

Summer 2018



Manchester University  
NHS Foundation Trust

# MFT NEWS



NHS 70 at MFT





## Dear member

Welcome to the first issue of MFT News, our exciting new magazine for members of Manchester University NHS Foundation Trust (MFT). Our new Trust was established on 1st October 2017, following the merger of Central Manchester University Hospitals NHS Foundation Trust and the University Hospital of South Manchester NHS Foundation Trust.

As Chairman of MFT, I would like to say a huge thank you to everyone who has been involved in ensuring the merger process ran smoothly, and acknowledge the hard work, commitment and support shown by our patients, staff, leadership teams, Governors, members and partner organisations.

MFT brings together outstanding people, resources and expertise to provide much better, safer, more

consistent hospital care for people living in the City of Manchester, Trafford and beyond. In these pages you'll be able to read about how we are doing this, and learn more about our plans for the future.

Patients participating in clinical trials have benefited from the sharing of resources across our sites, such as equipment and transport. Shared technology is also improving patient care. Soon doctors across MFT will be able to use the Medic Online smartphone app, already in service at Wythenshawe Hospital before the merger, which will help them manage shift-coverage and annual leave more quickly and efficiently.

May this year saw the opening of the first phase of our state of the art £17million expansion project at Wythenshawe Hospital's Emergency Department. In June the Manchester Royal Eye Hospital pioneered a ground-breaking approach to delivering specialist sight-saving eye care in the community, with the opening of two new community eye clinics.

This year also saw the announcement of proposals to create a world-leading precision medicine campus in the Corridor Manchester Enterprise Zone. A major part of these plans was the decision of global diagnostics giant QIAGEN to locate their new home on our Oxford Road Campus at Citylabs 2.0.

Landmark anniversaries in 2018 have included 50 years of kidney transplants at Manchester Royal Infirmary and of course the 70th birthday of the NHS. While celebrating this amazing legacy, we have also focused on the high quality care we currently provide and our ambitious plans for the future.

Underpinning everything we do are our Trust values, which have been developed together with our staff. 'Together Care Matters' is the approach of everyone at MFT when it comes to caring for patients and their families and supporting colleagues.

Learning from feedback is key, and this is where our members make a very significant contribution. Our Governors represent your views, and want to hear about what's important to you. You can take part in surveys and questionnaires, come along to member meetings and events or get in touch with our Foundation Trust Membership Office to share your suggestions. Please encourage your family and friends to become members too. It's free to join MFT – see page 3 for details.

I'm so very proud of what's been achieved so far, and together we can look forward to a very positive future - developing the reputation of Manchester University NHS Foundation Trust for delivering excellent patient care and world-leading research.

Best wishes

**Kathy Cowell OBE DL**  
Chairman

## Sneezebee has landed!

Wythenshawe Hospital has acquired a permanent new resident this summer, thanks to our neighbours at the Medicines Evaluation Unit.

Sneezebee is part of the public art event Bee in the City that's been running in Manchester over summer, which sees more than 100 individually designed, super-sized bee sculptures winging their way across Manchester to form a world-class, free art trail across the city's streets, parks and public spaces.

Each bee in the swarm has been designed by regional artists and Sneezebee's designer is artist Pam Smart who created a design that features enlarged pollen grains, which fits in with the Medicines Evaluation Unit's links to allergy and respiratory research.



## Have your say – become a member!

If you are not a MFT member and would like to become one, you can complete an application form online by visiting our website [www.mft.nhs.uk](http://www.mft.nhs.uk) and click the 'Become a Member of our Trust – Membership Form' button. Or contact the Foundation Trust Membership Office for a hard copy of the application form by:

**Post:** Freepost Plus RRBR-AXBU-XTZT, MFT NHS Trust, Oxford Road, Manchester M13 9WL

**Phone:** 0161 276 8661 (office hours 9.00 am to 5.00 pm, Monday to Friday; answering machine outside these hours)

**E-mail:** [ft.enquiries@mft.nhs.uk](mailto:ft.enquiries@mft.nhs.uk)

As part of the NHS membership application process, you will be asked to supply your personal data. Any data that you supply will only

be used to contact you about the Trust's Membership or other related issues and will be processed for these purposes only.

### Updating/cancelling your membership

Please contact the Foundation Trust Membership Office if you are an existing member and:

- the information that you supplied as part of your initial membership application process has changed or changes in the future;
- you would like to cancel your membership.

If you are happy to receive future membership information by email, please contact the Foundation Trust Membership Office and provide your email address. Help us to put sustainability at the heart of everything that we do.

## Manchester Royal Infirmary celebrates 50 years of kidney transplants

Manchester Royal Infirmary (MRI) marked the 50th anniversary of its first kidney transplant in March 2018 with an afternoon tea for staff and patients past and present.

Over the last 50 years the MRI, which is not only the largest kidney transplant unit in the UK but also one of the largest in Europe, has performed more than 6,500 transplants.

Fifty years ago a kidney patient needed to be under 40, a non-smoker and physically fit before being considered for a transplant, whilst the donor had to be both a blood and tissue match.

Now, thanks to improved techniques and research, the dedicated team at the MRI, headed by Clinical Director Mr Titus Augustine, performs successful mismatched transplants and has the best transplant success rate after five years.

Without a transplant kidney patients have to rely on dialysis treatment to keep them alive. There are currently more than 5,000 patients nationwide on the waiting list for a kidney transplant and nearly 500 patients on the MRI transplant waiting list, which accounts for 10% of the national waiting list.





# NHS 70 at MFT

The Mayor of Greater Manchester and former Health Secretary, Andy Burnham marked the 70th anniversary of the NHS with a blue plaque unveiling to commemorate Trafford General Hospital's role as the birthplace of the NHS.

On 5th July 1948 Aneurin Bevan, Minister for Health, came to Park Hospital as it was then known to inaugurate the NHS. During his visit Mr Bevan was handed the keys to the hospital to symbolise its transfer into the new National Health Service.

On 5th July 2018, Andy Burnham recreated this historic visit with a tour of the hospital and a visit to Ward 6, where he met patients and staff as Bevan did 70 years before, including nurses

wearing uniforms from each decade.

The Mayor was joined by Kathy Cowell OBE DL, Chairman of MFT, Chair of Greater Manchester Health and Social Care Partnership, Lord Peter Smith and Leader of Trafford Council, Councillor Andrew Western to commemorate the hospital's place in history with a blue plaque unveiling.

Andy Burnham said: "As the NHS turns 70, this is a moment to celebrate what it represents to each of us.

"In Greater Manchester this is an extra special anniversary. It was Trafford's Park Hospital that Aneurin Bevan chose to visit on 5th July 1948 to stage the symbolic event of 'receiving the keys'. It marked the



beginning of a simple but pioneering notion – that healthcare should be provided based on need, not ability to pay.

"I'm very proud to follow in Bevan's footsteps and have the opportunity to thank the staff who make sure our health service is still there for patients 70 years after its creation."

Kathy Cowell said: "We are delighted that Trafford Council has awarded Trafford General Hospital a blue plaque to mark its very special place in the history of the NHS. The plaque will serve as a lasting legacy and daily reminder to all who visit and work here of the hospital's proud history."

BBC Five Live also broadcasted live from the hospital on the day.



**70**  
YEARS  
OF THE NHS  
1948 - 2018



MFT began its NHS 70th celebrations back in February when Alan Titchmarsh and ITV's 'Love Your Garden' carried out their biggest ever project at the Royal Manchester Children's Hospital. Turning a vast empty lot in front of the hospital into a magical, tranquil space was a huge challenge for the team and to create this wonderful new space they were joined by staff and patients from MFT

as well as colleagues from the Police, Fire and Ambulance Services.

Coronation Street actor Simon Gregson and his wife Emma visited Wythenshawe Hospital as part of ITV Lorraine's programme celebrating NHS 70. The couple wanted to thank staff for the urgent care Emma received in late 2017 and presented patients and staff with a special NHS 70th Birthday cake.

In June, along with partner organisations, MFT supported a special NHS and Social Care Family Festival and Health Walk in Manchester's Alexandra Park, marking the 70th anniversaries of both the NHS and the arrival of the SS Empire Windrush.

In July, our staff featured in a special NHS 70 edition of BBC's Songs of Praise in which the

programme visited Trafford General Hospital.

On 5th July itself, staff hosted a range of Big7Tea events across all of our hospitals and managed clinical services, where in addition to sharing a cuppa and stories, there were chances to look at storyboards that showcased local highlights over the last seven decades of the NHS.



# MFT – a new era in healthcare has begun

On October 1st 2017, a new era in healthcare began in Greater Manchester when a new city-wide hospital Trust – Manchester University NHS Foundation Trust (MFT) – was launched.



**A huge amount of work was undertaken to bring about the merger between Central Manchester University Hospitals NHS Foundation Trust and University Hospital of South Manchester NHS Foundation Trust, which was the product of a long and rigorous approvals process. The merger was approved by the Competition and Markets Authority who stated it would lead to substantial benefits for patients, including those at risk of heart attacks or strokes and those needing vascular surgery or kidney stone removal.**

Patient benefits arising from the creation of the single, city-wide hospital Trust include:

- Better continuity of care wherever they are treated
- Consistently high standards of services at all hospitals
- Stronger teams sharing specialised skills 24/7
- Attracting and keeping the best staff

- More joined up patient record and clinical systems
- Less duplication and waste across sites
- Increased opportunities to attract research funding.

This merger is already delivering benefits to our patients. Women across Manchester can now have quicker surgery for urgent gynaecological conditions after a new dedicated surgical list was launched at Wythenshawe Hospital. Women initially treated at Saint Mary's Hospital can now go to Wythenshawe Hospital if this means quicker or more convenient treatment for them. Plans are being put in place for women treated at Wythenshawe to be able to join the next list at Saint Mary's.

Gynaecology and Obstetrics services across the two hospitals are now part of the Saint Mary's Hospital Managed Clinical Service. Staff from both sites have been sharing their strengths and ensure miscarriages are managed to the

same high standard no matter when and where a woman is treated.

Patients needing kidney stone removal are also benefiting from the choice of quicker treatment.

Wythenshawe Hospital has a permanent lithotripsy machine, which uses ultrasound to shatter kidney stones, avoiding the need for potentially more invasive treatments. Manchester Royal Infirmary (MRI) also provides a visiting lithotripsy service once every two weeks.

Patients assessed at the MRI now have the choice of having planned treatment at Wythenshawe if an earlier appointment is available or the location is more convenient; reducing waiting and recovery times as well as improving patient choice.

Imaging and Nuclear Medicine teams across all nine hospitals have amalgamated protocols and procedures to ensure the right standards are met across scanning and reporting work across the Trust.

Pre-merger, doctors at Wythenshawe Hospital were able to benefit from using the Medic Online smartphone app, which helped them manage shift-coverage and annual leave quickly and efficiently. Post-merger this system is being rolled out across all our hospitals.

Improved integration between the Infection Prevention and Control teams also meant the Virology and Microbiology teams could work with colleagues more easily during the flu vaccination campaign. This helped with introduction of rapid testing and segregation of patients to reduce the risk of cross-infection.

By learning from previous experience and best practice, the Infection Control, Microbiology and Employee Health and Wellbeing Teams worked hard to make significant improvements to delivery of the vaccination programme across all sites.

The merger has also allowed the Shoulder and Elbow Service

to excel in sharing expertise to improve patient care. Since the creation of the new Trust, colleagues at Wythenshawe Hospital, MRI and Trafford General Hospital have jointly developed a vision and a plan for a one-stop service.

Patients will be able to see an Orthopaedic surgeon, Radiologist and Physiotherapist during one visit, avoiding the need for multiple appointments. In some cases, treatment will be able to begin on the same day rather than waiting for further appointments, results and referrals.

The teams have also introduced virtual clinics and expanded patient access to an innovative virtual physiotherapy system based on 'exercise computer games'. Developed by the Trafford team, these track patients' exercises at home.

Our staff have benefited from the merger with the rolling out across all our hospitals of an

assistance programme offering support with any issues our 20,000 employees may be facing. The Employee Assistance Programme offers services including 24/7 confidential advice, counselling services and access to a health portal and app.

Work is now moving forward to bring North Manchester General Hospital into the new Trust. It has a positive and vibrant future, continuing to provide much needed health and care services to the local population of North Manchester, as well as those who will travel from other parts of Greater Manchester to use its services. It will continue to provide a range of hospital services, including emergency and maternity care.

The plan is for North Manchester to join MFT in the second half of 2019 to early 2020, subject to the necessary processes being completed.



Star of radio and TV Andy Crane hosted the first ever Manchester University NHS Foundation Trust Excellence Awards in March this year. The fully-sponsored event, held at the Principal Hotel in Manchester, saw staff members and teams from across the organisation honoured for their outstanding achievements and dedication in caring for our patients and supporting colleagues.

The calibre of nominations in this inaugural MFT Awards was exceptionally high, so huge congratulations to all our incredible winners and finalists. Special thanks to all our sponsors and host Andy Crane, who gave his time for free.



Emma Clarke



Karen Livingstone



Dena Hartley

# MFT EXCELLENCE AWARDS

## And the winners are...

The Steve Mycio Apprentice of the Year Winner  
**Liam Boardman**

Equality, Diversity and Inclusion Champion Winner  
**Andrew Lloyd**

Achievement in Developing and Learning Winner  
**Emma Clarke**

Rising Star Winner  
**Martha Waters**

Non-Clinical Team of the Year Winner  
**Central Manchester Podiatry Administration Team**

Brilliant Ideas Winner  
**Karen Livingstone**

Unsung Hero Winner  
**Dena Hartley**

Inspirational Leader Winner  
**Geraldine Thompson**

Collaboration Winner  
**Estates and Facilities Team**

Clinical Team of the Year Winner  
**Lung Cancer Team – Wythenshawe Hospital**

Patient Choice Winner  
**Specialised Ability Centre**

Chief Executive's Award Winner  
**Dena Hartley**



Estates and Facilities Team



Andrew Lloyd



Geraldine Thompson



Central Manchester Podiatry Administration Team



Martha Waters



Specialised Ability Centre



Liam Boardman



Cancer Team Wythenshawe Hospital



# Your Governors in action

At MFT, we have 32 Governors, the majority (24) of which are elected directly from and by our members and are the link between our members, determining their need/views on the delivery of services, and our Directors who make the decisions about our services. You can find out more about our Governors on our 'Meet our Governors' webpage on the Trust website [www.mft.nhs.uk](http://www.mft.nhs.uk).

We provide many opportunities for Governors to be actively involved, which the Trust feels helps us to make a real difference to our patients and the wider community. The Council of Governors was established on 6th December 2017 following MFT's authorisation as an NHS Foundation Trust (1st October 2017) and many thanks to those members that joined us at our Special Members' Meeting (held on 6th December 2017), at which newly elected and nominated Governors were formally introduced to members and who also received an update from our Chief Executive on the progress of the Single Hospital

Geraldine Thompson, Interim Lead Governor, who also took part in the Great Manchester Run, as part of Team MFT



Service programme (see pages 6 and 7 for further information around this programme of work). This meeting also provided an opportunity for members and the public to engage with both the Board of Directors and Council of Governors.

Over recent months, Governors have attended a wide variety of meetings/events from which

Governor-driven actions have been taken forward to improve the experiences of our patients and staff, with Geraldine Thompson, Interim Lead Governor, looking at some of the key activities Governors have been involved in since taking up office.

"The Governor role is incredibly varied, involving direct interaction with the Board of Directors, Trust

staff, public and staff members and people across the communities MFT serves.

"The Council of Governors is primarily responsible for assuring the performance of the Board, and we do this by attending regular Governor Performance Assurance Meetings. This enables us to review the Trust's performance across patient safety, quality and experience, operational excellence, workforce and leadership, finance and strategy. We also seek assurance about MFT's performance at Council of Governors and Board of Directors meetings.

"Governors have been working hard and been fundamental in establishing a new meeting structure to enable them to effectively represent members (public and staff) and fulfil their role and responsibilities. As a result of this, in addition to the aforementioned Governor Performance Assurance Meetings, we now also have three new Governor Sub-Groups which focus on:

- Membership and Engagement - helps to monitor the membership profile and support the development of membership engagement initiatives and membership strategy.
- Patient Experience - helps to cast a critical eye over the experience that patients have, in areas such as accessibility, cleanliness and the environment, and overall 'customer care'.
- Staff Experience - checks the wellbeing of staff through information such as staff survey findings, training programmes, sickness absence and appraisals.

"Events are a great chance to engage with members and the public and Governors have enjoyed attending the MFT 'Access Matters' equality and diversity conference in March, and a 'What Matters To Me' patient experience forum in April."

## Become more involved

Governors welcome the views and opinions of members, patients and the public, and it's a key part of their role to consider and share them with the Board of Directors. Areas of particular focus for Governors are around the Trust's performance and future plans, with Governors being responsible for representing the views of members, the public and the communities that the Trust serves. Governors are also encouraged to feed information back to members and the public about how the Trust is performing and help to keep them up to date with developments at MFT - see pages 6 and 7 for the Trust's latest developments and tell us your views about what our key priorities for 2019/20 should be (as part of our forward planning process), by completing and returning the survey on page 17.

One of the biggest ways that you can get involved as a member is to put yourself forward to stand for election to our Council of Governors.

You do not need specific qualifications for the Governor role, other than a commitment to representing members and the public to the best of your ability. Elections are usually held each year (around Summer/Autumn) to fill any vacant seats on our Council of Governors and/or to open up seats for Governor positions whose term of office is coming to an end. An induction programme and on-going training is provided to Governors upon being successfully elected.

## Members in action

A much-anticipated membership event that is held each year is the very popular Young People's Event, which promotes careers in the NHS, and provides health advice and opportunities for 11- 21 year-olds in addition to providing a forum for young people to share their views with us.

At our latest Young People's Event held on 26th June 2018, and as well as being attended by Governors, around 500 school children, teachers, parents and staff took part in activities and included young people attending from around 30 schools and colleges from across the Greater Manchester area. Find out more on page 12. We will be holding another event in June 2019 and we would be delighted if you would join us. Visit our 'Annual Young People's Event' page on the Trust section of our website [www.mft.nhs.uk](http://www.mft.nhs.uk) for more information.

We also hold each year, an Annual Members' Meeting which this year focuses on '70 years in the NHS and continuing to Shine' with more information being available on the covering invitation letter or by visiting our 'Annual Members' Meeting' page on the Trust section of our website [www.mft.nhs.uk](http://www.mft.nhs.uk)

We are keen to encourage members to come along to our Membership Events and to the Trust's meetings, which are open to the public, and includes our Council of Governors meetings - see the diary dates on page 17 or visit the 'Members' Meetings' page on the Trust section of our website [www.mft.nhs.uk](http://www.mft.nhs.uk)

If you would like to discuss the Governor role, or find out more about our membership events or becoming a member, please contact the Foundation Trust Membership Office:

**By Post:** Freepost Plus RRBR-AXBU-XTZT, MFT NHS Trust, Oxford Road, Manchester M13 9WL

**By Phone:** 0161 276 8661

(office hours 9.00 am to 5.00 pm, Monday to Friday; answering machine outside these hours)

E-mail: [ft.enquiries@mft.nhs.uk](mailto:ft.enquiries@mft.nhs.uk)



# MFT Young People's event



## Our free annual NHS Open Day for Young People (aged 11 – 21 years) took place in June this year.

As well as stands covering NHS careers ranging from Nursing and Midwifery, Play Specialists, Physiotherapy, Cancer Care, Medical Photography, Medical Engineering, and many more, there were a number of brand new stands for 2018. These included Renal Medicine and laboratory sessions focusing on

Cellular Pathology in addition to promoting Library and Food Catering Services and associated careers.

Popular interactive sessions included learning how to do CPR (basic resuscitation), accident prevention, using microscopes to identify cells, finding out more about diseases of the circulation, including veins and arteries, and learning ways to beat the bugs that cause infections. Young attendees also participated in the

popular activities provided by our Orthopaedic plastering team.

Visitors were also able to get plenty of information and advice about looking after their mental and emotional health, dental and eye care and healthy eating, as well as finding out about how to become more involved in our hospitals by becoming a member and/or joining our Youth Forum, becoming a volunteer in our hospitals and accessing work experience opportunities.

## Great Manchester Run

More than 370 colleagues from across all our hospitals and services took part in this year's Great Manchester Run as 'Team MFT' in our own dedicated 'NHS Blue Wave'.

The opportunity focussed on encouraging staff to take part in the 10km event – from the experienced runners and park joggers, to the complete beginner.

As well as helping to improve health and well-being through training and preparing for the 10km run, Team MFT raised £28,000 for our charity, which will help make a real difference to our patients.



## Newly-expanded Emergency Department opens to patients at Wythenshawe Hospital

The first phase of a new Emergency Department (ED) at Wythenshawe Hospital opened to patients in May.

This £17million expansion project will ultimately double the size of Wythenshawe's existing ED ensuring it continues to provide high quality emergency care for patients across South Manchester and Trafford.

Improvements include 25 new 'majors' cubicles, a new reception and waiting area with improved triage and ambulance bays, two dedicated rooms for mental health patients and three new staff bases.

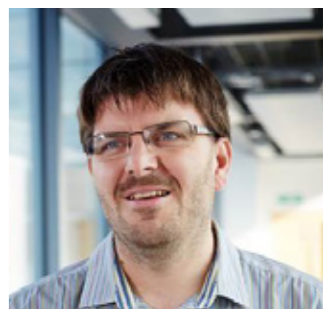
Work is underway on the second phase, which is an internal redevelopment to provide a new resuscitation area, children's emergency department and X-ray facilities.



## Tommy's award for Saint Mary's Professor

Professor Alex Heazell, Professor of Obstetrics and Director of the Tommy's Stillbirth Research Centre at Saint Mary's Hospital, has won a Tommy's Award.

The GSK Star Researcher Award celebrates someone who has demonstrated exceptional commitment to stimulating enthusiasm and interest in pregnancy complications research amongst the general public. Professor Heazell was nominated by one of his patients at the Rainbow Clinic.







## Royal Manchester Children's Hospital Charity launches appeal to transform brain surgery for young patients

**Royal Manchester Children's Hospital Charity has launched a £4million appeal to build a new intra-operative MRI (iMRI) scanning suite that will revolutionise brain surgery at Royal Manchester Children's Hospital (RMCH).**

Every year thousands of children come to RMCH for specialist neurological treatment, many of whom will require complex brain surgery for a range of debilitating and life threatening conditions including brain tumours, traumatic brain injuries, problems with the central nervous system and epilepsy.

An iMRI scanning suite is an operating theatre with an integrated MRI scanner which will give surgeons a real-time view of the brain. This facility will make imaging the

brain during operations a seamless procedure, helping to achieve the best possible outcomes for critically ill young patients with neurological conditions.

Professor Stavros Stivaros, Head of Paediatric Neuroradiology at RMCH, said: "This new iMRI scanner will revolutionise brain surgery here at Royal Manchester Children's Hospital, giving us the capability to save even more children's lives.

"Children would need fewer general anaesthetics and potentially fewer surgeries – they could go straight from the scanner into surgery as many times as needed. Our surgeons would have all the information they need to reach the affected area of the brain, or remove the whole tumour, the first time."

To learn more about the iMRI Appeal and to get involved visit:  
**[www.rmchcharity.org.uk/imri-appeal](http://www.rmchcharity.org.uk/imri-appeal)**

To donate now text **IMRI00 (£AMOUNT) to 70070**

## New world-leading precision medicine campus set to open in Manchester



**Proposals were announced this year to create a world-leading precision medicine campus in the Corridor Manchester Enterprise Zone.**

Greater Manchester's ground-breaking partnership between academia, industry and the NHS – Health Innovation Manchester – has been working with global diagnostics firm QIAGEN on a joint project which will create and support up to 1,500 jobs, adding almost £150m to Manchester's economy over a decade.

The collaboration will also bring fast-tracked real health benefits to Manchester and Greater Manchester residents, and ultimately people nationally and internationally, through access to new tests and targeted treatments developed through pioneering research.

Sir Mike Deegan, Chief Executive at Manchester University NHS Foundation Trust, said: "Securing and expanding QIAGEN's future on the Manchester University NHS Foundation Trust site is a pivotal component of our vision to create an internationally-leading research and innovation campus focused on integrated diagnostics leading to better care for our patients.

"Modern healthcare requires us to handle massive arrays of data from a huge range of technologies in order to come up with the right answer for patients. This has never been clearer than with genomic medicine, QIAGEN's immediate focus, which holds the power to deliver transformative clinical benefits at the level of individual patients – the heart of precision medicine."

## Specialist eye care brought to the high street

**A ground-breaking approach to deliver specialist sight-saving eye care in the community has been pioneered by Manchester Royal Eye Hospital (MREH), working in partnership with Bayer plc.**

Two new community eye clinics were opened, one in Cheetham Hill and the other in Wythenshawe, with the aim of delivering high quality hospital expertise for Manchester patients closer to where they live. Both clinics have a primary focus on patients with age-related macular degeneration (AMD), the leading cause of irreversible sight loss in the UK.

The MREH macular service now delivers more than 2,500 treatment appointments and the two new clinics, the first of which was opened by the Mayor of Greater Manchester Andy Burnham, will enable the hospital to expand its services and to treat more patients.





