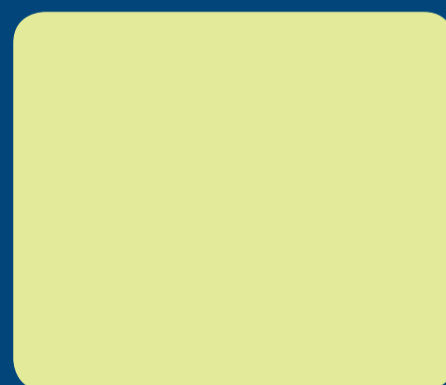
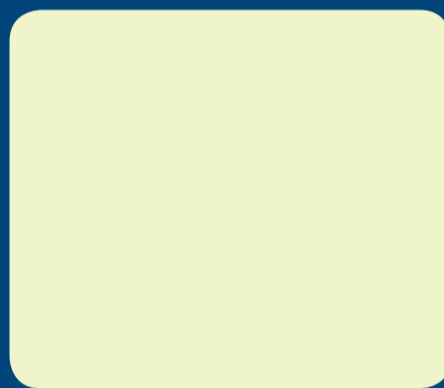


A Year in the Life of Chelsea and Westminster

Your hospital



Annual Review 2008/09

Choose
**Chelsea and
Westminster**

Chelsea and Westminster Hospital **NHS**
NHS Foundation Trust

About us

Chelsea and Westminster Hospital NHS Foundation Trust aims to be a hospital of choice for patients and an employer of choice for staff

Our vision is to deliver safe care of the highest quality for our local population and those using our specialist services, provided in a modern way by multi-disciplinary teams working in an excellent environment, supported by state-of-the-art technology and world class academic research.

Quality

Since we were awarded Foundation Trust status in 2006, we have consistently met national targets, achieved financial surpluses to reinvest in patient care, and delivered high quality clinical services.

Safety

The Dr Foster Hospital Guide ranks us among the top 20% of NHS hospitals in England for significantly lower than expected mortality rates which signifies excellent standards of care.

Care

9 out of 10 patients rate their care at Chelsea and Westminster as 'Excellent', 'Very Good' or 'Good' in the Healthcare Commission's annual patient survey.

Cleanliness

Chelsea and Westminster Hospital has the lowest MRSA infection rate of any acute hospital in London—we have reduced it by 90% in the last 5 years.

Technology

We use the latest technology to help provide the best possible care for patients—for example, electronic prescribing makes access to medication quicker, safer and more efficient.



10 key facts in 2008/09

94% of patients rated their care at Chelsea and Westminster as 'Excellent', 'Very Good', or 'Good'.

—Annual NHS Patient Survey 2008

553,805 patients were treated at Chelsea and Westminster in 2008/09, an 8% increase from 2007/08.

—Trust statistics

4,724 women gave birth at Chelsea and Westminster in 2008/09.

—Maternity Unit statistics

More than 98% of A&E patients were treated within 4 hours.

—Department of Health national target March 2009

95% of outpatients and 90% of inpatients were treated within 18 weeks of GP referral.

—Department of Health national target March 2009

We exceeded a target to reduce our MRSA rate—we had only 5 cases in 2008/09, compared with a target of 19 cases.

—Healthcare Commission national target March 2009

The quality of our services was officially rated as 'Good'.

—Annual NHS Performance Ratings 2008

Our stroke services were rated the 3rd best in the country.

—National Sentinel Stroke Audit 2008

We achieved a financial surplus of £9.6m which is being reinvested in patient care.

—Annual Accounts 2008/09

Standards of hospital hygiene and food were both rated 'Excellent'.

—National Patient Safety Agency (NPSA) assessment 2008

Chairman's view



paediatric surgery in North West London and our bid to be a 'hyper-acute' stroke unit.

Many Foundation Trust members and Members' Council representatives attended our Annual Members' Meeting in September 2008, our Seasonal Working Conference with Trust staff in March 2009, and the Open Day.

Strategically the Trust is not only a provider of general acute services for our local community but also a specialist centre for services including HIV and sexual health, paediatrics and burns, and a focal point for academic teaching and research.

I believe passionately that Chelsea and Westminster Hospital belongs to patients who use its services, members of the public who live locally, and staff who work in the hospital.

This ethos is encapsulated by the slogan of our annual hospital Open Day—"Your hospital, your health, your say".

More than 1,500 people attended the Open Day in May 2009 which demonstrates that we already have a close relationship with our local community that I hope will develop further during the coming year.

Positive engagement with our community so that local people feel a sense of ownership over and pride in their hospital is vital to the future success of Chelsea and Westminster, especially at a time of economic uncertainty.

Our Members' Council and more than 15,000 patients, members of the public and staff who have chosen to be members of our Foundation Trust play an increasingly important role in the life of Chelsea and Westminster.

During 2008/09 Members' Council representatives provided strong support of the Trust's strategic aims including our successful bid to be recommended as the lead centre for neonatal and specialist

The official opening in May 2009 of our new HIV and sexual health centre at 56 Dean Street by Health Minister Lord Darzi is indicative of what we are trying to achieve—a state-of-the-art modern facility providing healthcare where and when patients want it.

Another success story is the award to Chelsea and Westminster and its partners of £20 million to establish a Collaboration for Leadership in Applied Health Research and Care (CLAHRC) in North West London to enable the rapid introduction of new, effective treatments for a wide range of medical conditions.

Quality is the cornerstone of all that we are striving to achieve as a Foundation Trust in line with Lord Darzi's report *High Quality Care For All*. It underpins our 3 corporate objectives for 2009/10 and it is also the foundation of this Annual Review.

I look forward to working closely during the year ahead with patients, members of the public, and staff to achieve our aim of providing high quality care for all patients.

Professor Sir Christopher Edwards
Chairman

Chief Executive's view



We were disappointed that our 'Quality of Services' rating was reduced from 'Excellent' to 'Good' in the annual NHS performance ratings which were published in October 2008. We aim to regain an 'Excellent' rating this year.

The Trust believes that it was in the best interests of patients to safeguard patient confidentiality by delaying our rollout of the national Choose and Book programme following the discovery of a technical fault, even though this meant we 'failed' this target and lost our 'Excellent' rating.

Strategic changes to the NHS in London present us with opportunities to provide more services in the community and to reinforce our reputation as a provider of high quality specialist services.

Our new HIV and sexual health centre at 56 Dean Street—located in the heart of Soho—opened in March 2009 and we were recommended as the lead centre for neonatal and specialist paediatric surgery in North West London in May 2009.

The strategic 'provider landscape' work being undertaken by North West London Primary Care Trusts is likely to lead to a reduction in the number of healthcare providers and we are well placed to explore future opportunities as the only acute Foundation Trust in North West London.

We recognise that the economic downturn means we may need to reduce our expenditure by up to 15% over the next 3 years. We will expand the use of Service Line Reporting and focus on increased productivity and efficiency to ensure that we continue to provide high quality patient care within the resources available to us.

I look forward to working with colleagues on the Board of Directors and all staff at Chelsea and Westminster to achieve this goal.

Heather Lawrence
Chief Executive

2008/09 was a successful year for the Trust. We treated 95% of outpatients and 90% of inpatients within 18 weeks of referral, saw 8% more patients than in 2007/08, and 94% of respondents to the annual NHS patient survey rated their care as 'Excellent', 'Very Good' or 'Good'.

However, we recognise that our care is not always of a consistently high standard for all patients. We have invested in initiatives to improve the patient experience as a learning organisation committed to quality improvement.

These include the Patient Experience Tracker to get 'real-time' patient feedback, a patient experience improvement project run by Monitor and McKinsey which was piloted in maternity services, and the *Releasing Time to Care* programme to help frontline clinical staff spend more time with patients.

We met, and indeed exceeded, Healthcare Commission targets to reduce MRSA bacteraemia and *Clostridium difficile*. No patient admitted for planned surgery contracted MRSA bacteraemia. We will now focus on other infections by, for example, reducing the number of days that patients have urinary catheters because we know these are associated with infection.

Your hospital, your health, your say - Open Day 2009



More than 1,500 visitors attended our annual Open Day in May 2009.

Visitors were able to enjoy a wide range of attractions including behind-the-scenes tours, health advice and information, live music, exercise classes, a hospital food tasting and much more.

Many visitors to the Open Day gave their feedback on the event. 71% rated the Open Day as 'Excellent', 28% said it was 'Good' and 88% of visitors would recommend the Open Day to friends and family.

Councillor Joanna Gardner, Mayor of the Royal Borough of Kensington and Chelsea, officially opened the event and other dignitaries who joined in the fun included local MPs Sir Malcolm Rifkind and Greg Hands.

Singer and model Sophie Ellis-Bextor officially opened The Kensington Wing, our new private maternity unit, as a thank you to the hospital where she has given birth to both her children, and where they have both been cared for on the Neonatal Intensive Care Unit.

The Open Day was supported by Chelsea and Westminster Hospital NHS Foundation Trust Members' Council which includes elected representatives of patients, members of the public and hospital staff.

2008/09—A Year in Review April–September 2008

April 2008



Members of the bariatric surgery team

Hospital chosen as obesity surgery centre

Chelsea and Westminster Hospital was selected as a 'preferred provider' of bariatric (obesity) surgery for patients in London and the South East.

South East Coast Specialist Commissioning Group (SCG) chose Chelsea and Westminster following a visit by a review team.

Many morbidly obese people are turning to bariatric surgery. However, surgery is not risk-free and so South East Coast SCG selected 'preferred providers' in order that a safe service is provided to patients.

Bariatric surgery can reduce the future burden placed on the NHS because morbid obesity significantly increases the risk of stroke, heart attack, cancer and Type II diabetes.

At Chelsea and Westminster our bariatric surgery service is part of a holistic approach to assess and treat clinically and morbidly obese patients.

All patients undergo assessment by a multi-disciplinary team of staff and the hospital follows criteria set by the National Institute for Clinical Excellence (NICE) to assess patients' suitability for surgery.

The bariatric surgery service has been strengthened by the recruitment of Mr Gianluca Bonanomi as a surgeon specialising in this area.

He has extensive experience in bariatric surgery and is a member of both the American Society of Bariatric Surgery and the International Federation for the Surgery of Obesity.

May 2008

Open Day 2008—biggest and best yet

Almost 1,700 visitors flocked to Chelsea and Westminster on Saturday 10 May 2008 for our hospital Open Day.

Visitors enjoyed a wide range of attractions including the launch of the NHS 60th anniversary campaign, behind-the-scenes tours, health advice and information, live music, exercise classes, free fruit, a hospital food tasting and much, much more.

Local MP Sir Malcolm Rifkind joined in the fun while TV presenter Gaby Roslin was on hand to officially launch the NHS 60 campaign.

The Open Day was held in partnership with NHS Kensington & Chelsea.



Gaby Roslin (right) launches the NHS 60 campaign with Chief Executive Heather Lawrence

June 2008

New sexual health centre given the go-ahead

Chelsea and Westminster was given the green light to bring sexual health services to the heart of Soho.

The Trust was granted planning permission to develop a brand new sexual health centre in the area, to be located at 56 Dean Street.

Services were previously provided at Victoria Clinic at the South Westminster Centre in Vincent Square, SW1, where there was a chronic lack of space to accommodate the large numbers of patients wishing to access the Trust's popular sexual health services.

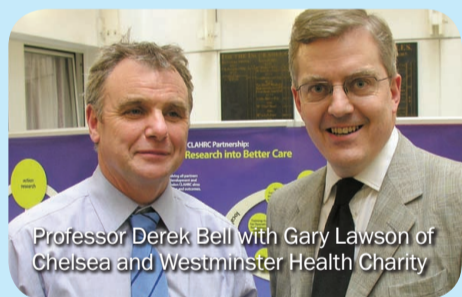
Due to the lack of space at the Victoria Clinic, the Trust planned to move services to Dean Street to ensure sufficient capacity to deliver a full range of services.

This was necessary to enable the Trust to meet national targets to give all patients a sexual health clinic appointment within 48 hours.

Dr Alan McOwan, Service Director for sexual health and Lead Clinician at the Victoria Clinic, said: "Rapidly increasing rates of sexually transmitted infections mean that it is important for sexual health services to be as accessible as possible which is why we wanted our new centre to be in Soho."

July 2008

R&D Open Day



Professor Derek Bell with Gary Lawson of Chelsea and Westminster Health Charity

250 patients, members of the public and staff attended Chelsea and Westminster Hospital's first Research and Development Open Day.

The event, which was designed to have a strong patient focus, included posters from 4 different research themes providing a lay person's guide to innovations and developments arising from research at the hospital.

Displays and activities associated with the posters—for example, an ultrasound scan of the hand—brought research to life.

Researchers who had contributed to the material for the posters were on hand to answer questions and to guide patients, staff and visitors around the displays.

Chelsea and Westminster has led a successful bid for funding worth £20 million over the next 5 years to establish the North West London Collaboration for Leadership in Applied Health Research and Care (CLAHRC).

This exciting research project will lead to the rapid introduction of new, effective treatments for a wide range of medical conditions.

August 2008

Nurses collect national award

A team of nurses at Chelsea and Westminster Hospital won a top national award and attended a special House of Commons reception to celebrate their success.

Rheumatology Specialist Nurses Bridget Ryan, Sarah Collis and Antonia Greeves, as well as Osteoporosis/Rheumatology Specialist Nurse Ashlynn Van Vuuren, were nominated by patient Sheila Smith for the National Rheumatoid Arthritis Society's 'Healthcare Champions in Inflammatory Arthritis' award.

Sheila is a member of the rheumatoid arthritis patient group at Chelsea and Westminster.

The Society chose our team among 20 healthcare champions for patients with rheumatoid arthritis in the UK and invited them to join members of the All Party Inflammatory Arthritis Group at the House of Commons.

Bridget Ryan said: "We were particularly delighted to win this award because the winners were chosen by patients. We are really excited that our patients are developing a voice."



Rheumatology nurses Bridget Ryan, Antonia Greeves and Sarah Collis with their awards

September 2008



Participants at the Chelsea and Westminster Health Charity London Duathlon

Chelsea and Westminster Health Charity London Duathlon

The first Chelsea and Westminster Health Charity London Duathlon took place on Sunday 14 September.

There were more than 3,500 participants with more than 1,000 of them supporting Chelsea and Westminster Health Charity and the hospital. Chelsea and Westminster Health Charity is the official charity of the London Duathlon.

Farzana Fidai, Fundraising Director for Chelsea and Westminster Health Charity, said: "Thank you to all those who took part in the Duathlon as part of the Charity team as well as those who attended as supporters and helpers on the day."

Heather Lawrence, Trust Chief Executive, said: "Everyone from the hospital who joined in together with their teams, family, friends and supporters had a most enjoyable day. Thanks to everyone from

Chelsea and Westminster Health Charity who contributed to making it such a successful event."

Lisa Fattorini, Sister in the Treatment Centre, said: "It was a brilliant morale boosting event and we had a lovely team from the Treatment Centre taking part. It was good to see so many other hospital staff there and it was great fun to take part."

Alex Mancini, Matron on the Neonatal Intensive Care Unit, said: "I didn't think I'd have so much fun. Everyone got into the team spirit."

Funds raised by the Duathlon went towards Chelsea and Westminster Health Charity's projects to improve patient care. In particular, sponsorship money raised would help to buy a CT scanner for the hospital to speed up diagnosis and treatment.

2008/09—A Year in Review October 2008—March 2009

October 2008



Dr Melinda Gilbert and Charge Nurse Steve Burwell discuss a patient's care on the Acute Medical Unit

Study shows special emergency unit saves lives

Research was published to show that a new unit for patients who need emergency medical care has reduced deaths, average lengths of stay, and the amount of time patients have to wait in A&E.

The Acute Medical Unit (AMU) is a self-contained rapid assessment unit which opened in August 2007.

Professor Derek Bell and Dr Gary Davies, who led the evaluation said: "The aim of the AMU is to ensure that patients' care is well co-ordinated leading to early diagnosis, prompt treatment and earlier discharge from hospital.

"The AMU has a dedicated phone line so GPs or staff in the hospital's A&E

department can refer patients directly. If patients are admitted to the AMU they have direct access to a team of healthcare professionals including nurses, doctors, therapists and pharmacists.

"Our evaluation showed there was a decrease in the number of patients dying from acute medical conditions.

"There was also a reduction in the time medical patients had to wait in A&E and a reduction in the average hospital stay for those requiring hospital admission. In 2005 the average length of stay was 8.8 days but after the Unit was developed that was reduced to 6.9 days, with no increase in the number of patients readmitted to hospital."

January 2009

Trust announces education and research partnership

Chelsea and Westminster Hospital NHS Foundation Trust established a new education and research partnership with the Florence Nightingale School of Nursing and Midwifery at King's College London and the Faculty of Health at London South Bank University.

Undergraduate nursing and midwifery students from both universities now undertake clinical placements at Chelsea and Westminster.

Chelsea and Westminster is working in collaboration with its university partners to develop and strengthen the role of nursing and midwifery research.

Andrew MacCallum, Director of Nursing at Chelsea and Westminster, said: "Education and research is an essential part of how Chelsea and Westminster works to provide excellent services and compassionate care for patients.

"I am committed to strengthening the role of nursing and midwifery research in the Trust and providing the best clinical experience and learning opportunities for future generations of nurses and midwives.

"Our new partnership with King's College London and London South Bank University will enable us to do so."

Professor David Sines, Executive Dean of the Faculty of Health & Social Care at London South Bank University, said: "We regard it as a great privilege to have been invited to work in partnership with our colleagues at Chelsea and Westminster."

February 2009

Snow Heroes honoured

London's heaviest snowfall in almost 20 years may have stopped the capital's buses in their tracks but Chelsea and Westminster Hospital maintained urgent and emergency services thanks to the determination and dedication of staff.

Many Trust staff literally 'went the extra mile' to make it to work on Monday 2 February despite the adverse weather conditions.

Although London's transport infrastructure ground to a virtual standstill in the snow, doctors, nurses and other staff at the hospital delivered 20 babies, treated 210 patients in A&E and performed 19 emergency operations.

The Trust organised a special one-off competition—the Snow Hero Awards—to celebrate the huge efforts that staff made to care for patients on 2 February.

Staff were invited to nominate colleagues who they felt deserved to be recognised publicly for their contribution.

Winners included Dr Vasilis Constantinides, Sister Vashni Scantlebury and Finance Manager Ieuan Marks.



Sister Vashni Scantlebury receives her Snow Hero award from Deputy Chief Executive Amanda Pritchard

November 2008

Chelsea and Westminster one of the safest hospitals in the country—it's official!

Chelsea and Westminster is one of the safest hospitals for patients to be treated in, according to an independent national report published in November 2008.

The Dr Foster Hospital Guide highlighted 32 NHS trusts in England with significantly lower than expected Hospital Standardised Mortality Ratios. These included Chelsea and Westminster.

This placed Chelsea and Westminster among the top 20% of NHS trusts in England for this key indicator of patient safety.

A consistently low hospital mortality ratio signifies clinical excellence and care of the highest quality for all patients.

Analysing and monitoring hospital mortality ratios is an effective starting point in identifying and reducing avoidable deaths in hospital.

Heather Lawrence, Chief Executive of Chelsea and Westminster Hospital NHS Foundation Trust, said: "Staff throughout the Trust have worked hard to make Chelsea and Westminster one of the safest hospitals in the country.

"I am delighted that the efforts of our staff have been recognised by the Dr Foster Hospital Guide."

December 2008



Niamh Geoghegan (right) with Martha Lane Fox who presented her with a special NHS Champions award

Children's nurse wins prestigious award

Niamh Geoghegan, Paediatric Continence and Stoma Nurse Specialist at Chelsea and Westminster Hospital, won a special award at the prestigious NHS Champions Awards in recognition of her outstanding care for children and their families.

Martha Lane Fox, founder of lastminute.com, presented Niamh with the award for personal care nursing.

Consultant Paediatric Surgeon Simon Clarke, who nominated Niamh, said: "Niamh has worked tirelessly for the children of West London for many years. Continence is not the most glamorous of nursing specialities but it is an area which, if managed badly, can devastate a child's life."

March 2009



Lord Darzi officially opens 56 Dean Street in May 2009

New sexual health centre opens in Soho

The Trust's new sexual health centre—56 Dean Street—opened its doors to patients in March.

This state-of-the-art HIV and sexual health centre, located in the heart of Soho, offers a full range of services.

It opens 2 evenings a week as well as Saturdays, making it one of only 2 NHS sexual health centres in London to offer Saturday opening (the other being Chelsea and Westminster's West London Centre for Sexual Health).

Dr Alan McOwan, Service Director at 56 Dean Street, said: "Our aim has been to create a space that will stand the test of time and a centre that moves firmly away from the sterile and dull environments that

are all too often associated with sexual health clinics and services.

"The colours, finishes and quality of materials and furnishings have created an inviting, comfortable, reassuring and stylish environment.

"Within the building, services and the use of the latest technology have been designed to streamline the flow of those visiting which will help reduce the amount of time that people have to spend sitting around waiting.

"We are very excited about the opening of 56 Dean Street. It has provided us with a fantastic opportunity to improve the sexual health of people living and working in Soho."

Strategy

Our strategic vision

"To deliver safe care of the highest quality for our local population and those using our specialist services, provided in a modern way by multi-disciplinary teams working in an excellent environment, supported by state-of-the-art technology and world class academic research."

Strategic developments 2008/09

The Trust reinforced its reputation as a provider of high quality specialist services.

Children's services

We secured the future of our specialist children's services by winning a competitive process. In May 2009 we were recommended as the lead centre for neonatal and specialist children's surgery in North West London.



Our children's services team have been shortlisted in the Patient Centred Care category of the *Health Service Journal* Awards 2009.

This is independent recognition of the Trust's success in developing its 'Children and Families First' model of care which places the needs of children and their families at the heart of the services that we provide.

Maternity services



A proud father on the Maternity Unit

High quality maternity services are vital to the success of the Trust's overall strategy as a centre of excellence in women's and children's health.

Our maternity services piloted a patient experience improvement project run by the Foundation Trust regulator Monitor and management consultants McKinsey.

Increasing the percentage of women who have an excellent experience of our maternity services to 90% in the next year is among the Trust's top 3 priorities for quality improvement in 2009/10.

Most women already have a positive experience of our maternity services—86% of women rated their care as 'Excellent', 'Very Good' or 'Good' in the Healthcare Commission's maternity review 2008.

HIV and sexual health services



56 Dean Street

The opening of our new HIV and sexual health centre at 56 Dean Street in March 2009 was a strategic milestone because, by locating the centre in Soho, we demonstrated our commitment to taking these services to the community.

The Trust operates the only HIV and sexual health services in London that offer Saturday clinic opening times—56 Dean Street and the West London Centre for Sexual Health at Charing Cross Hospital—which demonstrates that we aim to provide what patients want at a time convenient to them in an accessible location.

Stroke services

Our stroke service is now recognised as a leading centre after being ranked 3rd best nationally in the National Sentinel Stroke Audit which was published in March 2009.

Refreshing our strategic vision

We recognise that the landscape of the NHS environment within which we operate has changed markedly and we require a robust strategy to cope with the effects of the economic downturn on the public sector.

Therefore the Board of Directors will refresh the Trust's current strategic vision during 2009/10 and we expect to engage with the Members' Council, Foundation Trust members, and many other stakeholders during this process.

Our view of the future

The Trust is moving into challenging economic times for the NHS. We will work with our staff to deliver greater efficiency and productivity while focusing on quality, in line with Lord Darzi's report *High Quality Care for All*.

We will continue to pursue our strategic vision to be a provider of specialist services. We recognise that more healthcare will be provided in the community.

We will look to work across the hospital and community sectors, particularly in order to tackle chronic long-term conditions.

We believe the Trust is well placed to face the tough challenges of the years ahead and develop its reputation as a hospital of choice.

Performance

Performance against corporate objectives 2008/09

1. Focus on patient safety & quality

- We met targets for the reduction of MRSA bacteraemia and *Clostridium difficile*—5 cases of MRSA (against a target of 19 cases set by the Healthcare Commission) and 41 cases of *C. difficile* (against a target of 114 cases set by the Healthcare Commission)
- We achieved NHS Litigation Authority risk management standards at Level 2
- We introduced clinical quality benchmarks, starting with monthly monitoring of Sentinel audit data for stroke care which resulted in improved patient outcomes
- Directorates identified clinical quality indicators at specialty level which will be monitored and reported in 2009/10

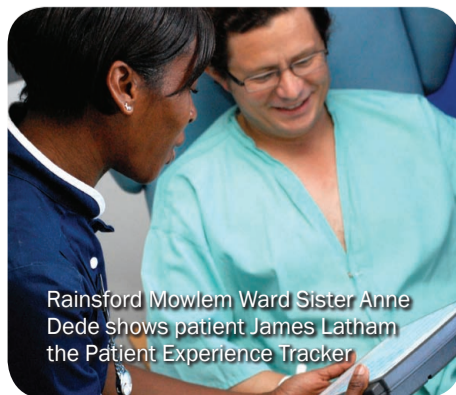
2. Deliver effective & efficient pathways of care

- We met a national target to treat 95% of outpatients and 90% of inpatients within 18 weeks of GP referral by March 2009 (target achieved by December 2008)
- Because of increased demand from patients for our services, we achieved a bigger financial surplus than predicted—£9.6 million—which will be reinvested to improve patient care

- We worked closely with PCTs, including our host commissioner NHS Kensington & Chelsea, to implement recommendations from Lord Darzi's report *Healthcare for London: A Framework for Action* including a public consultation on the future of stroke services in London

3. Be the provider & employer of choice

- 94% of patients in the annual NHS patient survey 2008 rated their care as 'Excellent', 'Very Good' or 'Good' (compared with 90% in 2007)
- We agreed contracts for the provision of a 'real-time' electronic patient feedback tool, the Patient Experience Tracker, and the formation of a Patients' Panel—both projects will be rolled out Trustwide
- We were selected as a pilot site for a patient experience improvement project run by Monitor and McKinsey—the project was piloted in maternity services and will be rolled out Trustwide



Rainsford Mowlem Ward Sister Anne Dede shows patient James Latham the Patient Experience Tracker

- 61% of staff took part in the annual NHS staff survey 2008 (compared with 53% in 2007)—we improved or maintained our performance in relation to 85% of the survey's 26 key findings

- We were 95% compliant with the European Working Time Directive (EWTD) of a maximum 48-hour week for all doctors in training by March 2009—the Trust was expected to be 100% compliant by the deadline of August 2009

4. Deliver excellence in teaching & research

- 70% of medical students who spent time with the Trust rated their experience as 'Excellent' after an internal system for gaining feedback was introduced
- We agreed a new partnership with King's College London and London South Bank University to provide clinical placements for undergraduate nursing and midwifery students



Dr Berge Azadian at work in the Pathology laboratories

- We were actively involved in the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) in North West London, based at the Trust
- A Research Strategy Board was formed to drive forward delivery of the Trust's Research & Development Strategy

5. Create a robust infrastructure for the future

- We undertook infrastructure mapping which led to increased investment in Service Line Reporting information and a review of corporate structure
- We revised our governance structure by, for example, creating a single Assurance Committee to provide a more rigorous, streamlined assurance system in conjunction with the Audit Committee
- We brought in-house ownership of the Lastword electronic patient record system and its team of support staff to allow us to maintain the system until a national programme is agreed



Professor David Sines (London South Bank University), Professor Anne Marie Rafferty (King's College London) and Andrew MacCallum (Trust Director of Nursing)

Commitment to quality—our future plans

Corporate objectives

The Trust Board is committed to providing quality care for all patients and to quality improvement.

This commitment underpins our 3 corporate objectives for 2009/10 which are outlined below.

1. Improve patient safety and clinical effectiveness

Cause no avoidable harm to patients

- Define patient safety indicators with local targets and design a measurement system

Reduce healthcare associated infections

- No elective patient to be infected with MRSA bacteraemia whilst in hospital

Achieve consistent improvement in key indicators of clinical effectiveness

- Define clinical indicators with local targets and design a measurement system



Sister Lesley Anne Marke with patient Josephine Sinclair on David Erskine Ward which was chosen to pilot the *Releasing Time To Care* initiative to improve the quality of patient care

2. Improve the patient experience

Develop methods to understand and improve the patient experience

- Ensure that 90% of women have an 'Excellent' experience of maternity services
- Achieve a progressive improvement in key issues in the NHS patient survey

Provide excellent administrative processes for all patients

- Deliver an improvement in key areas of administrative efficiency, as measured by a reduction in complaints relating to appointments and admissions

Develop a motivated, trained, capable and competent workforce

- Increase staff satisfaction by achieving 100% of staff completing appraisals and personal development plans and a year-on-year improvement in sickness absence, vacancy rates and uptake of mandatory training

3. Deliver excellence in teaching and research

Deliver excellence in teaching

- Deliver an agreed improvement in students' overall rating of their teaching
- Develop at least 2 further simulation training programmes linked to Trust priorities

Achieve status as a hub for a Health Innovation Education Cluster (HIEC)

- Achieve status as a hub for a Health Innovation Education Cluster (HIEC)

Deliver the Research Strategy including the CLAHRC programme

- Complete the Research Strategy to include how to enhance the Trust's research profile and income, and to deliver the CLAHRC programme

The future of our children's services



A baby being cared for on the Neonatal Intensive Care Unit

North West London Primary Care Trusts have recommended Chelsea and Westminster as the lead centre for neonatal and specialist children's surgery, and associated critical care, in North West London.

The decision gives the Trust the green light to establish and lead a network between hospitals in North West London to improve surgical services for children.

The new arrangements will 'go live' in April 2010. Heather Lawrence, Chief Executive

said: "This is a very exciting time for the Trust and a great opportunity to look at new and innovative ways of working to ensure we maintain our position as one of the leading children's centres in the country."

Chelsea and Westminster will perform all complex children's and neonatal surgery in North West London and will be supported by Great Ormond Street Hospital and the Evelina Children's Hospital at Guy's and St Thomas' NHS Foundation Trust, to deliver critical care for children.

Quality improvement priorities

We welcome the fact that this year for the first time Monitor, the independent regulator of Foundation Trusts, requires all Foundation Trusts to publish a Quality Report.

The Trust Board has chosen 9 indicators to measure quality performance in 2009/10. From these, 3 key priorities for quality improvement have been selected.

1. Patient safety

To reduce our preventable venous thromboembolism (VTE) rate by 15% in the next year

Why is this a priority?

VTE is a major cause of preventable death and reducing its incidence is a national priority for the NHS.

In England each year more than 25,000 people die from VTE contracted in hospital and 1 in 3 patients undergoing surgery in hospital can develop VTE if no preventative measures are taken.

In addition, non-fatal VTE can require treatment with anticoagulant drugs at doses with a significant risk of bleeding, causes delays in patients' discharge home from hospital, and often results in readmissions to hospital.

What actions are we planning to improve our performance?

The Trust has established a multi-disciplinary committee to oversee implementation of the recommendations of the Chief Medical Officer's expert working group on the prevention of VTE in

hospitalised patients, implementation of National Institute for Health and Clinical Excellence (NICE) guidance, and adherence to Trust guidelines on VTE prevention including the use of an electronic risk assessment tool and audit of prescribing.

How will improvement be measured?

Rates of hospital acquired VTE will be measured with the aim of reducing preventable VTE by 15% in the first year.

2. Patient experience

Ensure that 90% of women have an 'Excellent' experience of our maternity services

Why is this a priority?

High quality maternity services are vital to the success of the Trust's overall strategy as a centre of excellence in women's and children's health. Most women have a positive experience of maternity services at Chelsea and Westminster. 86% of women in the Healthcare Commission's maternity review 2008 rated their care as 'Excellent', 'Very good' or 'Good'.

However, there are known areas for improvement as a result of feedback from incidents and complaints.

What actions are we planning to improve our performance?

The Trust's maternity services were chosen as a pilot site for a patient experience project developed by the Foundation Trust regulator Monitor and McKinsey to understand our patients and act on their concerns. In 2009/10 we will look to implement fully the recommendations from this project.

The Trust focused considerable resources on improving maternity services during 2008/09 through the Monitor/McKinsey project and its own Maternity Services Improvement Review. This focus will continue in 2009/10.



A newborn baby is measured

How will improvement be measured?

'Real-time' patient feedback, in particular the Patient Experience Tracker.

3. Clinical effectiveness

To reduce delays of more than 24 hours to selected non-elective urgent surgery

Why is this a priority?

Senior Trust surgeons have expressed concerns that a number of factors may be exacerbating delays for some patients requiring non-elective urgent surgery.

These factors include a drive to meet the national 18 week target from GP referral to treatment, more patients requiring surgery, and National Confidential Enquiry into Patient Outcome & Death (NCEPOD) guidelines restricting out-of-hours operating unless life is at stake.

What actions are we planning to improve our performance?

Each surgical speciality is reviewing arrangements for non-elective urgent

operating. Initiatives include the appointment of a dedicated consultant emergency surgeon for general surgery, appointment of a trauma nurse to focus on improving the pathway for patients with fractured neck of femur, and a review of the plastic surgery trauma service including the 'hand room' and dedicated hand trauma theatre.

In addition, a theatre improvement group has been established which will include a focus on creating clear leadership and efficient management of non-elective surgery.

This work will complement existing initiatives to improve the effectiveness and efficiency of the use of operating theatres.

How will improvement be measured?

Time to operation from decision to operate will be measured to establish a baseline for each selected surgical procedure.

Individual targets will be set with the aim of a progressive improvement towards a target of 100% of non-elective urgent surgery being undertaken within 24 hours.



Key to photographs on the front cover of the Annual Review

1. Senior Staff Nurse Isata Allie and Ward Sister Lesley-Anne Marke with patient Josephine Sinclair on David Erskine Ward
2. Surgeon Mr Michael Dinneen carries out a procedure in the Treatment Centre
3. Housekeeper Jemima Owusu on Edgar Horne Ward
4. New mother Susana Garcia with her 2-day-old twins Sara and Emily
5. A waiting room at 56 Dean Street, the Trust's new HIV and sexual health centre in Soho which opened in March 2009
6. *The Acrobat*—one of the many works of art at Chelsea and Westminster Hospital
7. A premature baby on the Neonatal Intensive Care Unit (NICU)

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