invaluable tool for our students and staff.

Different mannequins are used for different procedures such as resuscitation or life-support skills and practical procedures like chest drains and intraosseous needling.

Director of Medical Education Dr Suresh Babu said: "We run simulation sessions on a routine basis, giving our doctors ample opportunities to refine their skills.



"This ensures that our medical professionals can do everything first go. They are practising life-saving skills, so they get more proficient when dealing with patients and treatment is given in a timelier manner.

"Simulation training not only benefits our medical professionals but also improves the overall patient experience. For instance, ultrasound-guided training for vascular access enhances the precision and effectiveness of patient's treatment."

The Trust has been using simulation training for the past 15 years or more, however, the equipment was a lot less sophisticated than it is today. For the past eight

to 10 years, mannequins have been used to provide trainees with the best possible experience and while significant progress has been made, there are still areas where we can expand and enhance our offering. Looking ahead, one of the Trust's ambitions is to establish a dedicated simulation centre so we can continue to prepare our medical professionals for the challenges of real-world healthcare, ultimately benefiting the patients we serve.

*We run simulation sessions on a routine basis, giving our doctors ample opportunities to refine their skills.*



## Using our patients' voices to educate colleagues and make improvements



At the heart of our vision to provide outstanding care, personally delivered are all our patients.

To make sure we are providing the highest standards of care we have an award winning Patient Experience Team, who not only support patients and listen to their feedback, but also use this information to educate and share with teams across our hospitals.

Head of Patient Experience, Jennie Negus, said: "I have been a nurse for 42 years and am passionate that patients must be at the centre of everything we all do and that their voices heard. We listen to absolutely everything, however that information is shared with the organisation."

The team has received national recognition for the innovative way this feedback is collated. Data Insight Manager Martyn Staddon was crowned winner in the 'Using Insight for Improvement (Innovation in Insight)' category at the Patient Experience Network Awards 2022 for the development and implementation of a patient experience dashboard – a system called SUPERB. This collates all of the Trust's patient experience feedback and can go down to individual wards and clinics if needed. It is used in training as we can highlight areas of best practice and where there are opportunities to help make improvements. The Trust has since helped other Trusts to set up their own dashboards.

Jennie was also a runner-up in the 'Engaging and Championing the Public' category. This was for the Trust's approach to maximise involvement with patients and carers through the development of the panel and the expert reference groups.

Jennie added: "Our patients and their loved ones are the best experts and we are privileged to be able to have their input in our patient panel. Some are also members of our four expert reference groups as cancer patients, those living with sensory loss, for our digital transformation journey, improvements across the Trust, and we are looking to establish one for carers in the very near future. By listening to them we learn so much, their contribution is so valuable."

More than 500 colleagues have also taken part in a training programme run by the team. Only a small minority of our patients ever want to be in hospital, but we do everything we can to make sure their experience is the best it can be. This training helps everyone to remember what matters to our patients. Colleagues are then able to take back the information and learning to all of their ward areas and departments across

the Trust. Plans are in place to continue to offer this to more colleagues.

The team also supports other training around palliative and end of life care for our patients. We only have one opportunity to get this right and therefore having this focus is so valuable to everyone involved.

One of the popular presentations at our Trust Board meetings are patient stories presented by the team through video. It is great to share positive stories and also to highlight where we have made improvements responding to patient experience and feedback. These videos are also available for colleagues to view and learn from at any time in our online story library on the intranet.

Jennie added: "Through all of the processes we now have in place we have a real understanding of how our patients view us, we can celebrate successes, we can use the feedback to make sure we keep improving in the future and most importantly it show the value we all place on our patients and on their voices."

## Keeping our junior doctors up to date

As a Trust, we believe that communication is key to building a strong and supportive community of medical professionals. We send out newsletters to our junior doctors four to six times a year, ensuring that they are well-informed about the Trust, what we do and how they can seek help or escalate concerns whenever needed.

Our newsletters are part of our induction process to welcome new doctors and provide important information on a range of topics, such as, where to find guidelines, the rota, corporate policies and so much more.

The newsletters also include information about the awards the Trust offers and the various courses and training opportunities available to support continuous professional development.

Director of Medical Education Dr Suresh Babu said: "We believe that having the information they need readily available is crucial for both the success of our trainees and the quality of the patient care they provide.

"It's important to give them the information they need right from the start. We believe it's good practice because it makes the induction process is as smooth as possible.

"It also allows us to collect valuable feedback from our junior doctors and learn how we can improve. It's a good way of communicating with them and makes them feel valued and listened to, ensuring they have a positive experience throughout their time with us."





# COMMITTED TO TEACHING OUR STAFF VIA THE TALENT ACADEMY



## Nurturing our future workforce

Recognising and nurturing talent from across the county is key to increase, retain and develop our diverse workforce.

The Trust is a key partner in the Lincolnshire Talent Academy which was created in 2015 to support engagement with the younger generation in support of future workforce development.

It has become a single point of contact for students and schools who are interested in the NHS. This means there is a standardised process for school talks, work experience placements, insight days in particular careers and specialists, more information on careers and training and greater access and range of opportunities.

713 education institutions are currently registered with the academy, including 93 universities. In Lincolnshire this includes 102 schools and both universities.

During the 2022/23 academic year, the academy facilitated 650 work experience placements across Lincolnshire. One month into the 2023/24 academic year, and a total of 86 placements are currently in progress.

This is in addition to hosting the Annual Lincolnshire Health and Care Careers Event which is now in its eighth year. This sees more than 1,000 students register for the event from across Lincolnshire and bordering counties to talk to organisations and representatives on more than 50 occupational stands – including many from the Trust. They can also participate in workshops from across health and care.

Working in partnership with stakeholders including the Trust, the Talent Academy runs a range of Aspiring programmes throughout the year for young people aged 15-18 years living or educated in Lincolnshire. It gives learners the opportunity to gain insight from industry led experts providing impartial advice and guidance. Supporting learners to make informed career choices and helping them to select the path that's right for them. Programmes include Aspiring Medics, Aspiring Pharmacists, Aspiring Mental Health Careers and Aspiring Dentists. Work is currently underway in the development of additional programmes including adult social care and general practice. Many

of the Trust's colleagues are ambassadors of the Talent Academy and take part in these events to help support the future workforce of the NHS.

Head of the Lincolnshire Talent Academy, Claire Flavell, said: "By working with local schools, colleges and universities, we aim to inspire, attract and engage with young people to support the creation of our future workforce. By sharing our own knowledge and experiences, we can assist students to make an informed choice about their next steps, whilst also raising the profile of the NHS and career opportunities within the Trust.

"Discussions are also underway with NHS England who are considering the Talent Academy system as a national platform."

By working with local schools, colleges and universities, we aim to inspire, attract and engage with young people to support the creation of our future workforce



# Proud to lead the national physiotherapy and occupational therapy apprenticeship trailblazer



The Trust was given ministerial approval to lead on the development of the first ever degree apprenticeship for the roles of physiotherapist and occupational therapist in 2017.

Having chaired the national employer group through the development and approval process, both apprenticeship programmes were published in 2019 and now provide a viable route into each profession for individuals across the country. Since then, six colleagues have completed the apprenticeships and a further 13 are currently going through the programme. By offering this method of development,

we now have a series of progression pathways for staff interested in professional development, reinforcing the Trusts commitment to its staff progression.

This way of learning allows employees to attend university as well as practical placements in order to become a fully qualified occupational therapist or physiotherapist. It provides the Trust with an opportunity to be able to grow and nurture existing talent, while also helping to tackle the local and national allied health professionals (AHPs) staffing shortages.

Susan Bradley is one of the occupational therapists who completed the apprenticeship programme through the Lincolnshire Talent Academy.

Susan had previously gained a sports therapy degree and was working as a physiotherapy assistant at Grantham and District Hospital when she applied to the apprenticeship programme.

Susan said: “The more I heard about the occupational therapy apprenticeship the more interested I became. I was so happy when I was accepted as I knew this was what I wanted to do as a career.”

Susan then spent the next two and a half years combining her studying with working on Ashby Ward at Lincoln County Hospital and completing four placements. She graduated with a BSc in Occupational Therapy in July 2022.

Susan is now employed by the Trust as an occupational therapist. She said: “I absolutely love my job and being able to help our patients to live their best lives. I am so grateful to have had this opportunity as I honestly do not believe I would have been able to do it otherwise. The

support from the Lincolnshire Talent Academy, the Trust and Sheffield Hallam University has made this possible.”

Anita Cooper, Divisional Lead Clinician and a registered AHP at the Trust said: “Our occupational therapists work in a variety of roles across the NHS and within our Trust. As fully registered professionals, they provide assessment, diagnosis, treatment, support and advice for people in a variety of settings and throughout their life.

“Apprenticeships offer a new way to help people join a team and then develop and grow their career. With over 14 different AHP roles within the NHS, social care and independent and voluntary sectors there are a lot of opportunities for someone looking for a career in healthcare. We hoped that through being part of the trailblazer group to develop and offer this opportunity to staff that we would see an increase in our number of registered physiotherapists and occupational therapists and we are now seeing the benefits of that through amazing colleagues like Susan.”

## Apprenticeships

The Lincolnshire Talent Academy manages the Trust’s apprenticeship programme.

With significant experience of apprenticeships, funding and delivery within the academy, the Trust is able to utilise the apprenticeship programme to best effect in order to develop clear staff development pathways, developing the skills required across clinical and non-clinical roles across our hospitals.

To date, more than 300 colleagues from the Trust have completed apprenticeships from across 34 different occupational standards. These range from entry level to Masters degree apprenticeships.

Through this work the team has identified opportunities to work with educational organisations to develop new programmes to address other workforce needs at the Trust. This has seen the co-creation of established career pathways from supporting development from the first step on a career ladder, all the way through to advanced clinical practice.





## Supporting colleagues to join as nursing cadets and become registered nurses

The Trust's Nursing Cadet Programme provides the first step onto the Nursing Workforce Development Pathway, offering fully supported training from Cadet through to Registered Nurse and beyond.

Deputy Director of Nursing, Angie Davies, said: "With a shortage of nurses across the country, it's vital that we look at how we can grow and nurture our own local talent within Lincolnshire.

"The nursing cadet programme provides individuals with an entry route into nursing, which offers opportunities for progression from cadet through the various roles up to registered nurse, utilising the apprenticeship programme and our fast track progression routes.

"This really is a great way to start a career in nursing."

One of the colleagues being supported to achieve her dream of becoming a registered nurse is Laura Vamplew.

Laura has dreamt of being a nurse ever since she was 10 years old, when she saw her mum care for her nan.

After leaving college early, Laura successfully applied to become a nurse cadet apprentice through the Talent Academy. As part of the apprenticeship, Laura completed a range of placements across mental health, acute, community and care home settings.

Once completed, Laura continued to work within the Trust as a health care support worker, before applying to join the Trainee Nurse Associate Programme. Laura completed the foundation degree programme and is currently working as a nurse associate in the Trust. Her next step is to be accepted onto a course at the University of Lincoln to top up her learning and become a registered nurse by completing the shortened nursing degree. Each stage of Laura's development has been made possible by the Trust's apprenticeship programme, enabling her to obtain the academic and professional qualifications alongside her role.

Laura said: "The opportunities offered by the Trust and the Talent Academy have been perfect for me. Being able to work and bring the classroom teaching to life has been invaluable. I have

gained experience, grown in confidence and now have a clear pathway to a career that I have always dreamt about since I was a little girl.

"I live near Boston and I feel so lucky to be able to do all of this on my own doorstep. I will forever be grateful to the Trust and the Talent Academy."

Claire Flavell, Head of the Lincolnshire Talent Academy, added: "Our vision is to create a talent pipeline of aspiring individuals like Laura, who are supported to fulfil their potential within the Lincolnshire health and care community. The creation of our Nursing Cadet Programme provides the foundation for our future nursing workforce."



## Supporting colleagues to care for our youngest patients

We provide a comprehensive ongoing training programme to support colleagues caring for our youngest patients.

Through our Clinical Education Team, Resuscitation Team, Sepsis Team, Medical Education Team and other colleagues, we are able to offer regular structured training for our clinical and nursing colleagues caring for children.

This includes paediatric emergency simulation training for MDTs every month in the Lincoln Education Centre, clinical skills days, and facilitating training by external organisations around Paediatric Intensive Care Unit transfers and stabilisation of children.

Our Resuscitation Team also run European Paediatric Advanced Life Support (EPALS) courses. The course is intended to provide training for multi-disciplinary healthcare professionals in the early recognition of the child in respiratory or circulatory failure and the development of the knowledge and core skills required to prevent further deterioration towards respiratory or cardiorespiratory arrest.



The Paediatric Immediate Life Support (PILS) Course is also offered by our Resuscitation Team to hundreds of colleagues every year. It is appropriate for doctors, medical students (final year), nurses, health visitors, school nurses, midwives, ODPs, cardiac technicians, resuscitation officers, physiotherapists, dentists,

dental nurses and ambulance technicians/paramedics. The PILS course addresses the needs of staff who need more advanced skills than those taught during basic life support (BLS), who may have to act as first responders and treat seriously ill children or children in cardiac arrest until the arrival of a cardiac arrest team.



# COMMITTED TO OUR ADVANCED CARE PRACTITIONERS

## Supervising and supporting our advanced clinical practitioners (ACPs)

In her relatively new role as Senior Advanced Clinical Practitioner in Clinical Education, Mel Kendrew oversees the supervision of 180 ACPs and their ongoing professional development.

ACPs are healthcare workers with a professional registration, who have undergone additional training underpinned by a Masters degree to work at an advanced level of clinical practice.

They are highly skilled, advanced-level decision makers who are qualified to manage a complete episode of care. They are skilled in assessment, diagnosis and planning care, and they can prescribe medications.

Mel continues to develop a framework for the supervision of ACPs.

“When I started this job I had a blank slate, which enabled me to look at what the needs of our ACP workforce were. Since then I’ve been building a community of practice across Lincolnshire and our hospitals.

“Because a lot of our ACPs are on duty around the clock we’ve created an online forum. It’s become a focal point for finding information, sharing knowledge and having

meetings and discussions.”

Mel started her nursing career 40 years ago, when she began her degree course at the University of Hull. She qualified in 1987 and came to Lincoln in 2015 to become an ACP in cardiology.

“When I first came into post people were working in silos or on their own, but now they feel part of something bigger,” she said. “We’re all working towards the same standard, and there’s a better understanding among us of what advanced practice is.

“In the past there was no framework for supervision, but we now know there’s a lot of evidence that supervision improves patient outcomes, job satisfaction and safety within an organisation, and it drives up standards and clinical excellence.”

Mel’s next project is to develop the supervisors’ training. “ACPs who are supervising trainees go through a programme of training, and we are setting the standard for that training and resourcing our supervisors so they can fulfil their role well.

“We’re also working with our community healthcare colleagues to develop an e-portfolio in which all the

standards that ACPs should be working to are embedded.”

Mel is also responsible for collaborating with the University of Lincoln, which is the main provider of the Masters programme for trainee ACPs at the Trust.

She has an input into the development of the course and teaches on both the Masters programme and the Trust’s postgraduate doctor teaching programme.

Mel is a member of the newly formed Lincolnshire Faculty of Advanced Clinical Practice which steers the agenda for Advanced Clinical Practice across Lincolnshire and reports to the Lincolnshire Integrated Care Board.

“I absolutely love my job,” said Mel. “It’s really rewarding to build something from scratch. I enjoy the collaborative side of it, building relationships, seeing a network emerging across the organisation, providing support in areas where difficulties have been encountered, providing a standard to work towards, and collaborating with the university.”





# ACPs vital in improving standards of care in Lincolnshire



combined have around 70,000 patient contacts per year, ranging from cardiology to oncology and frailty. We also have a senior ACP in education who is responsible for supporting practitioners with their education and supervisory needs to achieve Competencies in Practice and Extended Professional Activities.

Although the Trust works with several different higher education institutions, depending on what training is required, our preferred provider is the University of Lincoln which we have an excellent bi-direction relationship with. Lincolnshire also boasts a county wide Faculty of ACPs, currently chaired by Senior Consultant Nurse in Cardiology and ULHT ACP Professional Lead Professor Alun Roebuck. The faculty brings together ACP leaders from primary, community, secondary and third sector care. All aspects of practice are represented including mental health, pre-hospital care. and palliation.

As well as being faculty chair at the university, Professor Roebuck is a visiting professor in advanced clinical practice. Four of his colleagues are teaching fellows.

The Trust has invested in the development of advanced clinical practitioner (ACP) roles in its hospitals for many years, which has resulted in significant opportunities for delivering high-quality, patient-centred care. It has created career development opportunities for colleagues and many service innovations that are recognised nationally.

They are deployed across all healthcare settings and work at a level of advanced clinical practice that pulls together the four ACP pillars: clinical practice, leadership management, education and research.

There are currently 180 ACPs (53 of whom are trainees) employed by the Trust in 21 different specialties who

The Trust's ACPs are building a reputation nationally as a team to watch. They have:

- Completed a doctorate. Another ACP is on the National Institution of Health Research Doctoral Programme.
- Supported clinical trial research.
- Written peer review papers which have been published in scientific journals and presented at national and international conferences.
- Supported national societies such as European Society of Cardiology, NICE, the National Dermatological Nursing Society and the MS Nursing Society.
- Supported practice at national and international level and written textbooks which are shaping national clinical practice.
- Regularly received strongly positive feedback from patients.
- Achieved regional and national recognition from various award organisations.

Talking about the impact of ACPs on the Trust, Professor

Roebuck said their value can't be underestimated: "The average level of experience is seven years, so they are highly experienced professionals which enable a robust multi professional workforce.

"Within heart failure, ACPs support continuity of care, 7/7 working, admission and readmission reduction and specialist prescribing.

"As a county we have a single

heart failure pathway that works bi-directionally between community and acute care. Linking in with virtual ward the combined team have not only reduced admissions and readmissions but have improved patient experience.

"The University of Lincoln, funded by the East Midland Academic Health Science Network, has also identified a statistically significant mortality reduction since we

introduced the new combined pathways."

Professor Roebuck added that there are plans to increase the number of ACPs in the workforce in the future. "The development of multi-professional ACPs in Lincolnshire has, and will continue to support high quality, patient focused health care by ensuring we have the appropriate workforce to meet current and future demands."





## Giving healthcare professionals an insight into the world of radiotherapy



Jane Hall and Ellie Mills who are both Trust Therapeutic Radiographers are also taking their skills to the next level as trainee ACPs. As part of the overall development of healthcare professional training in Lincolnshire, Jane and Ellie share their radiotherapy knowledge with students at the University on a yearly basis. The module is for post-graduate nurses and other healthcare professionals who choose this option as part of their MSc courses.

The module, co-developed by the University of Lincoln

and our Oncology ACP Marie Beck, covers a wide range of subjects related to cancer care. The session delivered by Jane and Ellie is an introduction into the treatment and application of radiotherapy, alongside an insight into late-effects, support and care of the patients and also the role and delivery of palliative radiotherapy.

The course provides a tangible insight into patient experience through case-studies and real lived experiences that our students can learn from.

This helps to show the overall impact of services on both physical and mental wellbeing for our patients.

Jane and the team also work with our existing ward teams and in particular our cancer treatment wards to keep them up to date on skin care for radiotherapy treatments as well as the newly developed radiotherapy late effects service. This learning enables the wider team to understand and be able to speak to patients and their loved ones about the treatments they are undertaking.





# COMMITTED TO OUR ALLIED HEALTH PROFESSIONALS



## From occupational therapy assistant to clinical lead

Ellen Cramoysan began her journey in the NHS in 2014 when she joined United Lincolnshire Hospitals NHS Trust as a band two occupational therapy assistant, working primarily on the medical awards. After eight months, she applied for a band three position in the community neuro-rehabilitation outreach team.

During her time in this role, Ellen was supported to pursue her NVQ Level 3 in Health and Social Care. However, her thirst for learning didn't stop there and she applied for a seconded role that allowed her to do a degree at Sheffield Hallam University, on the practice-based learning course.

After completing her degree, Ellen took up a position as an occupational therapist at Lincolnshire Partnership NHS Foundation Trust within Child and Adolescent Mental Health Services. However, her journey took a significant turn in January 2020 with the onset of the COVID-19 pandemic.

Ellen said: "I returned to Pilgrim Hospital to do bank shifts at the weekends and received training to administer COVID-19 vaccines.

"After this, I started working at the hospital full time, as a senior occupational therapist in A&E before being promoted to a management and clinical role in therapy, overseeing the Care of the Elderly Team and the Therapy Frailty Service."

Ellen's latest career move has seen her take on a role within the therapy front door service - a pilot scheme designed to reduce hospital admissions.

"Our aim is to identify the need for therapy at the front door of A&E," Ellen explained.

"We assess patients' needs and, when medically appropriate, turn them around at the front door so we can meet their needs back in the community, thereby reducing hospital admissions."

Throughout her journey, Ellen has been fortunate to have the support of her managers, Sara Blackburn and Hollie Andrews who have played an important role in her progression.

Ellen said she wouldn't have got to where she is today without their help.

"I've been lucky to have really great support from my managers and the Trust. They really try their hardest to help you and get the funding in



place to enable you to do the necessary training to develop your career."

While she loves working at Pilgrim hospital, Ellen said she would ultimately like to join the armed forces.

"My dad was in the military, and I have three serving brothers," she explained.

"In the future I would like to develop a service within the military to provide mental health and occupational therapy support to ex-servicemen and women to help them to rebuild their lives when they leave."



## Nurturing talent in physiotherapy and occupational therapy



Turning challenges into opportunities around workforce development is something the Trust has been achieving for some time.

Before the establishment of the Talent Academy, the Trust launched an innovative programme with Sheffield Hallam University for physiotherapists and occupational therapists that led to a qualification approved by professional bodies and the Health and Care Professions Council. This was a combination of work based learning and university studies.

Initial discussions started in 2001, with both programmes approved in 2004 and the first students starting in January 2005.

Both programmes saw 100% recruitment, high retention and graduates who continued to work in our hospitals. Senior colleagues also had the opportunity to lecture at the university and support those on the programme before it was replaced by the apprenticeship programme funded through the Apprenticeship Levy.

Hollie Andrews first joined the Trust as an occupational therapy assistant. She was supported to go back to colleague one day a week to retake her maths GCSE. This then enabled her to apply to join the Trust's NVQ3 which once completed opened the door for Hollie to join the Practice Based Learning degree programme through the Trust.

Hollie said: "I will always be grateful for the opportunities and support provided by the Trust early in my career. Once I completed the degree I was offered a position as an occupational therapist and a few months later I successfully applied to become a senior

occupational therapist. After 18 months I then became a team leader and then in February 2023 I became the occupational therapy site lead for Pilgrim hospital.

"I am a massive advocate for the Trust and the opportunities it provides colleagues. By supporting me to retake my maths GCSE all those years ago, they have opened so many doors and now I am applying to do a master's degree.

"I love to give talks through the Talent Academy about how amazing it is to work in occupational therapy. I also love to help other members of the team to reach their full potential and have supported one colleague to successfully complete the trailblazer programme and another one who is currently part way through. I know how hard it can be to juggle work, studies and home life, but I also know the rewards and will do everything I can to help."

Despite her management role, Hollie still says that one of the best bits of her working week is when she is clinical and able to provide patient centred care. "It really is the best job in the world. I can still care for patients, but also support the

team to be the best they can be and our future workforce. None of this would have ever been possible without the opportunities presented by the Trust."

Anita Cooper is the Divisional Clinical Lead for Clinical Support Services across the Trust, as well as being the Trust's Lead Allied Health Professional. Anita has been instrumental in creating opportunities for her colleagues since joining the Trust. She said: "The success of this programme attracted national recognition and was one of the reasons why we were selected as the lead for the national physiotherapy and occupational therapy apprenticeship trailblazer.

"Over the last two decades we have managed to not only attract and support colleagues to gain their qualifications, but we have also retained them and watched them progress even further in their chosen careers. With the help of the Lincolnshire Workforce Advisory Board, Sheffield Hallam University and now the University of Lincoln, we are nurturing local talent to become our physiotherapy and occupational therapy workforce for the future."

## Our aseptic pharmacy - creating learning connections and opportunities

Our new £1million aseptic pharmaceutical unit is providing a perfect training ground for the pharmacists and pharmacy aseptic staff of the future. The new unit was built by the Trust, alongside Lincoln Science and Innovation Park, which is a joint venture partnership between Lincolnshire Co-op and the University of Lincoln.

By working together a new unit was created alongside the heart of the universities scientific teaching. This has provided a modern area and ideal learning environment for creating chemotherapy treatments, injectable nutrition and antibiotics alongside the potential for research trials.

This gives us an opportunity to develop a local, specialised aseptic services workforce, with placement and recruitment opportunities for students and graduates from the local School of Pharmacy and other Science Schools as well as the opportunity to develop pharmaceutical research, medical research and clinical trials with the University of Lincoln's Pharmacy and Medical Schools.

The aseptic unit has recently employed several of the University of Lincoln's Pharmacy graduates and supports work placements for the MSc Applied Pharmaceutical Sciences students and is working closely with the course team to help potential students with the opportunity to develop their professional skills by spending time within a relevant workplace.





# Training the next generation of physios



Frances Keane is a clinical specialist physiotherapist with a focus on musculoskeletal (MSK) and orthopaedics. Prior to this she worked for the Ministry of Defence for 10 years treating sports injuries and chronic conditions. Her role involves training, governance and service provision across the county.

She is also an associate lecturer at the University of Lincoln and has been involved in teaching on the contemporary practices MSc program, aimed at international students to support their recruitment into the NHS.

However, most of her teaching is done in the hospital itself, supporting rotational staff, particularly junior staff who

rotate every six months, to ensure they feel confident and happy in the MSK outpatient setting, and can start working with patients in a timely manner.

Frances said: “We provide outpatient placements to students from various universities, including Sheffield, Nottingham and Lincoln. These include apprenticeship, undergraduate, post-graduate and master’s students so we’ve got a wide variety of different student placements happening all at once with all the teaching and support that goes along with that.

“It’s part of the job to train the next generation of physios as they have to do 1,000 clinical hours of placement to qualify. If we aren’t providing that to the universities, then students are going to struggle to gain all of the hours they need to qualify and register. So, it’s important that we take an interest in people coming after us.”

Frances said she particularly enjoys teaching postgraduate students, as it encourages her to expand her knowledge for the benefit of her patients.

“I really enjoy teaching the

post grads because you get some very interesting discussions going and that encourages me to do my own research and, see how it applies to my patient group,” she explained.

Frances gained her teaching qualification whilst working as an instructor for the Army Cadet Force which stood her in good stead for her current role. As well as teaching on the contemporary practices programme she also does some injection therapy teaching.

“It’s what the university would term as a short course,” she explained.

“The students get five days of teaching then do a practical exam to make sure that they can inject correctly before we let them loose.

“And when I say let them loose, they have to go away and do 10 supervised injections over a period of about three months and then write up their case study before they can qualify.”

Despite her love for teaching, Frances’ primary motivation remains helping patients improve their wellbeing and regain their independence. She values the practical aspect of physiotherapy and believes

that hands-on experience is essential for both junior and experienced staff.

“For me as a learner, I hate sitting through a two-hour lecture and I think being a physio is a very practical profession,” she explained.

“We do need to get hands on, especially the junior staff as they are quite tentative with their handling initially so it’s really important for them to improve that practical skill.

“If it’s just pure theory, you’re probably not going to progress very well in certain aspects of your career if you can’t get what we would call therapeutic handling going from a fairly early stage.

“And we get some really good feedback from our students. They seem to like coming into the trust and over the years, a number of students have come back and work for us so we must be doing something right!”

*For me as a learner, I hate sitting through a two-hour lecture and I think being a physio is a very practical profession*





# Say hello to our new practice development physiotherapist



After eight years working at the Trust, Lizzie Elliott is stepping into a new education and training role as a Practice Development Physiotherapist.

In her new job, Lizzie will be planning the structure of training for physiotherapists, establishing common themes of training needs, and supporting members of staff in various way from induction through the preceptorship process and beyond.

She will also be supporting line managers and other staff who are managing issues relating to learning and performance, and ensuring that best clinical practice is achieved.

A further element of her new role will be overseeing student educators – clinical staff who have undergone training to support a student

in a placement in a clinical setting and looking at how the Trust facilitates placements in partnership with universities in our region.

“I qualified in 2014 with a degree in physiotherapy from the University of Sheffield and worked for one year at another Trust before joining ULHT,” said Lizzie.

“I’d always wanted to work in a hospital, and I’ve had a few different roles at the Trust: I spent 18 months as a rotation band 5 physiotherapist, spending six months in one area before moving onto another.

“Then when I moved up to band 6 I was given more responsibility in terms of supporting junior staff and students, and there was a greater expectation of

managing more complex patients.

“In 2018 I became static as a Band 6 physiotherapist in orthopaedics and stayed for three years, during which time I did my Masters in Biomedical and Healthcare Ethics at the University of Leeds.

“I did it because it was an interest of mine, and it’s not typically something a physiotherapist would study. But since then I’ve taught on the preceptorship scheme and done some lecturing for University of Lincoln physiotherapy students, and it’s helped me to think about moral questions, ethical decision-making and treating patients fairly.”

At the end of 2021 Lizzie took up her first Band 7 role as therapy team lead for the medical team at ULHT, managing a team of physiotherapists and occupational therapists covering some of the medical wards at Lincoln County Hospital.

Her new role is similar, but it will cover the entire Trust.

“It’s a brand new role within a brand new team that’s being formed, and it will ensure that therapy staff have access to

someone who’s in a clinical specialist role and who can support them.

“Being a team lead means it can be challenging to find the time to facilitate sessions and gather information about where the education learning needs of staff are. Hopefully my new role will help us to retain staff and improve staff satisfaction and welfare, because colleagues will have extra support and will feel more confident because they will have someone to turn to.

“I see myself as a resource – that additional person who

staff can come to for help and support, perhaps if they’ve got a new idea for training and learning.”

Student placements will be an important element of Lizzie’s new role, said Lizzie.

“I will be looking at the allocation of student placements, how many we can offer, how we match placements to appropriate educators, and how we work with the universities to ensure the students get right amount of exposure to each area,” she said.

Lizzie has a contract as an associate lecturer at the University of Lincoln and is now planning to undertake a PGCE teaching qualification in health education. In the longer term she’d like to study for her PhD.

“I’ve been with the Trust for eight years and I’ve seen some really good changes,” she said. “We offer lots of things that other Trusts don’t offer, and because we’re relatively small and friendly it’s quite easy to build inks with other departments, put names to faces and get to know people.”





# Teaching the radiographers of the future

Advanced clinical practitioners in radiology Myriam Jackson and Ben Howitt are both responsible for teaching a wide range of students and trainees at Lincoln County Hospital, from undergraduates to registrars.

Myriam, who is an advanced clinical practitioner (ACP) reporting radiographer, specialises in plain X-rays and teaches undergraduate medical students who are on placement.

Ben, who started off as an assistant practitioner in radiology, is also an ACP and teaches middle-grade doctors.

Myriam said, “I teach the basics because when they are newly qualified doctors, they’re going to be seeing an awful lot of bone and chest X-rays. I spend a long time showing images and asking students to tell me about images.

“I’ve been teaching undergraduates for the last five years and before that taught on the ACP MSc course on an ad hoc basis. I also taught orthopaedic foundation year 1 and 2 doctors and A&E foundation year doctors and then the middle grades for the last 10 years.”

Ben said, “In comparison, I

teach radiographer students the more in-depth reporting side of radiography and more advanced film viewing, such as subtle fractures and pathologies on chests.

“It’s primarily around film viewing and appropriate referrals and how we can help them in coming to a clinical decision, but we try and emphasise that they need to ensure that they are clinically correct to allow us to practice and work safely to achieve the best result for the patients.

“We’re also trying to increase their graphic knowledge and enhance their skills so that they won’t miss things and have to recall patients.”

As well as teaching in-house for the Trust, Ben is in negotiation with the University of Lincoln to set up a school of radiography.

“The course has been written, and we’re in the process of validation,” said Ben. “We’re also hoping it will get accredited by the Health and Care Professions Council and the Society of Radiographers by the end of the year. The aim is to improve recruitment and retention.

“We’re hoping to attract local A-Level students and

graduates who will be more likely to stay in the county after they qualify,” said Ben.

“A third of our workforce is from overseas, and we’re hoping that by setting up our own course, we can grow the UK talent base and input into what they’re learning.”

Myriam said the Lincoln Medical School is already making a difference: “Previously, when I taught University of Nottingham students, they only came to the hospital on placement. However, students from the Lincoln Medical School are with us for a longer period, rotating through the hospitals and GP practices across the county, so they are better known to the Trust.

“The hope is that by training our own doctors, they will want to stay. Similarly, students applying to study the new radiography course might already live in the county or come here to study and stay long term.”

The University of Lincoln is already advertising the BS (Hons) Diagnostic Radiography degree, and the first cohort is expected to start in September 2024, pending validation.





## COMMITTED TO OUR NURSES



## Welcoming nursing recruits from overseas

Like many Trusts across the country we have also faced challenges around being able to recruit enough nursing colleagues. However, thanks to our focus on international recruitment, in line with the NHS People Plan, we have improved our staffing levels and brought the added benefit of having a more diverse workforce.

The Trust started its international recruitment journey in 2020 and we now have over 780 international nurses working across Lincolnshire, many of whom are from the Philippines and India, where there are plenty of qualified nurses. Although nurses are already registered in their home countries, they need to pass a Test of Competence (ToC) to assess their skills and knowledge against the current UK pre-registration standards for nursing to be registered by the Nursing and Midwifery Council (NMC) in the UK. This test includes an online computer-based multiple-choice exam and a practical Objective Structured Clinical Examination (OSCE).

Once they join us, international recruits have up to 12 weeks to take their OSCE. During this time, they receive rigorous

training at our Trust, including eight weeks of classroom-based study. Even though they will only be tested on 10 stations covering different skills and scenarios such as the removal of a urinary catheter or intramuscular injections, they have to learn a total of 20 and have three chances to pass. Four of the stations are linked together around a scenario (one station for assessment, planning, implementation and evaluation), four others test skills and the remaining two stations assess the candidate's values and behaviours and evidence-based practice.

Helen Clark, Assistant Director of Nursing, said, "Although the OSCE is an intensive process that really puts the nurses through their paces, we've only ever had two people fail. This is partly due to our high-quality training and recruitment process and the dedication of the individuals themselves.

"Applicants are interviewed online, and if they meet our criteria, they are offered a job pending background checks. We then support them through the visa application process and provide a Certificate of Sponsorship, funded by NHS England, as

well as accommodation for the first 12 weeks, and transport to the exam centre.

"They also receive pastoral support to help them settle into life in Lincolnshire, including social mentoring networks and eat and greet events where they can cook and try each other's food."

Helen added, "It's a significant change for anyone coming from overseas to work in the NHS in the UK, but on the whole they adapt well. Only a small number of our international employees have left, often due to job promotions or family reasons. We have a high retention rate, and we are a leading Trust in the UK for international recruitment.

"It's a great program as it allows nurses from other countries to pursue their dreams of working in the UK and, specifically, in Lincolnshire and further their professional nursing careers. At the same time it enables the Trust to increase its nursing workforce to continually strive for safe, quality care for all of our patients."



## Nurse associates vital to bridging skills gaps in healthcare



The Trust is training and recruiting a growing number of nurse associates to help bridge skills gaps and deliver a more flexible and diverse workforce. The role was first established in 2018, when the Nursing and Midwifery Council became responsible for registering and regulating nurse associates, and although they are a lower band than state-registered nurses, they are registered practitioners in their own right.

Across the country, various universities offer specialised courses, and our Clinical Education Department collaborates closely with the University of Lincoln to assess prospective candidates. Trainee nurse associates undertake academic learning one day a week and work-based learning the rest of the week. They do placements in different departments across the Trust and are exposed to four different aspects of

nursing: adult, mental health, learning disabilities and paediatrics.

Qualified nurse associates work closely with registered nurses, effectively enhancing the capabilities of the healthcare workforce and service delivery. They possess the skills and knowledge required to deliver care across a wide range of healthcare settings, including hospitals and community-based care.

Assistant Director of Nursing Helen Clark said nurse associates play a vital role in helping the Trust meet its work force challenges.

“We looked at different ways we could recruit registered practitioners, and this role enables us to tap into potential of people who are already working for us as healthcare assistants, for example, but feel they can do

more,” explained Helen.

“It also helps to increase staff retention by giving people the opportunity to develop and extend their skills and allows us to redesign services. Where we’ve been unable to recruit in the past, we’ve been able to look at different ways of filling these gaps.

“We have mapped our workforce and developed a five-year nursing recruitment plan that incorporates nursing associates. Our aim is to recruit 300 nurse associates over the next five years, and we are well on track to achieving this goal. We have 79 currently in training and have expanded our intake to 40 trainees twice a year, ensuring a robust pipeline of skilled professionals for the future.”



*Our aim is to recruit*

# 300

*nurse associates over the next five years, and we are well on track to achieving this goal.*



## Focusing on future careers for our nurses

The East Midlands Cancer Alliance: Aspirant Cancer CNS Development Programme was designed with input from our lead cancer nurse and other colleagues from the cancer workforce in the East Midlands. The programme has been collated to give an insight into elements of compassionate care which is essential in supporting people affected by cancer.

The course provides a specially designed learning management system that directs nurses who are considering the role of Cancer Clinical Nurse Specialist (CNS) through a course, which includes reflective pieces that can be used to complement professional and revalidation portfolios.

The programme gives aspirants an enhanced understanding of the roles within cancer care, the pathways a patient and their care network may experience and be better equipped to offer support. It offers an ideal opportunity for learning about a challenging and yet highly rewarding development role for our nursing staff.





# Improved sepsis training

The Trust is now using a third-party training package under the auspices of the Sepsis Trust to deliver all mandatory sepsis training to staff.

National guidelines on how to diagnose and treat sepsis are due to be changed, and the training package means that any further changes can be introduced quickly across the entire range of health professions

“Applying those changes rapidly has been difficult for us in the past,” said Rebecca Connolly, Consultant ACP and Trust-wide Deteriorating Patient Lead.

“One of the biggest challenges is in joining up the way we identify and manage sepsis across the patient’s whole journey. Our training and awareness raising starts in the community in collaboration with our community colleagues and extends up to and beyond the patient being admitted into hospital.

“If we can embed this early intervention, we can either prevent people from having to be admitted into hospital at all, or allow them to be treated effectively as part of a virtual ward environment in their own home.”

The Trust has created an intranet page for staff which highlights sepsis best practice and local guidelines.

The page is managed by our large Deteriorating Patient Group and contains resources relating to patient deterioration, teaching videos and information for ACPs, nursing staff, non-clinical staff and medics across all specialities and divisions on how to approach the recognition, assessment, treatment and diagnosis of sepsis.

“Sepsis is one of the easiest illnesses to mitigate against

– no-one should be dying of sepsis,” Rebecca added. “In the past, delayed recognition or diagnosis together with inappropriate management or treatment and misdiagnosis of sepsis were nationally one of the main reasons why patients deteriorated, so it’s vital that we get sepsis training right.

“We’re collaborating with the University of Lincoln with a view to teaching sepsis within the clinical modules, and we’ve introduced Deteriorating Patient Month in September when we try to highlight the role sepsis plays in patient deterioration.”



# Fostering compassion and connection in healthcare

In the fast-paced world of healthcare, it’s easy for practitioners to become consumed by the clinical aspects of patient care. However, the emotional experiences associated with this work are equally significant. Recognising this, the Trust has introduced Schwartz Rounds as a powerful tool for reflection, empathy and well-being.

Assistant Director of Nursing Sarah Addlesee explained: “The Schwartz Rounds programme is provided in cooperation with the Schwartz Center for Compassionate Healthcare and with the support of The Point of Care Foundation. They are a monthly forum where clinical and non-clinical staff come together to reflect on the emotional and social aspects of their work.

Facilitated by trained staff, they follow a specific evidence-based format. The facilitation team is made up of people from within the Trust including nurses, consultants and chaplaincy staff. This multidisciplinary approach ensures that everyone’s perspective is valued.

In response to the challenges posed by the COVID-19 pandemic, the Trust started

conducting Schwartz Rounds virtually which also enables staff at all sites across the county to take part. However, there are plans to develop a hybrid model that combines virtual and face-to-face as well as tailored sessions for specific groups, such as nurses at the end of their preceptorship.

Each round begins with a virtual lunch, and everyone is given vouchers to spend in the staff restaurant, reinforcing the message that they, and their contributions, are valued. Following this, a panel of storytellers, usually consisting of two or three individuals, share their experiences related to a predetermined topic. For example, the theme might revolve around ‘The Person I’ll Never Forget’. Each storyteller has approximately five minutes to recount their experience and how it made them feel.

Following the stories, facilitators guide a reflective discussion with the audience. The discussion is not about problem-solving or finding solutions; instead, it offers a space for people to explore the emotional aspects of healthcare.

Sarah added: “Research shows that Schwartz Rounds have a profound impact on healthcare professionals. They help staff feel valued, enhance teamwork, foster connectedness, and improve communication between people who may not normally interact in their daily roles.

“They also promote a greater appreciation for different disciplines and reduce hierarchical barriers. Most importantly, they increase feelings of compassion among healthcare staff. They also offer an opportunity for professionals to step into each other’s shoes, fostering empathy and improving patient care.”

Schwartz Rounds also provide unique insights that can inform improvements within the Trust.

“In an increasingly busy world, these rounds provide a space for reflection, learning, and growth. They remind all of us why we work in healthcare – to make a positive impact on the lives of others and to continue striving for excellence in patient care,” said Sarah



## Shining a light on the Trust's diamonds



Our wards and departments are consistently striving to deliver care to the highest possible standards and take every opportunity to improve.

One of the ways we recognise the commitment to these standards is through our Diamond Award Quality Accreditation Programme.

The programme has four award levels that require teams to meet a number of criteria, which demonstrate all the standards and outstanding care we aspire to meet for staff and patients.

Not only has this been developed to recognise when standards are consistently met, it also acknowledges evidence of any improvements made too.

These standards align to the four principles within our Nursing and Midwifery Framework: improve patient safety; ensure a positive patient experience; enhance professionalism; and improve clinical leadership closest to patients.

Wards and departments must show how patient, learner and staff feedback is consistently responded to with evidence of listening.

Applications must show high standards of audit practice and environmental cleanliness must be maintained.

Teams must also demonstrate evidence of their improvement journey to a panel of senior nurses, midwives and health professionals.

A Bronze award reflects at least six 'Green' rated months, Silver is at least eight months and Gold is at least 10 months.

A Platinum award can be made available to areas that are able to evidence sustained achievement of the standards required for a Gold Accreditation for a two-year period.

Grantham and District Hospital's Surgical Unit was the first department in the Trust to be awarded a Bronze award in September 2022, and the team have since achieved their Silver Award.

A further eight areas have also now reached their Bronze award milestone.

## Nursing and Midwifery Framework

Nursing and midwifery services at the Trust have developed a framework to guide them through the challenge of reshaping and redefining services to embrace the technological advances of the 21st century.

Nurses and midwives need a range of technical skills and a high level of education to become effective critical thinkers and decision-makers. The focus should not solely be on what they do but how they do it. The values of care, compassion, dignity and respect cannot be overestimated.

It has been suggested that nurses and midwives should focus on basic nursing care. However, there is no such thing. Often things that are described as basic are anything but basic to the patient. Rather than assessing interventions based on cost, their value to patients should be the primary consideration. In addition to tangible resources, fostering a culture of trust, collaboration, and respect among healthcare staff is essential. Staff satisfaction increases patient satisfaction and vice versa, highlighting the need to nurture the next generation of role models.

To develop nursing and midwifery, we will need new roles and skills that fall outside of traditional professional boundaries to ensure we deliver care which is safe and responsive for our patients.

The aim of the Nursing and Midwifery Framework is to prioritise the quality of patient experience, improve outcomes and develop a sense of pride and worth amongst staff.

### The framework has four key principles:

**Improve patient safety:** This principle emphasises the responsibility of nurses and midwives in preventing and reducing risks to patients. Key objectives include reviewing ward staffing establishments, safe recruitment and retention plans, infection control, safeguarding policies, incident reporting and promoting a culture of patient safety.

**Ensure positive patient experience:** This focuses on the compassionate, dignified and respectful treatment of patients and the importance of listening to their needs, wishes and concerns. Objectives include clear communication, patient involvement in care planning, cultural

competence, opportunities for patient feedback and using technology to support care.

**Enhance professionalism:** This emphasises professional behaviour, respect, and adherence to Trust policies. Objectives include promoting transparent and honest communication, strengthening the role of matrons and ward managers, supporting a culture of respect and continuous professional development.

**Improve clinical leadership closest to the patient:** This highlights the importance of strong leadership at all levels in delivering high-quality care. Objectives include making nurse and midwife more visible, protected time for ward managers, leadership programs, quality improvement training, and encouraging researchy

The framework sets out our commitment to ensuring that all our patients experience a high standard of dignity, respect and compassionate care and treatment. We want every nurse and midwife to go home at the end of a shift happy in the knowledge that they have done a good job and have made a positive difference to someone's life.



## Supporting colleagues: the importance of preceptorship

Our preceptorship programme is designed to facilitate a smooth start for our newly qualified colleagues.

Our Clinical Education Team has created a comprehensive section on our staff intranet that supports colleagues as they book regular preceptorship pillar training days through the electronic staff record (esr) throughout their 12 month preceptorship programme.

It helps them translate their knowledge into their everyday practice and grow in confidence.

The team guides our preceptees through the transition from students to registered nurses and allied health professionals, monitoring and setting deadlines for achieving competencies, and providing support and constructive feedback.

A vital aspect of the program is the preceptorship portfolio, which preceptees are given within the first month of starting. It helps document and track progress, ensuring that all necessary competencies are achieved.

It ensures that colleagues are supported by the Trust to have the best possible start to their career and are then able to progress within their chosen career.



## Developing nursing leaders of the future

The Royal College of Nursing (RCN) Clinical Leadership Programme (CLP) is a year-long course delivered within the Trust by trained and approved facilitators.

It's designed to develop the leadership capabilities of health and social care practitioners and was introduced by the Trust in 2020. Forty aspiring nurse leaders have already completed the course with another 20 due to start the programme this autumn.

The course comprises six modules and looks at personal and leadership development, managing change in a clinical environment and coaching as a development tool. An integral part of the RCN CLP is for participants to undertake a service improvement project that will improve the care for the people who use the service they provide.

They also participate in six classroom-based action learning days and keep a reflective workbook or diary. Observations of care and gathering and mapping patient stories and experiences are also key components of the programme.

All learners have a work-based



mentor who supports them over the 12 months and at the end of the year they present their service improvement projects, patient stories and observations of care to their peers, senior staff and course leaders.

Helen Clark said the programme benefits staff and patients.

"The CLP improves the standard of care for patients and takes the organisation on

a continuous improvement journey acting on user feedback," said Helen.

"It also gives aspiring leaders the opportunity to further their learning and development and fulfil their career ambitions which leads to improved job satisfaction. When you invest in training for your staff, they feel valued by the organisation and are more likely to stay rather than leave the profession or look for similar work elsewhere."



# COMMITTED TO OUR MIDWIVES



## The importance of evaluating midwifery training



When it comes to midwifery training, it's important to the Trust that we listen to feedback from our trainees.

"We undertake two training surveys every year - the National Education and Training Survey and GMC National Training Survey - and when we get the results we can drill down into the different professions to see how people are responding," said Consultant Midwife Jules Bambridge.

"Generally speaking we get really good feedback from the trainees."

Libby Grooby, Divisional Head of Midwifery and Nursing at the Trust, runs student forums and looks into any issues that are raised there.

And Professional Midwifery Advocate Sandra Pygott offers regular sessions for the midwifery students to give them extra support.

"We're very focused on student safety and making sure that staff feel safe to speak up if there's a concern," said Jules.

Katie Mitchell, Clinical Preceptor Support Midwife

at Pilgrim Hospital in Boston, added: "Whenever we deliver training to the midwives they are sent a QR code which takes them to an online survey. We take on board the feedback we get from the survey and change and adapt the training the next time we deliver it.

"Not only that, but every three months they have a preceptorship day, and if they report a bad experience somewhere along the line we focus on that area the next time to make sure our training is constantly improving."



## Working with university midwifery courses



Since the opening of the medical school in Lincoln we have developed closer ties between our Maternity Services and the University of Lincoln.

Fifty per cent of a midwifery student's training is on the wards, and the majority of midwifery students undertaking their placements at the Trust come from the University of Lincoln,

although some are studying at De Montfort University in Leicester.

The relationship with De Montfort University is long established while Lincoln is quite new and in only its fifth year.

"It was recognised that Lincoln County Hospital struggled to recruit staff so the decision was made to start a midwifery course at the University of

Lincoln so that we would have a population we could draw on," said Consultant Midwife Jules Bambridge.

"It's worked really well and at the moment we have an extremely low vacancy rate - we're one of a very small number of Trusts with effectively no vacancies."

Around 30 midwives qualify at the University of Lincoln every year and about half of these begin their career at the Trust.

Jules also undertakes some teaching on the midwifery course at the University of Lincoln. "We don't have a regular slot but they invite us to come in from time to time and teach the midwives in training," she said.



*It was recognised that Lincoln County Hospital struggled to recruit staff so the decision was made to start a midwifery course at the University of Lincoln so that we would have a population we could draw on*



## A record intake of midwives

Maternity Services in Lincolnshire have welcomed the largest cohort of newly qualified midwives for the second year running.

Thirteen newly appointed midwives joined the Trust in September 2023, and all but one trained at either the University of Lincoln or De Montfort University in Leicester.

All of the midwives are now supporting families in Maternity Services at either Lincoln County Hospital or Pilgrim Hospital, Boston.

The newly appointed midwives started their careers with a preceptorship week, which supported them in their transition from university

to work life, with additional training to further develop their skills.

Katie Mitchell, Clinical Preceptor Support Midwife at Pilgrim Hospital, Boston, said: "It has been a pleasure to welcome our new midwives through this connection with two of our local universities.

"We're proud to support our midwives to deliver high-quality care, enhance their job satisfaction and increase the retention of midwives within the Trust.

"Being available on shifts to assist and support our new midwives clinically helps to ease that daunting transition from being a student to a qualified midwife. The role

of a preceptorship support midwife is new to the Trust, but it has proved invaluable in providing additional learning opportunities alongside the one-to-one support available for those who need it."

Pippa Webb, Midwifery Programme Lead at the University of Lincoln, said: "It has been a privilege and a pleasure to support the students over the last three years. They have worked so hard and have shown great levels of resilience during the COVID-19 pandemic.

"We wish them well in their future careers and we look forward to supporting many more future cohorts of midwifery students at the University of Lincoln."





## High-tech simulator supports midwives' training

Midwives and other medical staff are now using a high-tech birthing simulator which replicates the experience of childbirth.

The Trust has invested £51,000 in a SIM-MOM, a life-sized mannequin with an accurate anatomy which enables birthing training for midwives and other staff.

"The SIM-MOM is extremely useful for qualified midwives and doctors," said Consultant Midwife Jules Bambridge. "She can simulate routine births but

mostly she's used to simulate obstetric emergencies, breech births, haemorrhages and so on.

"She's very impressive - she can talk and our staff can have conversations with her, and she can also simulate having a seizure.

"The simulator helps us to provide woman-centred care; just as important as dealing with the emergency is explaining what's happening to the woman who's giving birth."

The SIM-MOM can simulate breathing, bleeding and other changes observed during maternity emergencies, and she has a heart rate and breathing sounds that can listened to and monitored.

The simulator has proved extremely useful during monthly training sessions and also when the Trust's midwives get together once a year with practitioners in other disciplines for their PROMPT training (practical obstetric multi-professional training).



## Midwives teaching medical students

For the first time this year midwifery colleagues have been teaching medical students as part of their ongoing training.

Consultant Midwives Jules Bambridge and Yvonne McGrath run a series of lectures of midwifery and maternity topics for fourth-year medical students.

"We were invited to take part by the consultant obstetrician and it's worked really well - we've been getting really good feedback from the students," said Yvonne.

The lectures take place during the two-week midwifery placement that fourth-year medical students undertake as part of their training.



# Supporting new midwives: the importance of preceptorship



Midwifery preceptorship is designed to facilitate a smooth start for newly qualified midwives, ensuring they integrate seamlessly into their new team and place of work. It helps them translate their knowledge into everyday practice, grow in confidence and understand how to apply the code in their day-to-day work.

Preceptees embark on a lifelong journey of reflection, helping them self-identify their continuing professional development needs. A positive preceptorship experience leads to increased confidence, a sense of belonging,

and feeling valued by their employer. However, effective preceptorship isn't just beneficial for staff; it also improves recruitment and retention which is crucial for ensuring the Trust delivers better, safe and effective care.

Preceptorship leads, operating at the band 7 level, oversee the program. They act as a central point of contact for all matters related to preceptorship, coordinating, monitoring, and evaluating the program. They support preceptors, maintain registers and promote the value of preceptorship within the organisation.

Preceptors, on the other hand, are experienced midwives at band 6 or above with at least 12 months of post-registration experience. They guide preceptees through the transition from students to registered midwives, monitoring and setting deadlines for achieving competencies, and providing support and constructive feedback.

The program typically spans a minimum of 12 months but can extend to 18 months for those that require it, tailored to the individual needs of the preceptee.

Newly registered midwives receive a minimum of four weeks (or the equivalent of 150 hours) of protected supernumerary time during the 12-month preceptorship period, allowing them to focus on their development.

A vital aspect of the program is the preceptorship portfolio, which preceptees are given within the first month of starting. It helps document and track progress, ensuring that all necessary competencies are achieved. Post-completion, the new band 6 midwives keep their preceptors as a named buddy for support and continues to engage with a PMA for pastoral support.

In cases where preceptees are involved in traumatic incidents, a comprehensive support system is in place, ranging from informal support to counselling and mindfulness.

The program doesn't only cater to newly registered midwives; it also accommodates return-to-practice midwives and internationally recruited midwives, tailoring support and resources to their specific needs.

## Our strategy demonstrates commitment to training

The maternity services education team at ULHT has developed a comprehensive strategy outlining its commitment to providing appropriate, accessible and relevant training to ensure a confident and competent workforce.

The strategy applies to all staff working in maternity services and covers statutory training; mandatory training; supplementary training such as clinical skills sessions, discussion groups, and other non-essential training opportunities; induction processes and preceptorship for newly-qualified midwives.

The strategy also sets out the key principles of statutory and mandatory training and the roles and responsibilities of staff, education leads, trainers and maternity services managers.

Consultant Midwife Yvonne McGrath said it's the first of its kind within the Trust: "Our approach to education is pretty unique but given the huge volume of training we have to do it made sense to have a formal strategy.

"As well as outlining the specific training requirements, it also emphasises the importance of external training opportunities and multidisciplinary team training.

"Education underpins everything we do and not only has our team grown in terms of hours and personnel, but we have invested in additional resources to meet the needs of NHS England's Core Competency Framework and ensure the highest standards of care and patient safety within maternity services."



# COMMITTED TO RESEARCH



## Working together to make research everyone's business

As a Trust, we are committed to improvement and providing outstanding care to the people of Lincolnshire. We cannot stand still and wait for innovation to come to us, this is why our strategy around embedding and strengthening research culture across the Trust was launched in 2023.

Hannah Finch, Head of Research & Innovation said: "Research is a central mechanism that is used to instigate improvements in many aspects of health and care. It is essential to achieving clinical excellence and leads to better outcomes and experiences for our patients.

"We want to be able to offer every patient in Lincolnshire opportunities created by an embedded and progressive Research and Innovation Department."

With this clear vision, the Trust has a dedicated team of 49 research nurses, assistants, pharmacy and support colleagues.

In recent years, this team has enabled thousands of patients from across the county to take part in research across a wide range of specialities from cancer, to critical care, genetics,

infection, mental health, ophthalmology, dementia, anaesthesia and pain management, cardiovascular disease, neurological disorders, dermatology, stroke, respiratory disorders, diabetes and so much more.

Our current portfolio of studies includes phase 1b onwards, with commercial research taking place alongside academic research. We also aim to run a portfolio that is balanced between complex interventional studies and more simple observational studies.

In addition to supporting the set up and success of ongoing trials, the team is also able to assist colleagues in developing and establishing their own research, taking the role of chief investigator, applying to take part in existing trials, taking the role of principal investigators and so much more. They also support the development of research skills within the workforce and introduce students to clinical research practice.

Hannah added: "We know that organisations with a research and innovation agenda at the core of their business attract and retain excellent staff and perform strongly. Our

ambition to achieve University Hospital Teaching Trust status is an indication of the Trust's intentions."

During the first six months of 2023, 650 patients have been able to take part in research across the Trust. By continuing to establish and grow relationships with partner organisations and research networks, while also embedding research across the Trust through education and workforce development, we will be able to offer more opportunities for our patients to get involved in research.

Hannah added: "Research really is everyone's business. As a Trust we are committed to a value of excellence, supporting innovation, improvement and learning, and health research is central to this."



*We want to be able to offer every patient in Lincolnshire opportunities created by an embedded and progressive Research and Innovation Department*





## Collaboration is key to the success of research



Providing outstanding care for the people of Lincolnshire, while also leading clinical research, delivering academic lecturing and presenting at international conferences, is what drives one of the Trust's deputy medical directors.

Professor Ciro Rinaldi has played a key role in the development of research at the Trust, ever since he joined 13 years ago. He is the Director of Research and Innovation, Deputy Medical Director and Consultant Haematologist specialising in myeloid malignancies for which he is chief investigator and principal investigator of multiple commercial Phase 1, 2 and 3 clinical trials. He is also Deputy

Chief Medical Officer for the Lincolnshire ICB.

Professor Rinaldi trained in Italy at University Federico II Naples, where he gained his MD, followed by haematology specialist training and a PhD in biotechnology. During his PhD, he moved to Chicago where he worked in Giuseppina Nucifora's Lab at the University of Illinois, and he published several articles on alternative pathways in rare hematopoietic malignancies.

He is an Honorary Professor in Haematology and Biomedical Science at the University of Lincoln, where he lectures for medicinal students at the Lincoln Medical School and

biomedical scientists.

He said: "I love lecturing and teaching the next generation of doctors and sharing my passion. It is amazing to see those I teach in the first year come back several years later on for placements and on rotation in our hospitals."

Professor Rinaldi also leads the molecular biology lab at Joseph Banks Laboratory at the University of Lincoln, focused on identifying alternative pathways and targets for new therapeutical strategy in myeloid cancers such as leukaemia and myeloproliferative neoplasms, leading to many publications and international

collaborations with high calibre groups such as the Cleveland Clinic and St Jude Hospital.

Working with a team of two senior lectures, three PhD students, four Master's degree students and those completing undergraduate projects at the university, they are gaining international recognition for their research in Lincolnshire.

Professor Rinaldi is invited to present at conferences all around the world and during 2023 he has presented his results in Marseille, Chicago and Frankfurt.

He said: "Collaboration is key to the success of research. Through our international links we have been able to offer patients in Lincolnshire access to around 30 international commercial studies.

"I love that we are able to bring treatments and opportunities for our patients that would not be possible without our involvement in research.

"By working with our patients and our healthcare partners, we are learning so much more about this disease and I hope one day that our research will influence future treatments and help to save lives."



## Michelle delighted to be part of research



Michelle Tointon says she feels privileged to have been able to take part in two research trials at the Trust.

The first was in 2012 when she was first diagnosed with myeloma and needed a stem cell transplant.

Michelle said: "I had to take lots of tablets for six cycles before my transplant, but it worked and kept the myeloma at bay for nine years. I then completed another set in January 2023.

"I have loved being part of this. I believe it is really important to be part of the ever evolving research into cancers of all natures. I like to think by the time my children's children are my age they could keep it at bay for much longer or they would not have to have six cycles of chemotherapy first.

"My research team at the hospital have been amazing and I cannot thank them enough for all they have done for me."



## Supporting research and patients

Tara Lawrence says support, experience and on the job training is enabling her to play a key role in research at the Trust and also support patients.

Ten years ago Tara joined the team as a research assistant and has never looked back.

Tara said: “When I first joined we were setting up and establishing lots of systems for the research team to use. The more I saw the more I wanted to get involved.”

After two years Tara successfully applied to become an assistant research practitioner and worked in many areas of research across the Trust, but haematology was her passion. In 2022, Tara became a research practitioner in haematology.

Tara has also embraced the opportunity to join the Clinical Research Practitioner Registry.

Tara added: “Ten years ago I could never have imagined that I would working in research, setting up trials and supporting patients. It really is the best job in the world and it is all thanks to the Trust and the support of the amazing Research Team.”



## Dermatology Team embrace teaching and research

The Trust’s Dermatology Team is not only caring for patients, but is also helping to shape national guidelines, educate and support the next generation of the NHS workforce and also talk at national and international conferences.

Consultant Dermatologist Dr Julia Schofield MBE is Vice Chair of the Psoriasis Association and Associate Professor in the School of Postgraduate Medicine at the University of Hertfordshire, where she has been involved in developing a Masters in Clinical Dermatology. This is an educational programme for nurses, doctors and pharmacists. Dr Schofield is the NHS England dermatology clinical lead for the outpatient recovery and transformation programme.

Dr Stavroula Kyriakou is an academic attachment lead for dermatology at the University of Nottingham, an education lead for dermatology at the Trust and a module lead for dermatology at Lincoln Medical School. This means half of her time is dedicated to supporting and teaching the next generation of doctors. This may be through educational activities, supervisory meetings, lecturing or by offering clinical attachments and placements in dermatology.

The team also supports GP registrars, GPs and nurses with special interest in dermatology and the training of clinical nurse specialists in various fields within dermatology.

Dr Kyriakou said: “Helping to educate and train the next generation of NHS colleagues is so rewarding for all of us. They are the future and will carry on our work for many years to come.”

Dermatology Advanced Clinical Practitioner, Nicola Housam, specialises in atopic eczema. She was recruited to a NICE expert panel to review and write national guidelines around atopic eczema and is also part of a NICE



Appraisal Committee as an expert witness looking at new products and treatments.

Nicola has also conducted her own research that has been published around fire safety and emollients. She has spoken at conferences to NHS colleagues as well as to fire investigation conferences. Her research is now influencing public safety information and the guidance that is given to patients about their treatments.

Nicola said: “As a team we do everything we can to bring research trials, the latest treatments and every possible opportunity to our patients in Lincolnshire, so that they no longer have to travel out of the county for care they need.”

The Dermatology Team also created the Lincolnshire Skin Cancer Services Improvement and Innovation Programme

which triumphed in the Dermatology Team of the Year category at the 2021 Quality in Care (QiC) Dermatology Awards. The programme introduced improved support and care for patients with skin cancer through a dedicated skin cancer support service.

Dr Schofield was joined by Consultant Dermatologist Dr Krisztina Scharrer at the awards. Dr Scharrer is also helping to drive the Trust’s involvement in research.

The Trust is taking part in the British Association of Dermatologists Biologic and Immunomodulators Register, an observational study seeking to assess the long-term safety of biologic treatments for psoriasis. The Trust has also been selected to take part in its first commercial clinical trial for paediatric patients with atopic eczema.

The patch test team carries out investigations for patients who have suspected allergic contact dermatitis. They are members of the British Association for Cutaneous’s audit group and participate in national audits and research. Their results are published in peer reviewed journals.

The Dermatology Team also keen to promote education via virtual events by creating podcasts for primary care colleagues and junior doctors.

Dr Scharrer said: “Through all of the work being undertaken by the team around education and research, our patients are benefitting from opportunities to take part in clinical trials and national studies. It really is inspirational to be part of a team that is making such a difference for our patients and also supporting future generations of the NHS workforce.



## AHP research forums under way

Allied Health Professionals (AHP) and other staff from ULHT have been taking part in a new series of AHP Research Forums across Lincolnshire.

The two-hour forums take place every three months and are open to anyone from any healthcare organisation who has an interest in AHP research.

Organiser Kirsten Guy, AHP Research Lead for Lincolnshire, says the four forums that have been held so far have been very successful.

“They’ve been brilliant,” said Kirsten. “We started them in January 2023 and we’ve had every AHP profession and organisation represented throughout the year, which is great.”

“We get about 65 people who register for the events, which can be accessed face to face or via Microsoft Teams, and we also record the sessions so that those who can’t make it can still benefit.

“The forums are open to all AHPs and they have also been attended by nurses, doctors and neuropsychologists. We try to be inclusive because they’re really aimed at anyone in Lincolnshire who has an interest in AHP research.”

The AHP Research Forum seeks to raise awareness of research and improve understanding, engagement and collaboration between different organisations.

“It’s about joining the dots, looking at research from the perspective of different organisations, and forging partnerships and collaboration,” said Kirsten.

“The forums are helping to build awareness, skills, opportunities and involvement in AHP research and in research more broadly. They’re relatively well established now so they’ve become a well-known event that people can tap into and take part in.”



## Supporting all colleagues to get involved in research

The Trust is empowering more and more colleagues to get involved in research.

Physiotherapist Alwyn Sproul is based on the Stroke Unit at Lincoln County Hospital and was the principal investigator for the RECREATE randomised control trial examining reducing sedentary behaviour after stroke. Alwyn joined forces with Kirsten Guy from Lincolnshire Community Health Services NHS Trust and Research Nurse Kelly Hubbard.

Alwyn said: “For a long time I had only ever seen doctors doing research, supported by our amazing research nurses. Then I heard about the RECREATE study and worked with Kirsten to get everything set up so that we could take part. We both completed the training to be principal investigators and were so proud when we were selected.”

“The therapy team would focus on the trial participants while they were in hospital and then Kirsten would follow them in the community.”

The team’s participation in the trial ended in April 2023 and they are really looking forward to seeing the results published.

Alwyn added: “It is amazing to think that we might contribute



to changes in practice, not only in our hospitals, but across the UK.

“But even more inspiring is that other colleagues, and students who have been on placements with us, are also now interested in research. You can see the ripple effect and how research is starting to become embedded in more and more areas of our hospitals.”

Kelly added: “It really is great to help more allied health professionals to get involved in research. Research really is everybody’s business and it is great to see colleagues embracing these opportunities.”

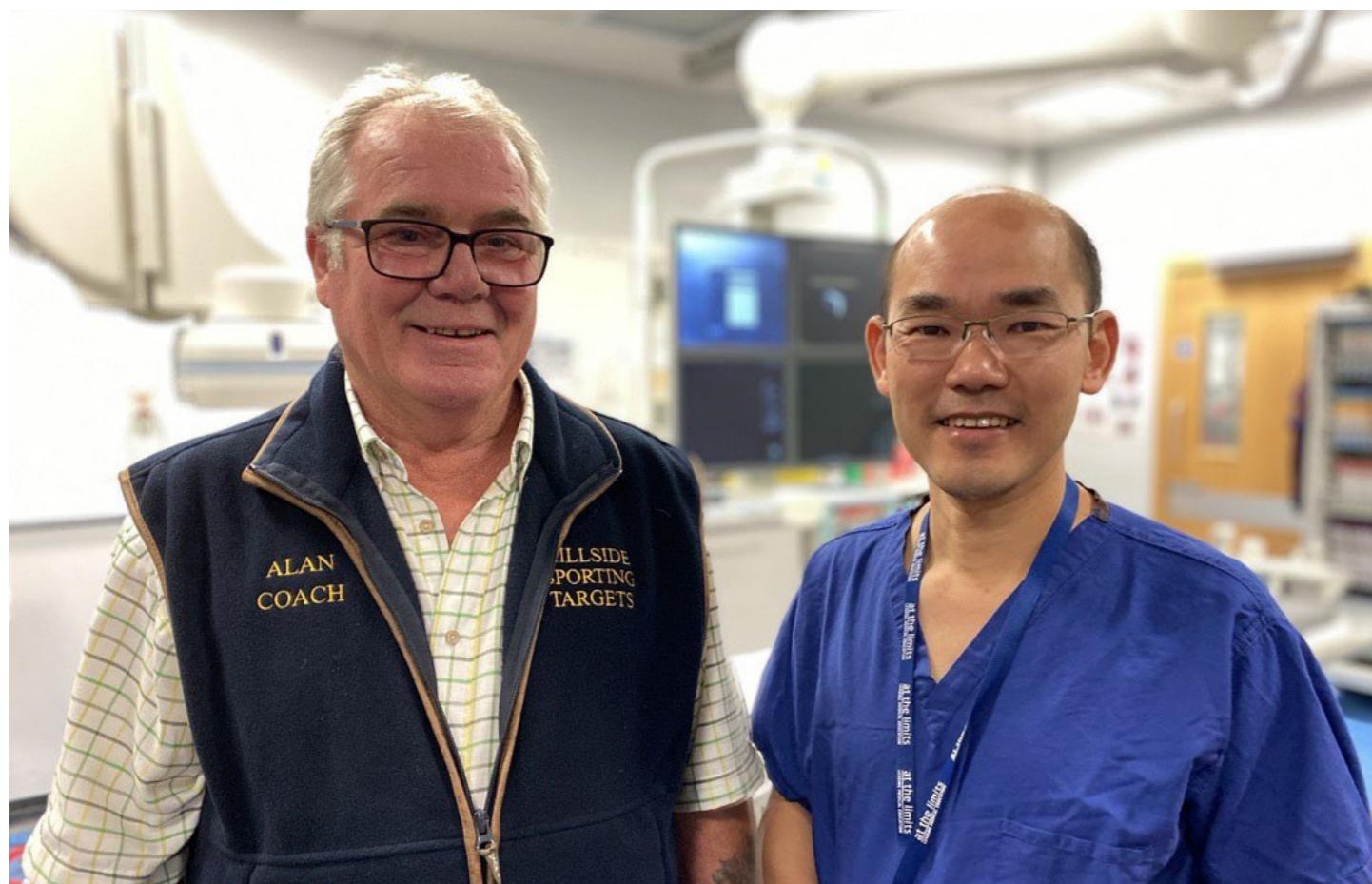


*For a long time I had only ever seen doctors doing research, supported by our amazing research nurses. Then I heard about the RECREATE study and worked with Kirsten to get everything set up so that we could take part. We both completed the training to be principal investigators and were so proud when we were selected.*





## Research is helping to provide a one-stop approach to patient care



Research across multi-professional teams is key to ensure that patient experiences and outcomes are the very best they can be.

Professor Kelvin Lee, is a Consultant Interventional Cardiologist and Director of the Cardiovascular Research Programme at the Trust. Over the last eight years, he has led the exponential growth of the cardiovascular research programme along with consultant and nurse colleagues in the team.

He has personally led on over 26 UK and international clinical trials and is running three local studies with the University of Lincoln.

Professor Lee passionately believes that embedding clinical research in everyday clinical activities can bring with it the highest standards in clinical practice and all clinicians can have the opportunity to make every contact they have with a patient count. The joined-up care provided by multi-

professional teams from across specialities and trusts can help improve the delivery and quality of patient care.

These are the drivers for a new service that has been launched to support people living with diabetes with heart-related complications.

The Trust's cardio-diabetic outpatient service was formed in partnership with pharmaceutical company Boehringer Ingelheim.

The service aims to reduce the risk of recurring hearts attacks in people living with diabetes. Cardiovascular-related complications are common in patients with diabetes. The risk of death following a heart attack can be 50% higher for people with the condition, according to the British Heart Foundation.

The cardio-diabetic in-reach and outpatient programme aims to offer a holistic one-stop approach to patient care. The programme includes:

- Streamlined service for patients living with diabetes after a recent heart attack.
- Cross-disciplinary knowledge on cardiology wards, as all eligible patients with diabetes will now receive input from both specialist teams.
- Optimised medical therapy to complement both conditions.

The new pathway sets out to improve the outcomes of patients with diabetes and cardiovascular disease, while alleviating pressure on primary care networks. This will provide joined-up care in an acute setting before handing over care to GP services.

Alan Pearce, 67, from Irby in North-East Lincolnshire was rushed to Lincolnshire Heart Centre following a heart attack and was cared for under the new pathway.

Alan said: “The care I received at Lincoln County Hospital was second-to-none, not just for saving my life, but for the follow up to help me understand more about my health to help me make the changes and manage my conditions to prevent this happening again.”

Professor Lee said: “Our partnership with Boehringer Ingelheim has allowed us to use our existing staff, and has included a focus on educating and training our cardiac advanced clinical practitioners and adapting our current processes to provide a better service for our patients for a more joined up approach to their care.

“Diabetes can be quite a daunting diagnosis for many patients, and for those who then also go on to have a heart attack or acute coronary syndrome. The easier we can make it to help our patients manage their conditions the better to help prevent future emergency situations such as heart attack, heart failure or

cardiac arrest.”

Since its inception in 2021, the cardio-diabetes service has now seen more than 280 patients with diabetes following their heart attack or ACS, ensuring improved and optimised cardio-diabetes care. The service is being commissioned by ULHT to continue to provide this novel approach in healthcare for patients in Lincolnshire.

## Looking to the future

The Trust is working closely with Lincolnshire health partners, including Lincoln University, the National Centre for Rural Health and Care, Lincolnshire Clinical Trials Unit, Lincolnshire Community Health Services NHS Trust, Lincolnshire Partnership Foundation NHS Trust and Lincolnshire ICB to develop a research agenda and research infrastructure. This will ensure that we are much stronger working together across the whole county, rather than working as individual organisations.



COMMITTED TO  
EXCELLENCE

## Lincolnshire Heart Centre

The Lincolnshire Heart Centre has been an outstanding service for the past 10 years, and it is recognised as one of the best primary percutaneous coronary intervention centres in the country, particularly given our rural setting. We have one of the best door to balloon times in the country.

We offer a large complex device service. We are one of five centres to be nationally accredited by the British Society of Cardiac MRI and we are the second largest centre for cardiac CT in the East Midlands.

We are nationally recognised for our cardiac ACP service and we offer excellent clinical outcomes to the patients of Lincolnshire.

We have an active research and teaching programme, with one Professor of Cardiovascular Medicine and one Professor of Advanced Practice, and we are involved in several multi-centre trials.

We offer one post-CCT Fellowship in interventional cardiology, which is highly sought after, and we are planning to establish an Academic Clinical Fellowship programme in partnership with the University of Lincoln.





## Robotic assisted surgery helping to keep patients closer to home

A state-of-the-art robotic assisted surgery system is helping hundreds of patients to have their procedures completed closer to home.

The introduction of the service to operating theatres at Lincoln County Hospital has meant that urology and colorectal cancer patients needing complex robotic surgery as part of their treatment have been able to stay in Lincolnshire for their care. Previously patients would have travelled many miles to elsewhere in the East Midlands.

Robotic assisted procedures are carried out by a surgeon sat at a special console connected to a robot which is designed to mimic the surgeon's hand movements, enabling them to perform delicate procedures through the smallest of incisions.

The procedures are less invasive, and use a standardised approach, which reduces risks during surgery and post-operative complications. The average patient who has robotic surgery will be expected to go home earlier and have a faster recovery.

Consultant Urologist Aris

Alevizopoulos, ULHT's lead clinician for the robotic system, said: "In its first year of our robotic service, we were able to offer robotic surgery to more than 270 patients. Our projection is to achieve a similar or higher number of procedures by the end of its second year.

"Among our achievements so far this year, we have delivered even more complex procedures with a minimally invasive approach, and also some combined procedures between urology and colorectal. In the past, these would be broken in two or more separate open procedures, rather than one robot assisted surgery.

"We have also been able to incorporate in our team two more robotic surgeons, one for urology and one for colorectal, and have successfully completed further recruitment and training for theatre staff.

"This is great news for patients in Lincolnshire."

The Trust invested more than £3.2 million into the robotic assisted surgery service, which was used with the first patients in February 2022.

Neil Periam (56), from Spalding, was among the patients

to have a robotic surgery procedure in Lincolnshire. Mr Periam was diagnosed with prostate cancer in September 2022 and had a robotic prostatectomy in December 2022.

He explained: "The care I have received has been excellent. I stayed in hospital in Lincoln for one night after surgery and the after care has also been great, with lots of telephone contact. I also went to A&E with a concern and someone from Urology came to review me within the hour. It was really reassuring that my relative had undergone the same robotic surgery but the staff also explained everything to me."

Mr Periam, a biology and chemistry teacher, was able to return to work about six weeks after his surgery.

The Trust is now exploring how to develop the service further, including increasing capacity to offer this surgery to as many patients as possible, undertaking more complex procedures and allowing to more specialties within the Trust to offer robot assisted surgery.





# Surgical hub accreditation



*We are very proud that teams at Grantham and District Hospital are being recognised nationally for the outstanding work they are doing to support our patients, and the contributions they are making to our elective recovery programme.*

High standards in clinical and operational practice led to Grantham and District Hospital becoming one of the first surgical hubs nationally to receive accreditation.

The hospital was one of eight named as part of a pilot scheme, run by NHS England's Getting It Right First Time (GIRFT) programme in collaboration with the Royal College of Surgeons of England, which assesses surgical hubs against a framework of standards. The accreditation scheme is also supported by the Royal College of Anaesthetists.

Surgical hubs, which are separate from emergency

services, are part of plans nationally to increase capacity for elective care with more dedicated operating theatres and beds.

The hubs exclusively perform planned surgery and mainly focus on high volume, low complexity (HVLC) surgery across various specialties including ophthalmology, general surgery, orthopaedics, gynaecology, ear nose and throat, and urology.

Vel Sakhivel, a Consultant Orthopaedic Surgeon and Divisional Clinical Director at ULHT, said: "We are very proud that teams at Grantham and District Hospital are being recognised nationally for the

outstanding work they are doing to support our patients, and the contributions they are making to our elective recovery programme.

"Our Grantham site has been pivotal in helping us to deliver our 'hot and cold' model, which separates planned and emergency care, since it was piloted in August 2018. Our elective hub is less likely to be impacted by emergency procedures, meaning we can see a greater number of patients and therefore reduce the time they spend waiting

for surgery.

"Within Orthopaedics, the elective hub model supported us to reduce the average length of stay in hospital for patients having a hip replacement from 2.9 to 1.8 days over an 18-month period.

"Our ambition was to develop Grantham and District Hospital as a centre of excellence in our elective programme, and we are very excited to be able to share our learning in delivering this high standard of care to benefit people in Lincolnshire and beyond."



The accreditation is not the only accolade received by Grantham and District Hospital, with Orthopaedic teams also awarded with the National Joint Registry's Quality Data Provider Award in October 2022.

The hospital was also the location of the UK's first double keyhole minimally invasive hip replacement surgery in May 2022.

Two new theatres were opened at Grantham in November 2022 as part of a £5.3 million investment in services.



# Improvement Academy inspires staff quality projects



Bringing an idea to life that will make hospital services better for patients and staff can be a daunting prospect.

But working to empower colleagues to make those changes and embed sustainable improvements is our Improvement Academy.

The team focuses on three key aspects to develop quality improvement capability in the organisation, QI teaching, QI training and QI delivery. These key aspects ensure that the team are not only focussed on developing the organisations QI knowledge but also focusses on QI application. QI teaching is the most comprehensive offer and focusses on developing the underlying knowledge

required for individuals to become improvement leaders. A one-day QI Fundamentals course provides the basics of what quality improvement is, through to a comprehensive 3 day QI Practitioner programme, the team is working to inspire a culture shift to ensure everyone can be responsible for recognising and delivering improvements in their area.

Among those being supported by the Improvement Academy is Consultant Anaesthetist Dr Yusuf Ghumra, who is using bespoke coaching to undertake a pilot improvement support programme for trainee doctors.

The 10-week programme aims to support doctors working within Anaesthetics with

the quality improvement knowledge and skills needed to help them complete a project as part of their continuing professional development.

Dr Ghumra recognised that doctors were undertaking audits relating to clinical practice to demonstrate competencies as part of their learning, which offered opportunities for improvements, but there was no further structured support to implement the changes.

Dr Ghumra explained: “The process meant we had a whole host of suggestions for improvement but they did not always move forward. Quality improvement breaks a problem down and provides resources and skills that

supports people in a way that is more likely to result in sustainable, long-term change.

“We have been able to develop the pilot within normal teaching sessions with the support of the Trust’s Improvement Academy.”

The programme being developed at ULHT is designed to allow the doctors to implement at least one PDSA (Plan, Do, Study, Act) cycle before they move to their next rotation.

Examples of the doctors’ projects being supported include exploring theatre efficiency to help maximise the time available for patients, and the provision of quality feedback for trainees after each theatre list to better support their learning.

Dr Ghumra added: “We have always valued our trainee doctors and the strength of the contributions they make. The quality improvement knowledge and skills they gain can also support improvements at their next rotations, as well as here at ULHT.”

This year, the Improvement Academy team has also facilitated the development of the Patient Improvement Advisory Group, which meets every six weeks to give a dedicated forum to test and discuss improvement ideas.

The group includes nine patient volunteers offering their time, knowledge and lived experiences, working alongside ULHT’s clinical and non-clinical staff.

Projects supported by the group to date include the development of a staff Carers’ Network, improvements in waiting times for patients in need of radiotherapy and the development of a children’s community epilepsy service.

# Brachytherapy going from strength to strength

The Trust is recognised for its work around brachytherapy, a procedure used to treat certain types of cancer and other conditions.

We are one of only a few Trusts nationally and the only centre in east midlands which is providing brachytherapy for patients with prostate cancer. We take referrals from four different Trusts for this service and participate in trials, resulting in us gaining a national reputation for our work.

We offer two different techniques for prostate brachytherapy, high dose rate and low dose rate, where radioactive seeds are permanently implanted into a patient. Patient outcomes for both of these treatments have been excellent.

Lincoln has always been at the forefront of advancements in gynaecological brachytherapy. We are often asked by other Trusts around the east midlands to provide genealogical services they cannot offer. We are often invited to provide advice and teaching sessions for staff from these Trusts.

We have been able to offer this expertise for patients across the East Midlands resulting in improved care to patients.





## People Promise: we are always learning

The Trust is proud to be part of the People Promise Exemplar Programme, a 12-month pilot to embed seven themes of the People Promise into the Trust with the aim of improving staff experience and retention.

Due to the success of the pilot, the scheme has been extended for another year and the Trust is committed to the seven promises, including 'we are always learning' as our pledge to our staff to invest in their careers, through formal and informal training, to reach their personal and professional goals.

The People Promise action plan has been developed using opinions shared in the National Staff Survey, National Quarterly Pulse Survey and data from the Workforce Race Equality Standard and Workforce Disability Equality Standard.

As part of the People Promise, ULHT identified the action of establishing an Education and Learning Team as part of the People and Organisational Development restructure. They created a strategic plan focusing on doing the basics brilliantly, value play and advocacy to achieve their vision of inspiring people through development,

inclusion, education and innovation.

Following the 2022 NSS, feedback told us that staff wanted to be able to access the right learning and development opportunities and needed protected time to complete core learning.

To support our vision of 'value play' focussing on the strategic, transformational and indirectly measurable, we also introduced 'Coaching Culture', a digital coaching development platform for all colleagues regardless of role or level to supplement the Trust's offer of coaching development opportunities.

Developing our people to have a coaching leadership style helps to teach our staff skills in resilience, helping them feel connected to the wider system and feeling 'change ready'. Coaching uses questioning techniques to release the potential of colleagues, allowing individual teams and our organisations to evolve.

Stuart Selkirk, Interim PGME Manager, has been working through the short coaching culture modules, saying "I have long been a fan of coaching as a way of managing, albeit

acknowledging that it's not a cure-all and doesn't fit every circumstance.

"If you want your staff to develop self-confidence, the ability to resolve problems and improve collaborative working, then it's definitely the way forward."

Catherine Smith, People Promise Manager, said: "Being an exemplar site is exciting for the Trust as we get to pilot the People Promise programme, We get to be improve the working experience of our own colleagues, but also provide evidence and feedback on how the programme could be implemented across future NHS Trusts.

"Our 2022 national staff survey results showed we have improved in all seven our promises since we joined the programme including 'we are always learning'. The best aspect is that being part of the programme means that we are continually learning and improving to make the Trust the best place it can be for our patients and staff."





# COMMITTED TO SCIENCE AND INNOVATION

## Lauren is an inspiration to future women engineers

Trainee Medical Engineer, Lauren Smith was awarded one of the Institution of Engineering and Technology's (IET) Young Woman Engineer of the Year prizes.

Lauren won the Mary George Memorial Prize for Apprentices at the prestigious IET Young Woman Engineer of the Year Awards 2022 ceremony.

In her role, Lauren is part of a team that ensures the proper function of medical devices within the healthcare setting and works to support the needs of clinical staff by repairing and managing the devices they rely on daily to diagnose, treat and monitor patients. Lauren gives talks about clinical engineering at a local college, speaking to more than 50 students, encouraging them to think about careers in science, technology, engineering and maths (STEM).

The Mary George Memorial Prize for Apprentices is given to a young women apprentice who shows great promise and potential in the profession and is tipped to be one of tomorrow's leaders in engineering. The late Mary George CBE joined the Electrical Association for Women in 1956 having previously been a Civil Servant with the Ministry of Agriculture and Fisheries.

On winning, Lauren said: "I felt so honoured to be amongst these incredible women who are making a real difference in the world. I love being an apprentice in this field and finding solutions to some of the biggest challenges currently faced by the health sector. I hope that by winning this prize, I am able to inspire other young women and girls to pursue a fulfilling and exciting future in STEM."

The IET Young Woman Engineer of the Year Awards celebrate women working in modern engineering.

## Specialising in our home-grown scientists

We offer a variety of scientific post training opportunities, which cover a variety of degree types as well as roles and opportunities.

For healthcare scientists we offer the apprentice Practitioner Training Programme schemes which normally included a degree alongside in hospital work experience and training. This gives opportunities for staff to further enhance their skills and to learn from our other qualified staff in scientific areas such as nuclear medicine.

We also have a long history of training clinical scientists via the National Scientist Training Programme and in the last five years we have successfully filled five vacant posts with staff that we have trained through this programme.

In addition we have participated in the Higher Specialist Scientist Training programme which is a five year workplace-based training programme at Doctoral level and enables staff to apply for consultant scientist posts.





## Supporting our scientists to provide the best treatments for our patients



As a Trust we are continuing to nurture and develop careers for scientists in our hospitals.

As part of our workforce plan we are looking to support scientists in cardiology and audiology through the higher specialist scientific training programme. We already have staff who have completed their consultant level training and are looking forward to supporting them and developing these programmes further.

This fits with the National School of Healthcare Science Practitioner and Scientist Training Programme and we are developing opportunities within the physiological sciences in cardiology, respiratory and sleep studies, and vascular sciences. This follows the success of the programmes we have been running for many years in medical physics and clinical engineering.

The Trust currently has more than 100 qualified healthcare scientists and another 18 in training and a further 49 healthcare scientists supporting them.

Head of Radiotherapy Physics and Lead Healthcare Scientist, Dr Martin Cawley, is also a Visiting Professor of Medical Physics at the School of Mathematics and Physics at University of Lincoln. He said: "Healthcare scientists

are often the backroom staff, but can have a significant impact on what happens to patients on their care journey.

"Across the Trust the team has completed projects on motion management in radiotherapy, building on the fantastically successful surface guided radiotherapy where we hosted the manufacture in building their training material. We have been working with a range of companies influencing their development plans based on our critical analysis. We are always horizon scanning to consider the direction of travel and how we can be a part of future developments."

Dr Cawley is working with the university to develop an MSc module within physics. He also supports summer interns for project based work experience, allowing staff to work on projects and giving University of Lincoln students challenging and educational work within healthcare.

He added: "Healthcare scientists are often the early adopters of the newest technologies. They understand the art of the possible and how we can use science to maximise opportunities and treatments for our patients."

## Using science to optimise our diagnostic x-ray imaging while maintaining patient safety

Dr David Platten is the first member of the Trust's Healthcare Science Team to complete the National School of Healthcare Science Higher Specialist Scientist Training Programme. This five year programme is a combination of work-based learning and a University of Manchester doctoral degree.

He is the Trust's lead medical physics expert for X-ray imaging and the deputy head of radiation protection and diagnostic radiology physics.

He is a visiting lecturer at City, University of London where he teaches CT physics to radiographers as part of a postgraduate module. He has published several peer-reviewed articles including research into patient skin dose in interventional radiology.

He and other members of the Healthcare Science Team support colleagues across the Trust to better understand radiology and also offers tutorials for student radiographers across the Trust.

Dr Platten said: "My interest is around the optimisation of X-ray imaging so that we have appropriate image quality at acceptable patient radiation dose levels. Across the Trust we support our teams in radiology and other areas to better understand radiation safety and image quality.

"By increasing our understanding and sharing knowledge, we know that we will get the most from our x-ray imaging equipment and that our patients will receive the best possible care."





# SUPPORTING STATEMENTS FROM OUR STAKEHOLDERS



Andrew Morgan, Chief Executive,  
United Lincolnshire Hospitals NHS Trust

cc. Vicky Holden, Associate Director of  
Partnerships, United Lincolnshire  
Hospitals NHS Trust

Telephone: 07886 450082  
Email: [ClrC.Macey@lincolnshire.gov.uk](mailto:ClrC.Macey@lincolnshire.gov.uk)  
16 June 2023

Dear Andrew,

#### TEACHING HOSPITAL STATUS

On 14 June 2023, the Health Scrutiny Committee for Lincolnshire recorded its unanimous support for United Lincolnshire Hospitals NHS Trust in its application to become a teaching hospital. The Committee firmly believes that this would be a significant benefit to the health and wellbeing of the people of Lincolnshire, as a result of making Lincolnshire an attractive place for medical and other clinical staff to begin and develop their careers in the NHS.

Furthermore, teaching hospital status would build on several successful initiatives at the Trust, such as the development of its centre of excellence for orthopaedics at Grantham and District Hospital: two new theatres opened at Grantham in November 2022, and it is one of eight surgical hubs nationally to be accredited for its high standards in clinical and operational practice.

It is nearly four years since the first students began their medical degrees at the Lincoln Medical School, based at the University of Lincoln, and it is now appropriate that United Lincolnshire Hospitals NHS Trust, as the local acute hospital trust becomes a teaching hospital to complement and enhance the local health and care community.

Yours sincerely,

**Councillor Carl Macey**  
Chairman of the Health Scrutiny Committee for Lincolnshire



HOUSE OF COMMONS  
LONDON SW1A 0AA

27 June 2023

To Whom It May Concern,

I am writing to confirm my support for United Lincolnshire Hospitals Trust's application for Teaching Hospital status.

As the Member of Parliament for Sleaford and North Hykeham, I welcome ULHT's desire to apply for Teaching Hospital status and provide clinical education and training to future and current health professionals in Lincolnshire.

It is clear that establishing a Teaching Hospital in our county not only benefits patients, but also enhances the recruitment and retention of medical professionals in the area. It is well known that people often stay where they train; a recognised Teaching Hospital would therefore boost the attractiveness of Lincolnshire as a place to work and live. This, in turn, has a positive impact for those living in my constituency, our local economy and facilities in the wider Lincolnshire area.

To establish Lincolnshire as a site for a Teaching Hospital further provides different and interesting opportunities for those seeking to train and develop their skills here. As a large county, Lincolnshire poses particular health challenges such as the rurality of our county and an ageing population. ULHT is in fact one of the biggest acute hospital trusts in England, serving a population of over 769,000 people. Of the 769,474 people living in Lincolnshire in 2021, 181,412 people (23.6%) were aged 65 and over. This compares to 19.6% aged 65 and over for the East Midlands region as a whole, and 18.5% for England. Training and studying in Lincolnshire would therefore provide a fruitful and interesting experience, and help develop skills based on clinical need in the area.

Finally, applying for Teaching Hospital status recognises the significant undertaking of the Trust to date in this regard, including through the medical school and the high standards of teaching provision currently in place. This transition would help further embed research into teaching and clinical practices and broaden the variety of treatment on offer, supporting the Trust's long-term goal and journey towards University Teaching Hospital status.

I therefore reiterate my support to United Lincolnshire Hospitals Trust's application for Teaching Hospital status to reflect the delivery of high quality training, learning and education at all levels of the workforce.

Yours sincerely,

**Dr Caroline Johnson MP**

*Member of Parliament for Sleaford and North Hykeham*

[caroline.johnson.mp@parliament.uk](mailto:caroline.johnson.mp@parliament.uk)

020 7219 5381

Vicky Holden  
Associate Director of Partnerships  
United Lincolnshire Hospitals NHS Trust  
Email: [victoria.holden@ulh.nhs.uk](mailto:victoria.holden@ulh.nhs.uk)  
14 June 2023

Dear Vicky,

#### Letter of support – United Lincolnshire Hospitals NHS Trust

On behalf of the East Midlands AHSN, I am delighted to offer our support for United Lincolnshire Hospitals NHS Trust's application for Teaching Hospital status.

As one of 15 Academic Health Science Networks through England, we operate as the healthcare innovation arm for the East Midlands, engaging across all sectors.

We have a close and mutually beneficial relationship with the Trust, and I have been impressed by the Trust's commitment to innovation and to exploring opportunities to harness the power for transformation to improve patient outcomes and create a rewarding and stimulating environment for your workforce.

In addition, the Trust has a clear commitment to collaboration – playing a key role both in the Lincolnshire Integrated Care System Partnership and the move to place-based, integrated care.

Whilst our prime focus is innovation, our partnership with academic and research institutions is absolutely fundamental to our work, enabling us to create a pipeline of innovation from 'bench to bedside'.

It is hugely encouraging not just for Lincolnshire, but for the wider East Midlands region, that the Trust is seeking to transition to a Teaching Hospital status.

In summary, I repeat our wholehearted support and would be pleased to discuss how we can assist you as you embark on this ambitious and exciting journey.

With very best wishes,

Nicole McGlennon, Managing Director, East Midlands AHSN  
[Nicole.mcglennon@nottingham.ac.uk](mailto:Nicole.mcglennon@nottingham.ac.uk)



HOUSE OF COMMONS  
LONDON SW1A 0AA

CHIEF EXECUTIVE

22 JUN 2023

Andrew Morgan, Chief Executive,  
NHS United Lincolnshire Hospitals,  
NHS Trust Headquarters,  
Lincoln County Hospital,  
Greenwell Road,  
Lincoln, LN2 5 QY

19<sup>th</sup> June 2023

I am grateful for your letter dated 12<sup>th</sup> June regarding the ambitions of United Lincolnshire Hospitals Trust to receive University Teaching Hospital Status.

The progress made by partners in Lincoln and Lincolnshire to drive forward the opportunities to train the next generation of NHS professionals has been a journey that I have been proud to play my part in as the Member of Parliament for Lincoln. Following on from the recent opening of the University of Lincoln Medical School, granting United Lincolnshire Hospitals Trust the 'University Teaching Hospital' status is the next logical step of the journey.

As the Member of Parliament for Lincoln – it gives me great pleasure to fully support you in your bid to achieve University Teaching Hospital status and I would be delighted to offer you any support for which I am able to provide.

Thankyou for all of the work you and your team do on behalf of all of my Lincoln constituents.

Tel: 020 7219 7221 Email: [karl.mccartney.mp@parliament.uk](mailto:karl.mccartney.mp@parliament.uk)





MATT WARMAN MP  
Member of Parliament for Boston & Skegness

63 WIDE BARGATE  
BOSTON PE21 6SG

Victoria Holden  
Associate Director of Partnerships  
Trust Headquarters  
Lincoln County Hospital  
Greetwell Road  
Lincoln  
Lincolnshire  
LN2 5QY

19 June 2023

Dear Victoria,

I write to support the application of United Lincolnshire Hospitals Trust for Teaching Hospital status.

I have long supported the ambitions of both ULHT and other partners including the University of Lincoln to bring clinical excellence to our large and predominantly rural county. Infrastructure improvements, such as the Medical School at the University of Lincoln, are key to achieving this. They complement innovations such as the Campus for Future Living at Mablethorpe, funded through the Towns Deal. Equally, the development of joint clinical and academic roles which will support international research leadership and embed research into teaching and clinical practices is vital to support research partnerships and attract ambitious and innovative clinicians.

Lincolnshire is traditionally an 'under doctored' area. The more we can do to support prospective and qualified clinicians to train, live and work in Lincolnshire the more our local communities will benefit. Crucially the application for Teaching Hospital status is part of a journey towards University Hospital status which we know will bring significant benefits both to clinicians and communities.

I look forward to continuing to work in partnership with ULHT to drive improved patient outcomes and ensure the people of Lincolnshire and Boston and Skegness, receive the best quality care.

Yours sincerely,

Matt Warman MP  
Boston and Skegness

NIHR | Research Design  
Service East Midlands

Research Design Service East Midlands  
Department of Population Health Sciences  
University of Leicester  
George Davies Centre  
University Road  
Leicester  
LE1 7RH

Tel: 0116 252 3276  
email: rds.em@nihr.ac.uk  
www.rds-eastmidlands.nihr.ac.uk

10 July 2023

Dear Sir/Madam

**Re: United Lincolnshire Hospitals NHS application for Teaching Hospital Status**

I am writing in my role as Director of the NIHR Research Design Service East Midlands (and shortly of an NIHR Research Support Service), to express my support and enthusiasm for United Lincolnshire Hospitals NHS Trusts' application for Teaching Hospital status.

The RDS/RSS is a critical component of the nation's health research infrastructure, working with NHS staff, industry, academia, local government, and infrastructure groups to maximise the potential of research for the benefit of service users, the public and health and care systems.

We have long-standing productive relationships with the ULHT and University of Lincoln. Should the application be successful, we will work even more closely with colleagues across the Trust to identify opportunities and to develop and deliver outcomes of high need, value, and impact.

We fully support this application and look forward to a successful outcome.

Yours sincerely, Martin Williams  
Director of NIHR Research Design Service East Midlands

NIHR | Clinical Research Network  
East Midlands

CRN EAST MIDLANDS  
Knighton Street Outpatients  
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26 June 2023

Vicky Holden  
Associate Director of Partnerships  
United Lincolnshire Hospitals NHS Trust  
Trust Headquarters  
Lincoln County Hospital  
Greetwell Road  
Lincoln  
LN2 5QY

Dear Vicky

We are writing to confirm our wholehearted support for the application being made by United Lincolnshire Hospitals NHS Trust (ULH) to become a Teaching Hospital. This would be a most beneficial step for the people of Lincolnshire, and would likely bring a range of opportunities to further the commitment of the Trust in the involvement in high quality research, for the benefit of patients.

The Clinical Research Network East Midlands and ULH work closely together to ensure patients are given access to innovative research and cutting edge treatments and we are grateful for the valuable contribution ULH makes to ensure this happens.

We look forward to continuing to work in partnership with you and wish you every success in your application.

Yours sincerely

Prof. Azhar Farooqi  
Clinical Director

Prof. David Rowbotham  
Deputy Clinical Director

Elizabeth Moss  
Chief Operating Officer



UNIVERSITY OF  
LINCOLN

My Ref: AH/VC

18 July 2023

Victoria Holden  
United Lincolnshire Hospitals Trust (NHS)  
Trust Headquarters  
Lincoln County Hospital  
Greetwell Road  
Lincoln  
LN2 5QY

Via email: [Victoria.holden@ulh.nhs.uk](mailto:Victoria.holden@ulh.nhs.uk)

Dear Victoria,

Please accept this letter as affirmation that the University of Lincoln would be delighted to support the United Lincolnshire Hospitals Trust in its application to gain Teaching Hospital status.

The University shares the Trust's positivity and commitment to transitioning to become a Teaching Hospital, to enable patients to receive the best possible care. Through commitment and drive, our partnership can assist in providing health, wellbeing, education and training opportunities within Lincolnshire.

Wishing you every success in your application.

Yours sincerely

Professor Andrew Hunter  
Deputy Vice Chancellor

Copy to: Executive Assistant to Andrew Morgan, Chief Executive

Lincolnshire  
COUNTY COUNCIL  
Working for a better future

Andrew Morgan, Chief Executive  
United Lincolnshire Hospitals NHS Trust

cc. Vicky Holden, Associate Director of  
Partnerships, United Lincolnshire  
Hospitals NHS Trust

Telephone: 07886 450082  
Email: [ClrC.Macey@lincolnshire.gov.uk](mailto:ClrC.Macey@lincolnshire.gov.uk)  
15 June 2023

Dear Andrew,

**UNIVERSITY TEACHING HOSPITAL**

On 14 June 2023, the Health Scrutiny Committee for Lincolnshire recorded its unanimous support for United Lincolnshire Hospitals NHS Trust in its application to become a university teaching hospital. The Committee firmly believes that this would be a significant benefit to the health and wellbeing of the people of Lincolnshire, as a result of making Lincolnshire an attractive place for medical and other clinical staff to begin and develop their careers in the NHS.

Furthermore, university teaching hospital status would build on several successful initiatives at the Trust, such as the development of its centre of excellence for orthopaedics at Grantham and District Hospital: two new theatres opened at Grantham in November 2022, and it is one of eight surgical hubs nationally to be accredited for its high standards in clinical and operational practice.

It is nearly four years since the first students began their medical degrees at the Lincoln Medical School, based at the University of Lincoln, and it is now appropriate that United Lincolnshire Hospitals NHS Trust, as the local acute hospital trust becomes a university teaching hospital to complement and enhance the local health and care community.

Yours sincerely,

NHS  
England  
Midlands

Andrew Morgan  
Trust Headquarters  
Lincoln County Hospital  
Lincoln LN2 5QY

NHS England - Midlands  
Westbridge Place  
Leicester  
LE3 5DR

14 June 2023

Dear Andrew

**RE: University Teaching Hospital status.**

Thank you for your letter of the 12<sup>th</sup> June. I can confirm that we remain fully supportive of your move to become a teaching hospital. We recognise the significant investment you made in your teaching facilities and the training you currently provide to both undergraduate medical students as well as Postgraduate Doctors in Training.

The award of teaching hospital status, together with the further development of the undergraduate course at the University of Lincoln will help promote the underserved area of Lincolnshire as a place to train at both undergraduate level and postgraduate level.

I look forward to continuing to work with you and support you in this endeavour.  
Best wishes  
Jonathan

Prof Jonathan Corne  
Regional Postgraduate Dean East Midlands  
Honorary Professor, Leicester Medical School  
WT&E Directorate  
NHS England  
Westbridge Place | Leicester | LE3 5DR  
T: 0116 4788 659  
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[jonathan.corne@hee.nhs.uk](mailto:jonathan.corne@hee.nhs.uk)

PA: [joanne.rasmussen@hee.nhs.uk](mailto:joanne.rasmussen@hee.nhs.uk)

From: [LEIGH, Edward](mailto:LEIGH.Edward)  
To: [HOLDEN Victoria \(ULHT\)](mailto:HOLDEN.Victoria@ulh.nhs.uk)  
Subject: University Teaching Hospital status  
Date: 26 June 2023 16:11:47

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Dear Ms Holden,

I am writing in support of United Lincolnshire Hospitals Trust's application for Teaching Hospital status.

This application has my full backing and I commend the work the Trust has done which makes this status justifiable.

If there is any way in which I can be useful, I hope the Chief Executive won't hesitate to get in touch with me.

Yours ever,

Edward Leigh MP

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