

A Year in the Life of **Chelsea and Westminster** *Your hospital*



Annual Review 2009/10

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**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 high quality patient-centred care for our local population and those using our specialist services, delivered by a modern workforce in a range of settings along integrated pathways of care.

Quality

Our quality of both services and financial management are rated 'Excellent' by independent health watchdog the Care Quality Commission—this puts us among the top 9% of NHS trusts nationally.

Safety

We are ranked among the top five safest NHS hospitals nationally for patients to be treated in by the Dr Foster Hospital Guide—an independent healthcare survey.

Care

Our care is rated as 'Excellent', 'Very good' or 'Good' by 90% of patients in the Care Quality Commission's annual inpatient survey.

Cleanliness

We have reduced our MRSA rate by 80% in the last five years—no patient admitted to Chelsea and Westminster for planned surgery in the past 12 months contracted MRSA.

Technology

Our use of the latest technology supports our care for patients—for example, patients can now use our Patient Experience Trackers to give instant feedback on their treatment at the touch of a button.



Nurse Emma Sampson with Landina Seignon who was treated at Chelsea and Westminster Hospital following the earthquake in Haiti in January 2010



Patient Rafiq Anouer gets his height measured in Children's Outpatients

10 key facts in 2009/10

There were 5,497 deliveries in our Maternity Unit in 2009/10, an increase of 320 deliveries in the last two years
—Maternity Unit statistics

Standards of hospital hygiene and food are rated 'Excellent'
—National Patient Safety Agency assessment 2009

We exceeded a target to reduce our MRSA rate, with only 10 cases in 2009/10 compared with a target of 19 cases
—Care Quality Commission national target March 2010

419,562 patients were treated at Chelsea and Westminster in 2009/10, a 22,000 increase in the last two years
—Trust statistics

6,000 people living with HIV are cared for by Chelsea and Westminster, an increase of 560 patients in the last two years
—Trust statistics

More than 98% of A&E patients were treated within four hours
—Department of Health national target March 2010

90% of patients rated their care at Chelsea and Westminster as 'Excellent', 'Very Good' or 'Good'
—Annual NHS Patient Survey 2009

We exceeded a target to reduce our Clostridium difficile rate, with only 32 cases in 2009/10 compared with a target of 109 cases
—Care Quality Commission national target March 2010

More than 100,000 patients were treated in A&E
—Trust statistics

The quality of our services was officially rated as 'Excellent'
—Annual NHS Performance Ratings 2009

Chairman's view



busiest HIV and sexual health centre in London.

Governors and Foundation Trust members also supported the Trust's successful bid to be designated as a stroke unit. A capital scheme has expanded its capacity and our stroke services are ranked third best in the country by the National Sentinel Stroke Audit.

Parents and children who use our paediatric services were involved before, during and after our successful bid to be designated as the lead centre for neonatal and specialist paediatric surgery in North West London.

Chelsea and Westminster is a provider of specialist services for patients from all over London, South East England and beyond and general acute services for our local community. It is also a centre for teaching and research.

As a clinician and academic, I was delighted that we led a successful bid to establish and host the North West London Health Innovation and Education Cluster (HIEC). This new partnership aims to ensure that patients receive better treatment by promoting innovation, quality and productivity through training and education of healthcare staff.

Finally, I would like to congratulate Trust Chief Executive Heather Lawrence who was awarded an OBE in the New Year's Honours list for services to healthcare.

I am confident that, with Heather's strong and visionary leadership of our outstanding team, Chelsea and Westminster has a bright future despite the challenging economic times that undoubtedly lie ahead for the NHS.

Professor Sir Christopher Edwards
Chairman

Everyone knows that, despite the political commitment of the new Government to protect the NHS, the economic downturn will place major pressures on healthcare in the years ahead.

However, as a Foundation Trust with a proven track record of providing high quality care in new ways, we are well placed to rise to this challenge.

The active involvement of our 15,000 patient, public and staff Foundation Trust members—as well as their elected representatives on our Council of Governors—is vital to our future success and it was pleasing to see how we made this aspiration a reality in 2009/10.

56 Dean Street, our new HIV and sexual health centre in Soho, was made possible because as a Foundation Trust we could retain our financial surplus and invest it in the development of this state-of-the-art modern facility.

A user group including patients and Governors helped plan the development of this centre and it is now delivering services where and when patients want them—including at weekends and during the evening.

Little more than a year since it opened in March 2009, 56 Dean Street is now the

Chief Executive's view



In 2009/10 we introduced the Patient Experience Tracker to gather 'real-time' patient feedback and rolled out the *Releasing Time to Care—The Productive Ward* programme to ensure that our frontline clinical staff spend more time with patients.

Over the last year we have also worked with staff and women to improve our maternity services and we are proud of the improvements that our midwives, obstetricians and the rest of the team have made by working together and listening to women who use our service—87% of women now rate our maternity care as 'Excellent', 'Very good' or 'Good'.

This year we are focusing on our medical wards to ensure that we communicate well and deliver compassionate care to our often very frail patients at all times.

NHS organisations will need to be flexible and adapt to a very different political and economic environment by delivering services in new and innovative ways and so I am delighted that Chelsea and Westminster has a strong track record in doing just that.

Despite the economic downturn, I believe we have an opportunity to create an exciting future for the Chelsea and Westminster 'brand' as a guarantee of excellence in clinical care and patient experience—wherever we provide services and whatever new partnerships and alliances we forge with other providers and GPs.

I look forward to working with colleagues on the Board of Directors and all staff at Chelsea and Westminster to help build that future.

Heather Lawrence OBE
Chief Executive

2009/10 was a successful year for the Trust thanks to the commitment of all our staff.

We achieved a double 'Excellent' rating for both 'Quality of Services' and 'Quality of Financial Management' in the 2009 NHS annual performance ratings, placing us among the top 9% of NHS trusts. We expect to retain a double 'Excellent' rating for our performance in 2009/10 when the Care Quality Commission publishes the 2010 ratings in October.

We met, and indeed exceeded, Care Quality Commission targets to minimise MRSA bacteraemia and *Clostridium difficile* infections—no patient admitted for planned surgery in 2009/10 contracted MRSA.

However, we are not complacent and we recognise that from time to time there are shortcomings in the care and treatment that some patients receive—90% of respondents to the 2009 national inpatient survey rated their experience at Chelsea and Westminster as 'Excellent', 'Very good' or 'Good' but we want 100% of patients to have 'Excellent' care.

I believe passionately that the litmus test of any hospital is for every member of staff to ask themselves—would I want my loved ones treated here? If the answer is yes, we know that we are getting it right.

Open Day 2010 – Your hospital, your health, your say

More than 1,500 people attended our annual hospital Open Day in May 2010.

Visitors were able to enjoy a wide range of attractions including behind-the-scenes tours of the paediatric operating theatres, Treatment Centre and other departments, health tests and check-ups, and general health advice.

Many visitors to the Open Day gave their feedback on the event—97% rated it as 'Excellent' or 'Good' while 86% said they would recommend it to friends and family.

Highlights of the Open Day included the official opening of our revamped Assisted Conception Unit by BBC TV presenter Sophie Raworth and the launch of the 'Yummier Mummy' campaign to promote the benefits of breastfeeding to new mothers.

Newly elected local MPs, Greg Hands and Sir Malcolm Rifkind, both attended the event as their first official engagements following the General Election held two days before the Open Day.

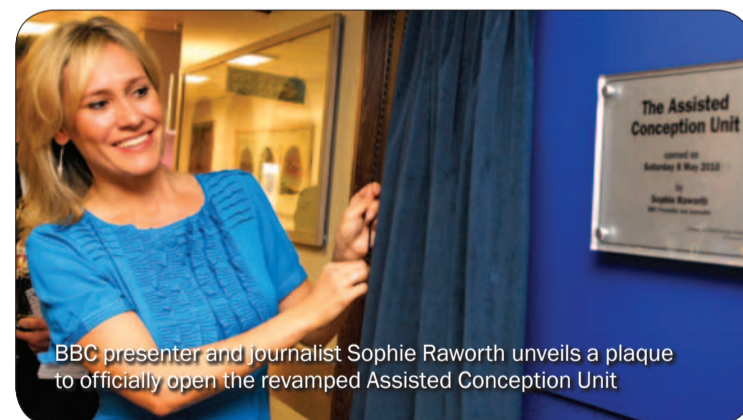
The Open Day was supported by Chelsea and Westminster Hospital NHS Foundation Trust Council of Governors which includes elected representatives of patients, members of the public and hospital staff.



Midwives Giuseppe Labriola and Yvonne Insh at the launch of the 'Yummier Mummy' campaign



Stroke Unit staff used a model of the human brain to demonstrate how a stroke affects a victim



BBC presenter and journalist Sophie Raworth unveils a plaque to officially open the revamped Assisted Conception Unit



Hospital volunteers on the Welcome Desk at the Open Day

2009/10—A Year in Review April–September 2009

April 2009

DVDs help children prepare for hospital

DVDs for children and young people to watch before they come to hospital to show them a little of what to expect and help them prepare for their visit were launched. They are now sent to all children prior to their planned inpatient treatment.

Production of the DVDs was made possible by financial support from the budget of the Chelsea and Westminster Hospital NHS Foundation Trust Council of Governors which includes elected representatives of patients, members of the public and hospital staff.

Alison Webster, the hospital's Play Manager at the time of the launch, said: "We have two different DVDs, one for children under 10-years-old and one of the over-10s, which ensures that the information is appropriate for the age of the audience."



July 2009



Outpatients Sister Sue Smith demonstrates good handwashing technique to a hospital visitor

Infection control inspection passed with flying colours

Chelsea and Westminster was given a clean bill of health by the Care Quality Commission (CQC) following an unannounced inspection in May to assess whether the Trust adequately protects patients, staff and visitors from infections.

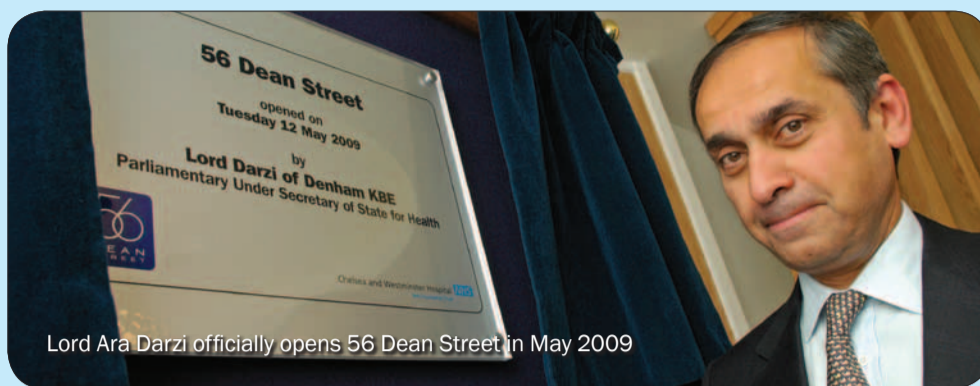
In their report, the CQC inspectors said: "We found no evidence that the Trust has breached the regulations to protect patients, staff and others from the risks of acquiring a healthcare associated infection.

"The rates of MRSA bloodstream infections at the Trust from October 2006 to December 2008 are below average for a trust of its type and the infection rate from October to December 2008 is significantly below average.

"Rates of *Clostridium difficile* from October 2007 to December 2008 have also been below average for a trust of its type."

Chelsea and Westminster's MRSA rate has reduced by 80% in the last five years and no patient admitted to the hospital for routine, planned surgery in the last 12 months has contracted MRSA.

May 2009



Lord Ara Darzi officially opens 56 Dean Street in May 2009

Health Minister opens new sexual health centre

Our new state-of-the-art sexual health centre at 56 Dean Street, Soho, was officially opened by the then Health Minister Lord Darzi in May 2009, having opened to patients two months earlier.

Lord Darzi said: "Across the country the NHS is investing considerable resources to create services designed with the needs of the patient at their heart and 56 Dean Street is an impressive example of this.

"Chelsea and Westminster Hospital NHS Foundation Trust shows what is being achieved in the NHS as it focuses on providing the highest quality care for patients."

Located in the heart of Soho, 56 Dean Street offers a wide range of free and confidential sexual health and HIV services for men and women of all ages

in a modern, contemporary environment. The centre uses the latest technology to provide a quicker, more efficient service for patients.

Dr Alan McOwan, Service Director at 56 Dean Street, said: "With the number of sexually transmitted infections continuing to rise we wanted to break down the stigma of visiting a sexual health clinic.

"The colours, finishes and quality of materials and furnishings used at 56 Dean Street have created an inviting, comfortable and reassuring environment. We want people to feel welcome and this unique look and feel allows us to do that."

56 Dean Street has proved so successful during its first 18 months that it is now the busiest sexual health clinic in London.

August 2009

Children's nurse wins top award

Lin Graham-Ray, Nurse Consultant for Looked-After Children, won *Nursing Standard* magazine's Nurse of the Year Award 2009.

These prestigious awards identify outstanding achievement and promote excellence and innovation in nursing care.

Looked-after children's nurses like Lin support young people in the care of local authorities by carrying out health checks and answering all their health and wellbeing related questions.

She said: "There's never a dull moment in this job. There's always a new challenge and I'm constantly entertained by the kids—they're very eloquent and very honest.

"The feedback we get from patients helps us to improve the service. We now provide advice to young patients in a number of different ways—for example, I have an agony aunt column in Hammersmith and Fulham Council's magazine for looked-after children. If they're too shy or embarrassed this means they can ask questions anonymously. Young patients told us that's what they want, so we worked with the magazine to make it happen."

News of the award came as a complete surprise to Lin who explained: "One of my colleagues nominated me anonymously so I really had no idea.

"The first I heard about it was when I got an email to say that I'd been put forward for the award and I had to prepare a response with information about the work I've been doing over the past year."

September 2009



Joe Zahra celebrates completing the 2009 Chelsea and Westminster Health Charity London Duathlon with his children

Duathlon raises money for hospital

The second Chelsea and Westminster Health Charity London Duathlon took place on 14 September 2009.

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 was the official charity of the London Duathlon.

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

June 2009

Stroke services ranked among the best in the country

The National Sentinel Stroke Audit ranked stroke services at Chelsea and Westminster as the third best in the country which was welcome recognition of the expertise of all staff who help provide such excellent care for stroke victims.

This independent assessment of our stroke services gave added weight to the Trust's bid to be designated as a stroke unit during Healthcare for London's three-month public consultation about major trauma and stroke services in London.

Foundation Trust members and their elected representatives on the Council of Governors supported Chelsea and Westminster's successful bid to be designated as a stroke unit.

The number of beds on the stroke unit has now been increased to 22 beds so that more patients can benefit from the excellent care provided at Chelsea and Westminster for people recovering from strokes.

Stroke services are provided by a multi-disciplinary team of staff including doctors, nurses, and allied health professionals. They are located on the Nell Gwynne Ward, a dedicated stroke ward.

2009/10—A Year in Review October 2009—March 2010

October 2009

Hospital staff urged to get swine flu vaccine

Doctors, nurses and other frontline clinical staff at Chelsea and Westminster were urged to get vaccinated against swine flu to protect themselves, their patients and staff colleagues.

Vaccination sessions started on 26 October when Peter Carter, General Secretary of the Royal College of Nursing, joined hospital staff to get the jab.

Andrew MacCallum, Director of Nursing at Chelsea and Westminster, said: "I am writing personally to senior nurses and midwives in our hospital encouraging them to get vaccinated as soon as possible.

"We have robust plans to cope with the swine flu pandemic and we are asking our frontline clinical staff to protect themselves, their patients and staff colleagues by getting immunised."

Dr Gary Hartnoll, Lead Consultant in the hospital's Neonatal Intensive Care Unit, added: "I will be having the swine flu vaccination because it is the best way to ensure I remain fit and well to look after my patients.

"I work in a neonatal unit where we care for sick and very premature babies who are vulnerable to infection so I will do anything I can to protect them from infection, including having the swine flu vaccination."

November 2009

Acid attack survivor pays tribute to hospital



Katie Piper with her surgeon Mr Mohammad Jawad

A model and aspiring TV presenter who was the victim of a vicious acid attack paid tribute to staff at Chelsea and Westminster Hospital.

Katie Piper said: "I owe my life to the doctors, nurses and all the other staff in the Burns Service at Chelsea and Westminster Hospital."

Katie, who suffered horrific burns in the attack on 31 March 2008, discarded

her anonymity to tell her amazing story of personal courage in the Cutting Edge documentary 'Katie: My Beautiful Face' which was screened on Channel 4.

She said: "I would have died without the amazing efforts of staff at Chelsea and Westminster immediately after I was attacked and over the last 18 months they have supported me every step of the way during my treatment.

"Coming to terms with the fact that my life as I knew it before the acid attack was over, and that my facial appearance had changed forever, has been incredibly difficult.

"I wouldn't have been able to rebuild my life without the support of all the staff at Chelsea and Westminster."

Mr Greg Williams, Service Lead of the Burns Service at Chelsea and Westminster, said: "As the only specialist Burns Service in London, we treat many patients like Katie who have suffered horrific injuries.

"Surgery and ongoing treatment is a long and painful journey for these patients and our role is to provide not only medical and nursing expertise to heal their injuries but also empathy, compassion and emotional support."

December 2009

Triplet parents donate £250,000 to baby unit

The parents of triplets born three months early raised more than £250,000 to thank staff at Chelsea and Westminster whose expertise saved their babies' lives.

Anna and Andrew Collier set up the 3 Little Miracles Fund in summer 2007 to buy incubators, ventilators and other vital medical equipment which will help save the lives of other sick and premature babies cared for in the Neonatal Intensive Care Unit.

The triplets, identical twin girls Isabel and Emily and their brother Ben, were born at just 29 weeks gestation on 8 January 2006. They all weighed less than 3lbs at birth and spent more than 100 days at Chelsea and Westminster fighting for their lives.

The hospital's Neonatal Intensive Care Unit provides the highest level of medical and surgical care for more than 500 sick and very premature babies every year.

Anna Collier said: "If it wasn't for Chelsea and Westminster, our babies would not be alive today. The care we received was fantastic. We are so lucky because the triplets are perfect in every way.

"We set up our charity as a thank you to give something back to the hospital for giving our babies a chance of life and to help the hospital care for other critically ill babies."

January 2010

David Cameron visits Maternity Unit

Conservative Party leader, and future Prime Minister, David Cameron visited the Maternity Unit at Chelsea and Westminster Hospital on Sunday 3 January to meet new mothers and staff.

He spent time on Ann Stewart Ward, the hospital's postnatal ward where new parents spend time with their babies before going home, meeting not only parents but also frontline staff.



David Cameron chats to midwife Camilla Dryden

Maternity Unit recognised by UNICEF

The Maternity Unit received their UNICEF UK Baby Friendly Initiative Stage One Assessment.

Stage One of the Baby Friendly assessment procedure is designed to ensure that the necessary policies, guidelines and information are in place to allow health-care providers to implement the Baby Friendly standards effectively.

February 2010



Sexual Health staff Jenny Parr, Chris McGlynn and Lee Watson with Andrew MacCallum (Director of Nursing) at the clinic launch

New health clinic launched at Chelsea FC

John Hollins and his son, BBC presenter and Strictly Come Dancing winner Chris, officially opened a unique medical service for football fans in February.

Chelsea Football Club joined forces with Chelsea and Westminster Hospital to provide a mobile screening clinic on matchdays at Stamford Bridge.

The clinic was open to fans for the first time before the crucial Premier League match between title contenders Chelsea and Arsenal on Sunday 7 February.

The nurse-led clinic saw 35 football fans on the day and provided a range of services including blood pressure checks, weight checks and stop smoking advice. It was open four hours before kick-off at all weekend Chelsea home games for the rest of the season.

The Hollins family have a special affinity with Chelsea and Westminster Hospital after expert treatment at the hospital saved John's life.

John Hollins said: "Chelsea and Westminster is my local hospital and it will always have a special place in my affections because

staff at the hospital saved my life when I spent 10 days seriously ill in their Intensive Care Unit a couple of years ago. I am now restored to full health thanks to their efforts."

Chris Hollins added: "As a family we have a lot for which to thank the staff at Chelsea and Westminster Hospital. I will always be grateful for their medical expertise which helped save my dad's life. That is why I am supporting this new joint initiative between the hospital and the football club which is a great idea."

Men have traditionally suffered health inequalities due to a reluctance to visit doctors and other health professionals leading to higher rates of heart disease, smoking-related illnesses, depression and obesity.

Peter Baker, chief executive of charity the Men's Health Forum, said: "Too many men die early, often because health services are not male friendly. Chelsea and Westminster Hospital and Chelsea Football Club's joint venture shows what can be done when the NHS and sports clubs work together to tackle men's health. Their initiative should be copied by other clubs and NHS organisations."

March 2010

Royal visitor meets spina bifida patients

HRH The Duchess of Gloucester met patients and staff in the Adult Multi-Disciplinary Clinic for Spina Bifida & Hydrocephalus during a visit to Chelsea and Westminster Hospital in March.

The Duchess is patron of the charity, the Association for Spina Bifida & Hydrocephalus (ASBAH).

The clinic at Chelsea and Westminster is a centre of excellence which cares for approximately 500 patients a year from a wide geographical area.

It provides a 'one-stop' health check-up for patients living with spina bifida and hydrocephalus, drawing on the expertise of a range of multi-disciplinary staff.

Ann Wing, Continence Nurse Specialist explains: "For many people with spina bifida their healthcare is fragmented and they have to visit different hospitals for their different health needs. Here we look at the whole person and try to deal with everything."



Patient Carol Weatherby presents HRH The Duchess of Gloucester with a bouquet of flowers

Strategy

Refreshing our strategic vision

The Trust's strategic vision was formed during our application for Foundation Trust status in 2006.

Not only has the landscape of the NHS environment within which we operate changed markedly since 2006 but also we require a robust strategy to cope with the effects of the economic downturn on the public sector.

Therefore during 2009/10 the Board of Directors engaged with the Council of Governors—which includes elected representatives of patients, members of the public living in our four local boroughs, and staff, and nominated representatives of key stakeholder organisations—to refresh the Trust's strategic vision.

Our strategic vision for the next three years

"To provide high quality patient-centred care for our local population and those using our specialist services, delivered by a modern workforce in a range of settings along integrated pathways of care."

Our strategic objectives to support this vision

- To improve quality—for example, patient safety, clinical effectiveness and patient experience

- To streamline our administrative processes—for example, the use of technology to deliver our vision of an 'airport' style facility to enhance the patient experience in outpatients
- To foster an environment of strong clinical leadership
- To work collaboratively through networks and in partnership with other providers
- To provide world class teaching and research
- To deliver more care in community-based settings in close liaison with GPs and other primary and community care colleagues
- To challenge traditional ways of working to ensure an efficient and 'fit for purpose' organisation that is financially sustainable

Strategic developments 2009/10

The Trust developed its reputation as a provider of specialist services in the following ways:

- Following a competitive tender process, we were designated as the hub of complex paediatric and neonatal surgery in North West London and lead organisation for the specialist paediatric surgical network in the sector—we have developed a federated model of care

with key partner organisations including Great Ormond Street Hospital, Guy's and St Thomas' NHS Foundation Trust and Royal Brompton & Harefield NHS Foundation Trust

- In support of this expansion of Paediatrics, the Trust was granted planning permission for a £39m redevelopment of the main hospital site to improve the patient environment for children, HIV patients and outpatients in particular—work started on site in April 2010
- We achieved NHS Litigation Authority risk management standards in Maternity at Level 2 following an assessment in February 2010
- A refurbishment of our Neonatal Intensive Care Unit was completed to expand its capacity to 42 cots in support of our high risk maternity and complex specialist paediatric patients
- The Assisted Conception Unit was refurbished to provide an improved environment for patients
- Following a public consultation by Healthcare for London, we were designated as a stroke unit and a capital scheme has expanded the unit to 22 beds
- 56 Dean Street, our new HIV and sexual health centre in Soho—which was officially opened by Health Minister Lord Darzi—has cemented the Trust's

reputation as a leader in this field and has quickly become the busiest HIV and sexual health centre in London

The Trust developed its reputation as a provider of local services, including delivering more community-based services, in the following ways:

- We successfully bid to become the provider of community dermatology and gynaecology services in Westminster—both services are now operational and proving popular with GPs and patients by offering the Trust's expertise in community settings closer to where people live
- An innovative new community mobile health clinic was launched in 2009/10, providing a range of health tests and information from a purpose-built mobile unit on matchdays at Chelsea Football Club—this initiative was initially targeted at men, who traditionally seek health advice less than women, but the aim is for the mobile health clinic to be used in a variety of community settings targeted at different patient groups
- We have worked closely with NHS Kensington and Chelsea in support of the national and regional drive to reduce inappropriate and unnecessary attendances at A&E, being designated as 'preferred provider' for an Urgent Care Centre—this new facility, which will be located next to the A&E Department at Chelsea and Westminster, is due to open in October 2010

Performance

Performance against corporate objectives 2009/10

1. Improve patient safety and clinical effectiveness

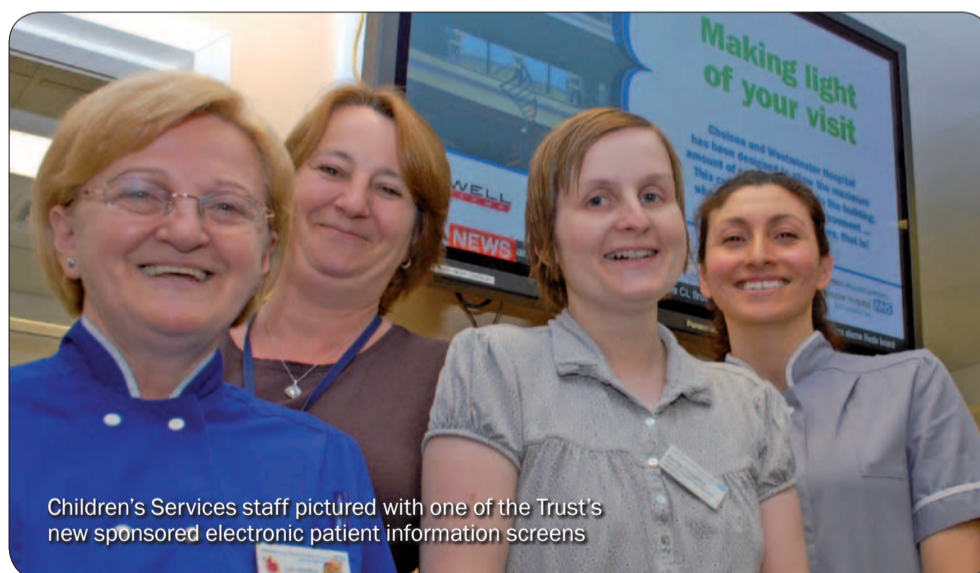
- We were rated as the fourth best performing hospital in England for patient safety in the Dr Foster Hospital Guide 2009
- We were rated 'Excellent' for 'Quality of Services' in the NHS annual performance ratings 2009
- We met a national target to treat 95% of outpatients and 90% of inpatients within 18 weeks of GP referral and we also met a national target to treat 98% of A&E patients within four hours
- We met targets for the reduction of MRSA bacteraemia and Clostridium difficile—10 cases of MRSA (against a target of 19 cases set by the Care Quality Commission) and 32 cases of C.

difficile (against a target of 109 cases set by the Care Quality Commission)

- We achieved NHS Litigation Authority risk management standards for Maternity at Level 2

2. Improve the patient experience

- 90% of patients in the annual NHS patient survey 2009 rated their care as 'Excellent', 'Very good' or 'Good'
- We demonstrated a progressive improvement in key issues identified by the annual NHS patient survey 2009, performing significantly better on 16 questions compared with the 2008 survey and significantly worse on no questions
- We implemented the use of a 'real-time' electronic patient feedback tool, the Patient Experience Tracker (PET) and by the end of 2009/10, 76% of patients on inpatient wards were giving their views on their care using the PET



Children's Services staff pictured with one of the Trust's new sponsored electronic patient information screens

- We rolled out the *Releasing Time to Care—The Productive Ward* programme to 14 wards in 2009/10 to improve ward processes and environments so that staff are able to spend more time caring directly for patients
- We improved our administrative processes by centralising most medical secretaries and all appointment bookings and admissions staff to a new purpose-built extension in the hospital—this has led to a significant reduction in patient complaints relating to appointments and admissions
- 65% of staff took part in the annual NHS staff survey 2009 (compared with 61% in 2008 and 53% in 2007)—we improved or maintained our performance for 83% of the survey's 36 key findings

3. Deliver excellence in teaching and research

- We led a successful bid to establish and host the North West London Health Innovation and Education Cluster (HIEC) which aims to ensure that patients receive better treatment as a result of promoting innovation, quality and productivity through training and education of healthcare staff
- We continued to participate actively in the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest London which is hosted at Chelsea and Westminster
- The Trust developed its Research Strategy which is due to be approved and implemented in 2010/11



Mum Aga McDaniel prepares to take home son Henry from the Neonatal Intensive Care Unit

Our Future Plans

Corporate objectives 2010/11

1. Improve patient safety and clinical effectiveness

Patient safety

- Reduce hospital acquired preventable venous thromboembolism (VTE) by 20%
- Reduce the incidence of falls resulting in moderate or major harm by at least 25%
- Ensure that no elective patient is infected with MRSA bacteraemia while in the hospital

Clinical effectiveness

- Meet agreed targets based on National Confidential Enquiry into Patient Outcome and Death (NCEPOD) recommendations for emergency surgery
- Reduce the Trust's Hospital Standardised Mortality Ratio (HSMR) by 5%
- Be at or below the national average of patients with an indwelling urinary catheter and to reduce the number of urinary catheter days, excluding patients who need a lifelong urinary catheter

2. Improve the patient experience

- Achieve performance above the national average on five selected questions in the 2010 national patient survey in order to be more responsive to the personal needs of patients

- Improve the patient experience for women and children by:
 - Achieving a 90% satisfaction score for patient experience on the postnatal ward, as measured by the Patient Experience Tracker (PET)
 - Reducing the waiting time for an appointment in the antenatal clinic to no longer than 15 minutes
 - Achieving a 90% satisfaction score for patient experience in children's outpatients, as measured by the PET
- Reduce the number of complaints relating to appointments and admissions by 30%



A patient uses the Patient Experience Tracker (PET) to give feedback on her care



Artist's impression of the area in front of the hospital once streetscape improvement works have been completed

- Increase staff satisfaction by achieving the upper quartile scores for appraisals and Personal Development Plans in the national staff survey and make a year-on-year improvement in sickness absence rates, vacancy rates and uptake of mandatory training

3. Deliver excellence in teaching and research

- Deliver an agreed improvement in students' overall rating of their teaching
- Implement the Research Strategy including the CLAHRC programme
- Achieve Year One priorities for the Health Innovation Education Cluster (HIEC)

4. Ensure financial and environment sustainability

- Deliver the financial plan for 2010/11
- Improve performance on environmental sustainability by:
 - Completing a programme to install automatic meter reading for gas and electricity usage
 - Improving our overall rating for the Corporate Good Citizen Assessment model with the intention of achieving at least the London average by March 2011
 - Increasing recycling rates in 2010/11 from their current level of 29% to 40% of all waste

Quality improvement priorities 2010/11

Following consultation with key stakeholders, the Trust Board of Directors has agreed priorities for quality improvement in 2010/11.

1. Patient safety and clinical effectiveness: Reduce our preventable venous thromboembolism (VTE) rate by 20% in 2010/11

Why is this a priority?

A deep vein thrombosis (DVT) occurs when a blood clot forms in a deep vein, usually in the leg or the pelvis. A DVT can block off or reduce the flow of blood in the vein. Sometimes it breaks off and travels to the arteries of the lung where it will cause a pulmonary embolism (PE). DVT and PE are known collectively as Venous Thromboembolism (VTE).

VTE is one of the most common preventable causes of hospital deaths. It is estimated that in England each year more than 25,000 people die from preventable VTE contracted in hospital.

Experts say that we can help prevent VTE occurring in two out of three patients by providing appropriate preventative treatment.

What actions are we planning to improve our performance?

All adult patients admitted to Chelsea and Westminster now receive a VTE electronic risk assessment. We will also undertake a root cause analysis of all cases of DVT and PE occurring during a hospital admission or within three months of admission. This will help us identify areas where we can make improvements to prevent VTE in other patients.

How will improvement be measured?

We will monitor cases of preventable VTE bi-monthly and rates of VTE risk assessment completion for all adult patients monthly. We will audit on a regular basis whether appropriate preventative treatment is being provided Trustwide.

2. Patient experience: Achieve a progressive improvement in issues identified in the annual national inpatient survey relating to communication, information and responsiveness to the personal needs of patients

Why is this a priority?

Improving the patient experience is a key Trust corporate objective and issues relating to communication, information and customer service have been highlighted as areas for improvement in the Trust's inpatient survey results.

What actions are we planning to improve our performance?

We will work with our staff and Foundation Trust members through our Council of Governors to identify how we can improve the experience of patients in five key areas relating to communication, information and responsiveness to the personal needs of patients. We will also look at our patient feedback from surveys, comment cards and complaints. We will develop further our information campaign for staff and patients telling people what we are doing in each area and what patients should expect.

How will improvement be measured?

We will judge our success by what our patients tell us in our annual inpatient survey. We will also review how we are doing by regularly asking patients using our Patient Experience Tracker.

3. Clinical effectiveness: Meet agreed targets based on National Confidential Enquiry into Patient Outcome & Death (NCEPOD) recommendations for emergency surgery

Why is this a priority?

Senior surgeons had expressed concerns about delays for some patients needing urgent surgery. No empirical measures or data were available to use as a baseline but there was significant anecdotal evidence that some patients were experiencing delays to emergency surgery.

What actions are we planning to improve our performance?

We wish to continue to focus on this target so that the initiatives become fully embedded and we can be assured through better data collection that we are meeting the targets we have set. The planned upgrade to the electronic theatre booking system will help achieve this. A planned upgrade to the electronic theatre booking system will help achieve this.

We also wish to look in more detail at particular diagnoses, for example time to surgery for patients with fractured neck of femur.

How will improvement be measured?

Improvement will be measured as it is currently until the electronic theatre booking system is functioning when data collection will be much easier. Performance will be monitored through the Theatre Emergency Group.

4. Patient safety: Reduce the incidence of falls resulting in moderate or major harm by at least 25% in 2010/11

Why is this a priority?

Nationally falls are the most reported safety incident and are consistently

among the Trust's top three most reported incidents. Approximately 10-30% of falls result in harm to the patient, of which 10% of injuries are moderate or serious.

We know from feedback and complaints how a fall can cause distress to a patient and their family and can lead to a longer stay in hospital than expected.

What actions are we planning to improve our performance?

We already have a Falls Group and we plan to strengthen this by having more senior clinical membership and changing the reporting lines to give the group a higher profile.

The Group will adopt the Patient Safety First campaign intervention which include identifying training requirements, developing and implementing a plan for falls prevention training, and instigating a rolling programme of environmental risk assessments.

In addition, a standing panel for the investigation of falls will be established which will allow consistency in investigation and ensure that learning is embedded. A patient Governor will be invited to be part of this panel.

We are grateful to the Friends of Chelsea and Westminster Hospital for supporting our pilot of falls alarms on medical wards which will be rolled out to other areas if successful.

How will improvement be measured?

Improvement will be measured and monitored through the current incident reporting system and through indicators to be developed by the Falls Group.



Key to photographs on the front cover of the Annual Review

1. Burns patient Katie Piper, whose treatment at Chelsea and Westminster was the subject of a BAFTA-nominated Channel 4 documentary, and her surgeon Mr Mohammad Jawad
2. A patient completes the Patient Experience Tracker (PET) to give feedback on her care
3. Prime Minister David Cameron holds a baby on the Postnatal Ward
4. New mother Reiko Yorita with her newborn son on the Postnatal Ward
5. Andrew and Anna Collier with their triplets Emily, Isabel and Ben—their 3 Little Miracles Fund has raised £250,000 for the Neonatal Intensive Care Unit
6. Patient Doreen Laybourne in a rehabilitation session with her physiotherapists
7. BBC presenter and journalist Sophie Raworth unveils a plaque to officially open the revamped Assisted Conception Unit

Chelsea and Westminster Hospital 

NHS Foundation Trust

369 Fulham Road
London
SW10 9NH

Main Switchboard
+44 (0) 20 8746 8000

Website
www.chelwest.nhs.uk

Choose
**Chelsea and
Westminster**