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Calderdale and Huddersfield **NHS**

NHS Foundation Trust

# Foundation News

THE NEWSLETTER FOR MEMBERS

AUGUST 2013

## The future's orange – hi-tech health on show

**EXCITING developments in NHS healthcare in the digital age is the theme of this year's Trust Annual General Meeting.**

A range of the very latest technologies which help our staff deliver quality care will be on display in an interactive event on **Thursday, September 19, 2013**, at the Revell Ward suite at the John Smith Stadium, Huddersfield.

From 5.30 pm onwards members of the public are invited to tour the health-fair where the Trust will be showcasing its plans for the future and all the latest developments especially in digital healthcare.

There will be a chance to see how Radiology examinations are viewed and stored within the Trust on our PACS (Picture Archive Communication System). We will also show how these images can be shared securely with other hospitals via the IEP(Image Exchange Portal)

There will also be a demonstration of the very best images from our new MRI and CT scanners – amongst the most modern available. The pictures they provide are the sharpest and most detailed ever which means our patients are getting some of the best diagnostic facilities available.

Chairman Andrew Haigh said: "Advances in technology are providing an enormous opportunity to help us deliver quality care for our patients



The MRI scanner with colour choice to help patients relax

and enabling the NHS to transform the way it delivers services, for example using telemedicine to monitor patients at home. This is underpinned by the core values of the NHS and

delivering care with compassion."

There will also be a demonstration of cardio pulmonary resuscitation (CPR) and finger-prick blood tests will be available undertaken by trained staff using the

latest equipment.

Next year sees the opening of our new outpatients' centre at Acre Mill and our plans for the former mill will be on display as this will be one of the highlights of 2014.

New developments in nursing care on the wards – and this is also ever-changing – will also be highlighted. There are 10 national indicators to measure how good our nursing teams are and this is the chance to find out more about them.

There will also be the chance to take a look at how our pharmacy manufacturing unit makes medicines for people nationwide, see the latest hospital

cleaning techniques to keep infections at bay and we will also be showcasing the latest in equipment to help our elderly patients' mobility on the ward.

● To book your place see inside...

### Message from our Chairman

Since the Francis Report, our Trust – along with every Trust in the country – has been taking a good, long look at itself and how we work and perform, to make sure what happened at Mid Staffordshire NHS Foundation Trust is not repeated here.



Andrew Haigh

We must ensure our patients come first and are getting safe, quality care and must always take action, if necessary, to ensure highest standards are achieved.

Our membership councillors will continue to play their key role in all this, bringing their views – which are the views of our patients and local populations – into everything we do. The councillors do a tremendous job testing our services as "secret shoppers" and their inspection tours of our wards and clinics have always been crucial to our Trust moving forward in the right direction.

We shall shortly be extending a warm welcome to new members of our membership council after elections this summer and look forward to their contributions in the future during this hugely important time of change and transformation for the NHS both locally and nationally.

Our Council will continue its close working with our Board and our non-executive directors to meet the new duties which came in with the Health and Social Care Act to ensure the best possible services for our patients.

Looking ahead, our annual general meeting is coming up again next month and again we expect to be able to showcase some of the very latest health initiatives which are underway and which you may not be aware of. Hopefully you will find it both informative and impressive.

So please join us for the evening on Thursday, September 19 at the John Smith Stadium, in Huddersfield, and I look forward to welcoming you there.

**Andrew Haigh, Chairman**

## No run of the Mill...

**THE FIRST stage of converting Acre Mill into a state-of-the-art new outpatients' centre has reached its half way stage.**

Teams of builders, roofers, stonemasons, timber specialists and environmentalists have been collaborating on the £9m project, which will have an expected 105,000 appointments every year.

The exterior work is expected to finish by the end of

October before the internal transformation takes place ahead of its planned opening to patients in the autumn of 2014.

Project lead Joanne Womack, said: "Of all our ongoing projects, this is quite unique bringing together a lot of skilled people. In the end we will have a fine asset for local healthcare – as a result of an amazing recycling project of old into new right in the heart of Lindley."



## Secretary of State becomes temporary staff member

OUR A&E team at Calderdale Royal Hospital welcomed a temporary new member of staff when Secretary of State Jeremy Hunt came for a private visit to experience frontline emergency care.

Mr Hunt completed a blood pressure test (under supervision!) washed down the trolleys and served up teas to patients during the visit and also visited the resuscitation room.

Afterwards, he sat down for a quick teabreak with staff for a question and answer session.

Acting matron, Gemma Berriman, said: "It was a pleasure to show him round our department and introduce him to our staff. He really listened, seemed very interested in what we had to say and really got stuck into the tasks we had for him on the frontline of A&E. I think he was quite proud he had taken a blood pressure – properly!"



Mr Hunt, centre back, with Gemma, fourth left, together with the A&E team

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**Your Care  
Our Concern**





# Trust news round-up

## Trust on track again in the fight to keep infections at bay

THE TRUST was successful again in our fight to keep infections at bay. Faced with another challenging year we were able to achieve the two ceilings for MRSA and C-difficile. Monitor – the regulator for foundation trusts - had set for 2012/13 an annual ceiling of 33 C-diff and four MRSA cases

and our Trust recorded 29 C-diff and four MRSA bacteraemias for the last year. Assistant Director of Infection, Prevention and Control, Carole Hallam, said: “We have again seen year on year reductions of both MRSA and Clostridium difficile infections. “It is extremely important we continue to work to provide safe, on-going

excellent care for our patients and our staff play an instrumental part in this. “I would like to thank all staff for their continued hard work and I would also like to encourage members of the public to keep on using the gels and washing their hands because their role – helping us – is crucial.” New initiatives the Trust has

incorporated this year include:

- Infection control cards provided to patients with information for other healthcare providers.
- Routine HPV (hydrogen peroxide vapour) room decontamination
- Implementation of the C-diff care pathway
- New training programme for frontline staff with pocket-sized information cards

Baby Poppy Biddle, held by ACU sister Helen Marvell with parents David and Louise Biddle.



## ACU celebrates another year of success with a party

**BABY Poppy Biddle, above, was amongst the VIP guests at the Trust's annual party hosted by our successful assisted conception unit. (ACU) .**

The unit's conception rate is now 38% which is well above the national average of 32.2% and has been consistently over 30%. Last year, the unit saw 732 new couples – up 99 on the year before

– from the Halifax and Huddersfield areas and also from further afield due to the growing reputation of the unit. The unit is based at Calderdale Royal Hospital, and covers both Calderdale and Huddersfield. In 2012, 98 babies were born as a result of the treatment at the unit. 2009/10 was a boom year with 105 births and the figure is constantly around 100 babies.

Consultant Martin DeBono heads the team together with sister Helen Marvell. Mr DeBono said: “What matters to us as a team is that every couple who we see gets the care which is best for them. After all, to get to us, they have been through so much already, so we make sure they are supported and eased through the process and that hopefully contributes to a happy ending.”

## ‘Kathryn is my heroine’

A SOWERBY Bridge man's life has been saved after he read about the Trust's AAA (abdominal aortic aneurysm) screening programme in the local press. Former Webster's drayman, Paul Crossley, underwent surgery after screening detected a 7.4cm aneurysm. Mr Crossley, from Mill Hill, Sowerby Bridge, says: “I didn't know Kathryn Aldous, I had never met her but she is my heroine. If it wasn't for me reading her words encouraging people to be screened I wouldn't be here now.” The 68-year-old rang for an appointment - as he had been feeling a strange pulse in his stomach for some time - and that was where the huge aneurysm was discovered. He underwent surgery at HRI and was back home eight days later after a graft was fitted.

- More than 500,000 men have been screened since the national



**Pictured above: Paul (centre) reunited with his 'heroine' project lead, Kathryn Aldous (left) and screening co-ordinator Kath Thorpe**

implementation of the NHS AAA Screening Programme began in spring 2009 and more than 6,000 aneurysms have been detected. Well over 300,000 men will be invited for screening across England every year from 2013/14 onwards.

## So you want to be a doctor...



OUR MEDICS hosted around 30 A-level students from Halifax and Huddersfield who have their sights set on becoming doctors. Our staff helped them learn about life as a doctor as it is and also advised them about interview techniques and the university application process – one of the most competitive there is. We wish them all the best in their chosen futures.

To read the press releases, visit the Latest News section on the home page of our website [www.cht.nhs.uk](http://www.cht.nhs.uk)

## Council Members' Matters

### At work with Liz Farnell...

**LIZ FARNELL, 58, is a healthcare assistant on ward 6 at HRI and has been at the Trust for more than 20 years. Here she explains what being a staff membership councillor means to her.**

**Why did you apply to become a staff membership councillor?**  
I wanted to learn more about how the Trust operates and see how everything fits into place. On a ward you can be concentrated on one area but being a council member you get a view of the bigger picture and a greater understanding.

**What have you enjoyed most about it?**  
Meeting all the different people in so many different roles.

**What has been the most interesting/surprising aspect about the role for you?**  
Having the freedom to challenge and

question. For example in one meeting I asked the finance director for some clarity about a financial issue and he was happy to explain and it made all the difference to my understanding.

**Have there been any funny moments?**  
Someone asked me if they could have a pay rise. But I had to say I wasn't that influential!!

**How important do you feel your role is?**  
Very. It is about bringing the Trust closer together for the benefit of our patients.

**What is satisfying about it?**  
Knowing your voice is heard and people want to hear it and value it. I feel I am making a valid contribution

and bringing staff's eyes to the decision-making processes.

**What would you say to any staff member thinking about it?**  
Come along and see what happens. Try to attend a Medicine for Members event, for example, to get a feel



Liz (right) starting her shift with matron Janette Cockcroft

**Membership Councillors' Diary**

OUR COUNCILLORS have been busy over the past few months in a wide range of roles supporting the Trust. These include:

- Peter Middleton and Johanna Turner attended two sessions hosted by the Foundation Trust Network aimed at highlighting the expanded roles of councillors as a result of the Health and Social Care Act. Peter went to an event in London and Johanna went to one in Birmingham. Over all it was felt the events reinforced that our Trust is certainly up to speed with the national developments and is already implementing the new ways of working.
- The Trust held a workshop in February where three Non-Executive directors and three membership councillors spoke about their respective roles. The next will be in September and the aim is to compare roles and work together for the good governance of the Trust.
- Councillors Wendy Wood, Jan Roberts and Chris Breare, together with estates manager Gary Ashton and estates and facilities matron Chris

**Elections**  
We are holding elections for several constituencies over the summer. The ballot closes on August 23 and the results will be published on August 26 2013. The results will appear on the Trust website as soon as they are available. We will be welcoming our new councillors at the Trust's annual general meeting on September 19 at the John Smith Stadium, Huddersfield.

Bentley, have taken part in PLACE inspections (Patient-Led Assessment of the Care Environment). They replace the former PEAT (Patient Environment Action Teams) inspections and take a close look at the environments in clinics and wards, where our patients receive their healthcare, and how improvements can be made.

- A big thanks to councillor Kate Wileman who has done a sterling job undertaking more than 100 bedside surveys as part of the services review conducted by ISS and the Patients' Association at Calderdale Royal Hospital.



Why not come along and find out more about our Trust, its staff and its services from our very own experts? After a presentation, the floor is opened for questions and answers which always leads to a lively debate – and there's tea and biscuits before the start. It is our pleasure to welcome you to meet us and we hope to see many of you during the next season of M4M.

# A learning experience

**THE TRUST has held another successful and hugely enjoyable series of informal public lectures in our Medicine 4 Members season.**

More than 100 members have attended the lecture theatres at CRH and HRI to find out more about specific areas of healthcare from our staff.

So far this year, these have included a profile of our matron for estates and facilities Christine Bentley in a ground-breaking role; our pharmacists talking about the importance of accurate antibiotics prescribing and orthopaedic surgeon Professor Gautam Chakrabarty talking about juggling the work he loves with family life and "the women" in his life – that's his wife, his daughter, nurses and secretary!

Mr Chakrabarty's talk was a huge success. Here are a few of the feedback comments:

- "Thank you for a brilliant, enjoyable talk. If ever I need a knee replacement I now know who I want to be the surgeon"
- "Not a carpenter but a human engineer, a wonderful presentation and talk!"
- "A wonderful talk from a very kind person"
- "Excellent speaker; humour makes

talks much more interesting"

*Two more to look forward to:*

- In October, our consultant physician in medicine for the elderly John Naylor will be looking at developments in caring for elderly patients – and their increasing numbers – both in hospital and in the community setting. It is called "Old age expectations and realities" – and will be held at HRI on Monday, Oct 7 and CRH on Thursday, Oct 10. Both will be held in the lecture theatres starting with registration at 5.30 pm and the presentation at 6 pm.
- In November, Paula Rosbotham, from our pathology team, will be explaining all about "Your test results – what do they mean?" They will be on Thursday, Nov 21 at CRH and Monday, Nov 25 at HRI. Again in the lecture theatres and registration at 5.30 pm and presentation at 6 pm.

- To book call the membership office on 01484 347342 or email: [membership@cht.nhs.uk](mailto:membership@cht.nhs.uk)

**Top and top right: Professor Chakrabarty at his event. Bottom left: matron for estates and facilities Chris Bentley. Bottom right: pharmacists Louise Tweddell (left) and Sandra Martin**



## Medicine 4 Members

## Members' Events Calendar 2013/14

Here's our programme of M4M events for the next year. We hope there is something for everyone! These popular events must be booked in advance. However, anyone who is not a member can book and we will be happy to sign them up as a member at the event itself. Please book your place via e-mail [membership@cht.nhs.uk](mailto:membership@cht.nhs.uk). Reserved places will be confirmed back via e-mail. Alternatively you can contact the Membership Office on **01484 347342**. If you have booked a place at a forthcoming event, but can no longer attend, please let our membership office know so that your place can be offered to another member.

DATE: 2013	TITLE	SPEAKER	VENUE	START
Monday 7th October	'Old age expectations and realities'	Dr John Naylor, Consultant Physician in Medicine for the Elderly	Lecture Theatre, HRI	Registration 5.30 p.m. 6.00 p.m. Presentation
Thursday 10th October	'Old age expectations and realities'	Dr John Naylor, Consultant Physician in Medicine for the Elderly	Lecture Theatre, CRH	Registration 5.30 p.m. 6.00 p.m. Presentation
Thursday 21st November	'Your Test Results – what do they mean?'	Paula Rosbotham, General Manager, Pathology Services	Lecture Theatre, CRH	Registration 5.30 p.m. 6.00 p.m. Presentation
Monday 25th November	'Your Test Results – what do they mean?'	Paula Rosbotham, General Manager, Pathology Services	Lecture Theatre, HRI	Registration 5.30 p.m. 6.00 p.m. Presentation

Date: 2014	TITLE	SPEAKER	VENUE	START
Tuesday 4th February	'Radiology from Cradle to Grave'	Ellen Howie, Vascular Service Lead, X-ray	Lecture Theatre, HRI	Registration 5.30 p.m. 6.00 p.m. Presentation
Monday 10th February	'Radiology from Cradle to Grave'	Ellen Howie, Vascular Service Lead, X-ray	Lecture Theatre, CRH	Registration 5.30 p.m. 6.00 p.m. Presentation
Wednesday 2nd April	'A day in the life of an Anaesthetist and his role in ICU'	Dr Tim Jackson, Consultant Anaesthetist	Lecture Theatre, HRI	Registration 5.30 p.m. 6.00 p.m. Presentation
Monday 7th April	'A day in the life of an Anaesthetist and his role in ICU'	Dr Tim Jackson, Consultant Anaesthetist	Lecture Theatre, CRH	Registration 5.30 p.m. 6.00 p.m. Presentation
Thursday 5th June	'A day in the life of a Junior Doctor'	One of our new Junior Doctors from the intake in August	Lecture Theatre, HRI	Registration 5.30 p.m. 6.00 p.m. Presentation
Wednesday 11th June	'A day in the life of a Junior Doctor'	One of our new Junior Doctors from the intake in August	Lecture Theatre, CRH	Registration 5.30 p.m. 6.00 p.m. Presentation

## 3,000 births and counting...

THERE WERE celebrations all round as 3,000 babies have now been born at the Huddersfield Birth Centre.

Mum Jennie-Lee Jack, from Crosland Moor, pictured, celebrated her 40th birthday with the arrival of little James junior in the week the Centre, at Huddersfield Royal Infirmary, celebrated its own 5th birthday.

Birth Centre manager, Carol Sarr, said: "Every baby is such an occasion for all the family and we are thrilled to be a part of such a special time. We are getting mums coming back to us for their third baby now and that means such a lot to us all here."

Since it opened figures for births have risen annually from 430 in the first year to 640 in the last 12 months.

- If you are interested in a tour of the centre, please ask your midwife, or call the Birth Centre for more information – 01484 342608.



### New members

A MEMBERSHIP recruitment day at Kirklees College resulted in more than 70 recruits from the area's student population. Also, earlier this year we recruited 42 students from Greenhead College.



## Direct from us to you

EVERY edition we invite members to put questions to our chief executive Owen Williams and chairman Andrew Haigh.

Thankyou for your responses and comments.

In this edition two very important matters have been raised – one about patients' changing facilities and another about extra help at mealtimes.

### Changing facilities

We were asked about the changing facilities in X-ray at HRI as a female patient with a disability found the space very limited and would have wished for more assistance. She also found the distance to x-ray from the main entrance was challenging.

There is good news as our estates teams will be starting work this summer knocking two cubicles into one to create a disabled cubicle outside room 5 in X-ray. And in the main changing area, the doors are



**Chief executive Owen Williams, left, and chairman Andrew Haigh**

being changed to open outwards, which also means more room within the cubicles making them more accessible for our disabled patients.

We have volunteers at the main entrance to HRI who would always be willing to help.

Or, if they are all busy, if you make contact with the enquiry desk they should be able to find assistance and arrange for a porter to assist our patients to reach where they need to go.

### Mealtimes

We received another question about mealtimes and if volunteers could be involved, especially on wards for elderly people where there may be patients who struggle.

This is already under consideration. The Trust has a Nutrition Group looking into this and we hope to start a pilot involving volunteers very soon.

Mealtimes are a very important part of our patients' recovery and at the moment are supervised by our nursing staff.

We have a red tray system which highlights to our staff the patients who may need extra time and assistance with their meals.

If families or patients ever feel they are not getting enough help we would always encourage them to ask our staff as they will always be happy to assist.

- If you have a question for Owen or Andrew please send it to [membersquestions@cht.nhs.uk](mailto:membersquestions@cht.nhs.uk)



# Delivering care – it’s all thanks to our great team

At the end of the year 2012/13 this trust was able to confirm it had delivered on all the major healthcare targets, which was a great achievement on behalf of our patients and their families from Kirklees and Calderdale. This included the very challenging targets for A&E care in under four hours (despite that terrible winter) and waits for cancer treatments and infection rates. This is the result of a huge team effort and is all down to the commitment of our staff every day, every week and every month. Here we take a look – in pictures – at some of our staff highlights, both in and outside of work!



### Sharing good practice

OUR STAFF, above, went out to Romania again to share good practice with colleagues in Transylvania. They took with them an easy-to-understand manual they had written about infection control and prevention.



### Gala fundraising

STAFF and their families, above, turned out in force at Halifax Gala and scooped best float of the day. They were fundraising to buy toys for the bravery scheme to help youngsters through their treatment with a smile on their faces.



### What a Relief!

TYPIST Lauren Moss, left, and medical secretary Emma Evans went to work in deelyboppers to celebrate Comic Relief.



### Staff join Richard’s walk

CANCER survivor Richard Crossland was joined by our nurses during the West Yorkshire leg of his Pennine walk fundraiser. Richard, from Todmorden, completed the full 270 miles and raised around £6,000. Our staff joined him for 14 miles from Saddleworth Moor to Stoodley Pike and then on to Hebden Bridge. His wife Lesley, said: “We are so grateful for the support from the nurses.” Pictured at Stoodley Pike, from left, are our nurses Michelle Speight and Paula Pickersgill (centre) with Richard Crossland (second left), with his daughter Helen and his walking friend Brian Windle.

### So cold, so bold

IT WAS Brrrr back then but caterers Sharon Rodgers, left, and Bev Nicholson walked for five hours to get in to HRI to serve up staff meals during that very cold snap in January.



### Em-pressive!!

54 MILES in under 24 hours across the Scottish Highlands was Emma Balmforth’s amazing charity walk/climb to raise £3,000 for Foundation Scotland which supports and empowers people. Emma (below) is the administrator/medical secretary at the Child development Unit at CRH.



## Current list of membership councillors

#### Public – elected

**Christine Breare** is a retired general dental practitioner. Married with two sons and five grand-children, she lives in Upper Hopton near Mirfield. Chris is a church warden and secretary of the Upper Hopton Community Association. **Lisa Francis** is a radiography student at the University of Huddersfield. She has two daughters and lives in Rastrick. Lisa is a Governor at Woodhouse Primary School. **Peter John Middleton** is a former managing director of a plastic manufacturing company. Married with four grown up children he lives in Kirkburton. Peter is a supporter of Movember, a campaign to promote awareness about men’s health issues. **Bernard Pierce** of Mytholmroyd, has a background in social work and then in medical education at both undergraduate and post-graduate level. He was a lecturer at the Leeds School of Medicine and at the Yorkshire Deanery. **Janette Roberts** of Meltham, was head teacher of a community primary school in Rochdale and two multicultural schools in Wakefield. Now retired, she is a former member of the Patient Liaison Committee of the Royal College of Anaesthetists and is currently involved in clinical audit and various cancer groups. **Liz Schofield** is a business advisor with HM Revenue and Customs. Now retired, she is the support officer for the Halifax and Calder Valley MS Society. Liz lives in Calderdale.

**Harjinder Singh Sandhu** is married with three children and lives in Kirklees. He is self-employed in a private hire business. **Linda Wild** is married with one daughter and lives in Huddersfield. She graduated at the University of Huddersfield. Strongly committed to community involvement and engagement, she is a former Kirklees Councillor. **Wendy Wood** was a tutor in adult education and a primary school teacher. She was a magistrate in Huddersfield then Dewsbury for many years and is a member of the Huddersfield and District Family History Society and the Youth Hostel Association. Wendy has four children, 10 grandchildren and two great grandchildren and lives in Kirklees. **Martin Urmston** is a physiotherapist and lives in Heptonstall, Calderdale. He is married with one son. **Andrew Sykes** from Holmfirth is a Chartered Management Accountant. He is married with two sons and enjoys walking. **Marlene Chambers** is a retired youth worker from Mirfield. She has three children and six grandchildren. **Vic Siswick** from Elland, is a former patient who heads up the White Knights biker service which delivers emergency supplies. **Kate Wileman** is a retired teacher and teacher trainer and became a member of a group which developed and disseminated a health education project nationally. **Johanna Turner** is a former senior infection control and prevention nurse who retired in December 2011

#### Staff – elected

**Chris Bentley** is matron of the estates and facilities and corporate divisions. Her previous post was matron within the division of medicine. **Julie Mellor** is a clinical nurse manager in children’s acute services and lead directorate nurse. **Liz Farnell** is a nursing auxiliary on ward 6 at Huddersfield Royal Infirmary. Prior to this appointment, she worked at the Calderdale Royal Hospital. (For Liz’s story see page 2) **Mary Kiely** is a consultant in palliative medicine at the Trust and Kirkwood Hospice. She is the lead clinician for palliative care at the Trust. Mary lives in Kirklees. **Eileen Hamer** is the Trust’s pharmacy operations manager. She has been at the Trust for 23 years and lives in Birchcliffe and has two daughters. **Avril Henson** – is a team leader for neurology and part of the Huddersfield Community Rehabilitation Team based at HRI. **Stakeholders – nominated** **Sue Cannon** is executive director of quality and engagement at NHS Calderdale. Prior to this appointment she worked for NHS Leeds. **Jan Giles** is head of practice support and development for Greater Huddersfield Clinical Commissioning Group. She has three children and lives in Kirklees. **Bob Metcalfe** is a Calderdale councillor for the Halifax town ward and cabinet

member for Adults, Health and Social Care. He is the former chair of Calderdale Council’s Health and Social Care Scrutiny Panel. A retired purchasing manager, he is a member of the Risk Management & Audit Committee of the Together Housing Group (formerly Trans Pennine Housing) and lives in Halifax. **Dawn Stephenson** is director of corporate development for South West Yorkshire Partnership NHS Foundation Trust. She is a voluntary trustee of Kirklees Active Leisure and the Dr Jackson Cancer Fund. Dawn is married with one son and lives in Huddersfield. **Professor John Playle** is Dean of Humanities and Health Sciences at the University of Huddersfield. He is married with four children and lives in Honley.

**Get in touch**  
If you would like to get in touch with a Membership Councillor, or would like to find out more about services provided by the Trust, please contact the membership office on 01484 347342 or via e-mail membership@cht.nhs.uk

## A guide to who sits on what?

**Children’s, Women’s & Families (CWF) Divisional Reference Group**  
Chris Breare, Marlene Chambers, Liz Farnell, Lisa Francis, Eileen Hamer, Kate Wileman

**Surgical & Anaesthetics Divisional Reference Group**  
Bernard Pierce, Janette Roberts, Andrew Sykes, Linda Wild, Avril Henson

**Diagnostic & Therapeutic (DaTS) Divisional Reference Group**  
Julie Mellor, Peter Middleton, Bernard Pierce, Liz Schofield, Wendy Wood, Vic Siswick

**Division of Medicine Divisional Reference Group**  
Chris Bentley, Marlene Chambers, Janette Roberts, Liz Schofield, Martin Urmston, Johanna Turner

**Estates & Facilities Divisional Reference Group**  
Chris Breare, Liz Farnell, Peter Middleton, Harjinder Singh Sandhu, Martin Urmston, Wendy Wood, Mary Kiely