

A Year in the Life of Chelsea and Westminster



Annual Review 2010/11

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 and sustainable care of the highest quality and to be the provider of choice 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

The Care Quality Commission rates us as either 'Green' (better than expected) or 'Neutral' (similar to expected) for all risk ratings relating to essential standards of care.

Safety

We are ranked as one of only two NHS hospitals nationally with a significantly lower than expected mortality rate after surgery by the Dr Foster Hospital Guide—an independent healthcare survey.

Care

Our care is rated 'Excellent', 'Very good' or 'Good' by 89% of patients in the Care Quality Commission's annual inpatient survey.

Cleanliness

We are rated 'Excellent' for hospital hygiene by the National Patient Safety Agency's Patient Environment Action Team (PEAT) assessment which is carried out by assessors including patients.

Technology

Our use of the latest technology supports our care for patients—for example, our use of an electronic venous thromboembolism (VTE) risk assessment tool means that more than 90% of adult patients admitted to Chelsea and Westminster Hospital since October 2010 have been risk assessed for blood clots and pulmonary embolisms, and treated appropriately.

"I work to make my patients' experience friendly and non-judgemental—we are hard to shock!"

—Lala Caveley
Senior Staff Nurse
John Hunter Clinic
for Sexual Health



"My job is an opportunity for me to do what I love—caring for children"

—Esther Adams
Healthcare Assistant
Children's Outpatients



Read more personal accounts from staff and patients at www.chelwest.nhs.uk

10 key facts in 2010/11

95% of women who had their baby at Chelsea and Westminster rated their care as 'Excellent', 'Very Good' or 'Good'

—Care Quality Commission national survey of women's experiences of maternity services

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

—Department of Health national target

89% of patients rated their care at Chelsea and Westminster as 'Excellent', 'Very Good' or 'Good'

—Care Quality Commission national inpatient survey

6,1623 people living with HIV are cared for by Chelsea and Westminster, an increase of 1,140 patients in the last two years

—Trust statistics

95% of children and young people aged 8-17 and 95% of parents of children aged 0-7 rated their care as 'Excellent', 'Very Good' or 'Good'

—Care Quality Commission national survey of children treated as inpatients

353,150 patients were treated at Chelsea and Westminster in 2010/11, a 52,000 increase in the last two years

—Trust statistics

There were 5,738 deliveries in our Maternity Unit in 2010/11, an increase of 430 deliveries in the last two years

—Maternity Unit statistics

Our standards of hospital hygiene, privacy and dignity, and food are 'Excellent'

—National Patient Safety Agency assessment

More than 108,000 patients were treated in A&E and the Urgent Care Centre which opened in October 2010

—Trust statistics

We had only 6 MRSA cases in 2010/11, compared with 10 cases in 2009/10

—Care Quality Commission national target

Chairman's view



for two regional research and innovation organisations.

The National Institute for Health Research (NIHR) Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest London aims to embed research findings into clinical practice as quickly as possible.

The North West London Health Innovation and Education Cluster (HIEC) supports the quick uptake of innovative technologies and services, currently focusing on cancer and cardiovascular care pathways, education and innovation.

Our patient, public and staff Foundation Trust members—and their elected representatives on the Council of Governors—continue to play an important role in the life of the hospital.

They supported the Trust's successful campaign for the removal of the Western Extension of the Congestion Charge Zone and they also attended our Annual Members' Meeting and hospital Open Day in record numbers.

These annual events demonstrate the commitment of our patients, local community and staff to Chelsea and Westminster Hospital and we are grateful for your continuing support.

This promises to be another exciting year at Chelsea and Westminster.

We look forward to the completion of the redevelopment of the hospital with state-of-the-art facilities for children, people living with HIV and other patients due to open in early 2012.

I am confident that this investment in the future of Chelsea and Westminster will help maintain and develop further our reputation as an excellent hospital.

Professor Sir Christopher Edwards
Chairman

2010/11 was a challenging year for the Trust but a successful one. The economic downturn and the need for the NHS in North West London to reduce its costs by £1 billion over the next three years meant that we had to make 10% cost savings in 2010/11.

I would like to thank Trust Chief Executive Heather Lawrence and the rest of the Executive team, as well as all staff, for achieving these cost savings to ensure that we retain the financial stability that has underpinned our success while at the same time investing in a major redevelopment of the hospital.

Financially things are no easier this year as the Trust Board has agreed a further 9% cost savings but I am confident that all staff will rise to this challenge.

As a clinician, I am delighted that we gained significant independent recognition of the quality and safety of our services this year.

The Dr Foster Hospital Guide singled us out as one of only two NHS trusts nationally with significantly lower than expected mortality rates after surgery.

We were one of only six NHS trusts to be shortlisted for the CHKS patient safety award, a national award based on factors including infection and survival rates.

As an academic, I am pleased with the progress we made this year as a centre for teaching and research and as the hub

Chief Executive's view



Photo reproduced with kind permission of Tim George/Nursing Standard

I would like to thank all staff, including our contractors, for their commitment, hard work and expertise which ensured that 2010/11 was a year of achievement for the Trust.

Our focus this year was on improving the quality of care for our patients and investing in a major redevelopment of the hospital to improve our services while at the same time delivering significant efficiency savings.

We treated a record number of patients this year and met all major national performance targets, including treating 95% of outpatients and 90% of inpatients within 18 weeks, despite one of the busiest winters on record.

We met targets to minimise MRSA bacteraemia and *Clostridium difficile* infections while our hygiene standards are rated 'Excellent' by the National Patient Safety Agency.

Although 89% of patients taking part in the latest national inpatient survey rated their treatment at Chelsea and Westminster as 'Excellent', 'Very good' or 'Good', we want to ensure that all patients have 'Excellent' care and therefore improving the patient experience is a key objective in 2011/12.

We have taken a strategic, planned approach to maintaining financial stability which has enabled us to continue investing in our future.

The Trust is currently in the middle of a major redevelopment of the Chelsea and

Westminster Hospital site. For example, our new, modern Outpatients Department was described as an example for other hospitals to follow by Health Secretary Andrew Lansley when he came to open it officially in June and we look forward to the opening of new facilities for children and people living with HIV in early 2012.

The innovative approach of our staff is demonstrated by the success of 56 Dean Street, our HIV and sexual health centre in Soho, and by our community mobile health clinic which takes services to patients.

We are also providing an increasing number of services in the community as we position ourselves as a healthcare organisation that is willing and able to take our services to patients where and when they want them.

For example, our community gynaecology service in Westminster provides consultant-led care in a community setting—the service is provided by female staff for female patients.

Its popularity is demonstrated by the fact that more than 800 women were treated by the Westminster Community Gynaecology Service in its first year of operation—94% of women rated their care as 'Excellent' or 'Good'.

Earlier this year the Government held a 'listening exercise' with patients, the public and staff to address concerns about the Health and Social Care Bill.

We were proud to host a 'listening event' with patients when Deputy Prime Minister Nick Clegg visited the hospital in April and a similar event with staff when Prime Minister David Cameron came to Chelsea and Westminster in May.

The next year will undoubtedly be a challenging one but I am looking forward to working with colleagues on the Board of Directors and staff at Chelsea and Westminster to continue improving the experience of our patients.

Heather Lawrence OBE
Chief Executive

Open Day 2011—Your hospital, your health, your say

More than 1,000 people attended our annual hospital Open Day in May 2011 and their verdict on the event was overwhelmingly positive.

Many visitors to the Open Day used our Patient Experience Tracker devices to give their feedback on the event—99% rated it as 'Excellent' or 'Good' while 94% said that hospital staff were friendly and approachable.

Visitors were able to enjoy a wide range of attractions including a mini Health MOT, a careers event for students interested in working in healthcare, a Teddy Bear Hospital for younger visitors, live music, behind-the-scenes tours of hospital departments, and stalls and stands with health information and advice.

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. The Governors signed up 75 people as new Foundation Trust members during the Open Day.



Medical students from Imperial College London ran the Teddy Bear Hospital which was a big hit with younger visitors to the Open Day



Members of the Hand Therapy team show off their interactive display



Facepainting was a major attraction at the Open Day

2010/11—A Year in Review April–September 2010

April 2010



Architect's drawing of a waiting area in our new children's facilities currently under construction (reproduced with kind permission of Studio 4)

Major hospital redevelopment gets underway

The first major redevelopment of Chelsea and Westminster Hospital since it opened in 1993 started to improve services for patients and secure our future as a specialist hospital with a wide range of local services.

The redevelopment includes a two-storey extension to the main hospital building and some internal works and will help to achieve the Trust's vision of providing world class children's services while also developing HIV services.

The project also includes:

- New state-of-the-art operating theatres for children who need surgery
- Expanded High Dependency Unit for the sickest children
- Streamlined and improved children's services on a single floor of the hospital
- A new ward for inpatient and outpatient HIV and related cancer care

May 2010



Sophie Raworth officially opens the revamped Assisted Conception Unit

BBC presenter opens new assisted conception facilities

BBC presenter Sophie Raworth opened the revamped Assisted Conception Unit (ACU) during our annual hospital Open Day.

Sophie said that she was lucky enough not to require fertility treatment but she knew through the experiences of many of her friends how difficult it could be and how much difference the work of staff like those at Chelsea and Westminster can make.

She said: "I will be forever grateful to Chelsea and Westminster for the wonderful care I was given when I had my three children here."

"It has been an honour to come back to open the Assisted Conception Unit and I hope you give many more people the chance to get the greatest gift of all—a beautiful baby!"

June 2010

Results demonstrate HIV testing success

A research study published by doctors from Chelsea and Westminster Hospital demonstrated that offering HIV tests to patients in the A&E Department was accepted by both patients and staff and was also successful in detecting new cases of HIV.

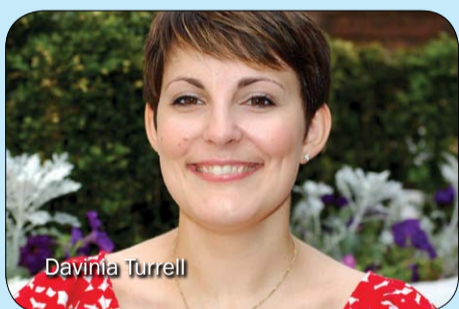
The study, which was funded by the Department of Health and the Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest London, was to assess the feasibility and acceptability to both patients and staff of routinely offering HIV tests in an A&E Department.

It was carried out over a three-month period and showed that of more than 2,100 patients who had an HIV test. Four new HIV diagnoses were made and all four patients were transferred to care.



Dr Michael Rayment and Dr Patrick Roberts are among staff who have helped to pioneer routine HIV testing in our A&E Department

July 2010



Davinia Turrell

'Lady in the Mask' backs hospital charity Burns Appeal

7/7 survivor Davinia Turrell broke a five-year silence to help support the Chelsea and Westminster Health Charity's Burns Appeal.

Davinia, who was treated in the hospital's Burns Unit for injuries she sustained in the 7/7 bombing at Edgware Road Station in 2005, hadn't previously spoken about her ordeal. She agreed to lend her support to the Burns Appeal which aimed to raise £100,000 to fund a Clinical Psychologist post for inpatients on the Burns Unit.

In an interview with the *Evening Standard* newspaper, Davinia spoke about the "wonderful" care she received at Chelsea and Westminster and why she chose to support the fundraising appeal.

Davinia said: "I am wholly committed to raising funds for the Psychological Screening Project as I know that burns can have many lasting psycho-social effects on people, no matter what the size and location of their injuries and scars. I am very honoured and excited that the Chelsea and Westminster Health Charity has asked me to help with this appeal."

The appeal reached its target and Clinical Psychologist Dr Sally Norwood is now in post.

August 2010

Work starts on outpatient development

A major redevelopment of the Lower Ground Floor of Chelsea and Westminster Hospital was started to create a new, modern environment for many outpatient services.

Work started to redevelop a large area of the Lower Ground Floor to accommodate new outpatient services which opened to patients in their new location in January and April 2011.

The vision of the Trust was to create a new Lower Ground Floor Outpatients Department to provide an 'airport style' quality of service to patients including self check-in facilities, light and airy waiting areas, and 'gates' that patients are called to before their appointment so they are in the right place at the right time for their treatment.

A patient survey was carried out to ensure that the new Outpatients Department was designed to meet patients' needs.

We asked our patients what they wanted from the new department and then included within the design many of the facilities they asked for including self check-in kiosks, a coffee shop and baby changing.

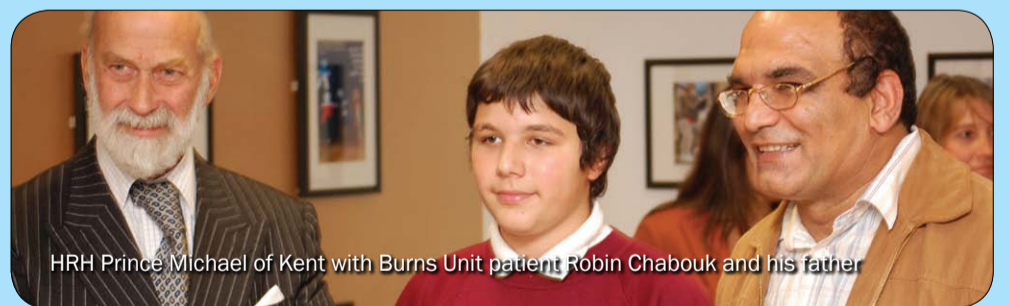
Dedicated treatment rooms for more minor surgical procedures were also incorporated in the plans to prevent patients being admitted to hospital unnecessarily.

The treatment rooms also make possible 'one-stop clinics' so that patients can have all the tests they need during a single hospital visit.

September 2010



Trust Chairman Professor Sir Christopher Edwards officially opens the new Hospital School



HRH Prince Michael of Kent with Burns Unit patient Robin Chabouk and his father

School celebrates official opening—and HRH Prince Michael of Kent visits the Burns Unit

The Chelsea Community Hospital School (CCHS) celebrated the official opening of its new premises. The school moved into the new location on the 1st Floor of the hospital as part of the major redevelopment of the hospital. It has two classrooms (primary and secondary) and is one of the first purpose-built hospital schools in the country. It is also one of only 20 hospital schools in the country.

The school's Principal Janette Steel said: "Imagine if you can, having multiple admissions to hospital each year, being admitted for six months to an inpatient unit, or being in isolation for long periods—difficult at any age but for children and young people this loss of their everyday life of family, school and friends can have a long-term impact."

"We provide an enriched science and arts curriculum 50 weeks a year—patients in isolation have access to the internet and web cameras, enabling them to link up with the hospital classrooms, their home school and their families."

HRH Prince Michael of Kent visited the Burns Unit at Chelsea and Westminster Hospital to meet children who have been cared for on the Unit, as well as staff, and to see how £90,000 donated to the Unit by the Mark Master Masons through the Children's Burns Trust has been used to buy specialist equipment such as a new bath and audiovisual equipment used for general distraction and during physiotherapy. Prince Michael is Patron of the Children's Burns Trust and Grand Master of the Mark Master Masons.

2010/11—A Year in Review October 2010–March 2011

October 2010

Trust named top NHS employer for working families



Trust staff Amber Payne (Employee Benefits Manager—3rd left), Alison Heeralall (Deputy Director of HR—4th left) and Mark Gammage (Director of HR—5th left) pictured with other winners at the Top Employee for Working Families Awards

Chelsea and Westminster was ranked as the best NHS employer for working families, and among the top 10 employers for working families in the UK, in the Top Employers for Working Families Awards 2010.

To achieve this ranking, the Trust had to demonstrate how family-friendly working practices are embedded into the culture of the organisation.

Sarah Jackson, Chief Executive of work-life balance charity Working Families who organised the awards, said: "Winning an award requires a huge amount of

dedication, forward thinking and creativity to find solutions that really make a difference to the working lives of parents, carers and their families.

"Huge congratulations to Chelsea and Westminster Hospital for being recognised as a 'top employer for working families'."

It was the second major national award to recognise Chelsea and Westminster as an employer of choice for staff.

We also won the 'Most effective benefits strategy' category of the HR Excellence Awards 2010.

November 2010

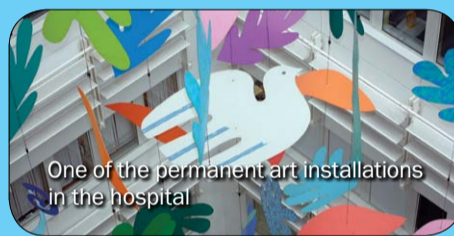
Hospital art collection a UK first

Chelsea and Westminster became the first hospital in the UK to gain official accreditation by the Museums, Libraries and Archives Council (MLA) for its art collection.

The collection is the most comprehensive collection of contemporary British art on display in a hospital. Since the hospital opened in May 1993, it has acquired more than 1,000 paintings and murals, drawings, prints and photographs which enliven wards, clinics and treatment rooms, as well as public areas.

The collection can be viewed by patients, staff and visitors free of charge, 24 hours a day, 365 days a year.

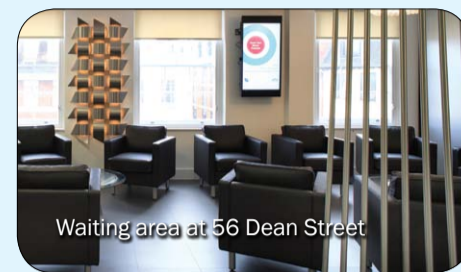
Katherine Mellor, Arts Director at Chelsea and Westminster Health Charity said: "I am really pleased that Hospital Arts is the first contemporary art collection in a hospital to be accredited in this way. The award is recognition of the high standard of the collection we maintain."



One of the permanent art installations in the hospital

December 2010

56 Dean Street wins top NHS award



Waiting area at 56 Dean Street

Staff at 56 Dean Street, our HIV and sexual health centre in Soho, won the 'Success in Partnership Working' category of the London NHS Health and Social Care Awards 2010 for their Hepatitis B screening, vaccination and treatment service run jointly with the Chinese National Healthy Living Centre.

The unique and innovative service provided at 56 Dean Street encourages the Chinese community, some of whom may have recently arrived in the UK and who may not speak English, to take up Hepatitis B screening, vaccination and treatment. It aims to reduce undiagnosed Hepatitis B infection and transmission.

Since the service opened, it has been fully booked. Approximately 95% of patients do not speak English and so staff work alongside interpreters. Advice is also provided on immigration, social services and other general health issues such as registering with a GP.

January 2011

Maternity services rated among best in London

Women who have their babies at Chelsea and Westminster rated our maternity care among the best in London in the Care Quality Commission's survey of women's experiences of maternity services.

Only four hospitals in London were rated better than the national average—and we were one of them.

All women who gave birth in England in February 2010 were invited to take part in the survey—61% of women who gave birth at Chelsea and Westminster Hospital rated their care as 'Excellent', the third best rating in London.

Our performance had improved markedly since the last survey in 2007 with our results on 16 of the 53 questions 'significantly better'.

95% of women rated their experience of maternity services at Chelsea and Westminster as 'Excellent', 'Very good' or 'Good'.



Proud parents Emma and James Pearce with baby Oscar

February 2011

Quality Awards winners announced



The first winners of the Trust's new quarterly awards scheme to recognise the contribution that individuals or teams of staff make to improving the quality of patient care were announced.

The Council of Governors Quality Awards are supported by our Foundation Trust Governors who are elected by patients, members of the public and staff.

Winners included:

- 1 Macmillan Centre counselling service**—launched in 2009 with Kensington and Chelsea Cruse to provide emotional support for cancer patients and their carers
- 2 Venous thromboembolism (VTE) risk assessment development team**—launched in June 2010 to identify patients at risk of VTE (blood clots and pulmonary embolisms) when they are admitted to hospital so that



The Intensive Care Unit team



they can be offered appropriate care to reduce their risk of developing VTE in hospital or when they go home

- 3 West London Centre for Sexual Health**—when patients were asked how services at the Trust's West London Centre for Sexual Health could be improved, the overwhelming answer was better opening hours and so staff shifts were rearranged to provide more evening and weekend services and as a result there were increased patient numbers, reduced DNA rates, and more positive patient feedback

- 4 Sarah Hamilton (Liaison Health Visitor, Children's A&E)**—Sarah has made an enormous contribution in many different ways including improving the safeguarding system, particularly around domestic violence and mental health issues, developing processes after child deaths, and improving information for parents and children

March 2011



Intensive Care Unit achieves Customer Service Excellence standard

Staff on the Intensive Care Unit successfully applied for a Customer Service Excellence standard.

Jane-Marie Hamill, Clinical Nurse Lead on the unit where staff look after the most seriously ill patients in the hospital, said: "This award recognises the compassion, dedication and hard work that all staff show every day to ensure that patients and their relatives are getting the best care. I am personally extremely proud to be part of a unit where the patient comes first."

The five criteria against which the Intensive Care Unit was tested during a two-day visit by an assessor included customer insight, culture of the organisation, information and access, delivery and timeliness, and quality of service.

The assessor identified strengths of the Intensive Care Unit including a holistic approach to patient care, the determination, professionalism and loyalty of staff who are proud of their work and clearly put patients and their relatives first, and the running of focus groups that enable ex-patients and relatives to talk about their experiences on the unit because these focus groups have helped to identify many improvements.

Strategy 2010/11

Our strategic approach 2010/11

The Trust's strategic vision in 2010/11 was as follows:

"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."



Part of our £40 million redevelopment of the hospital under construction



A major infrastructure project will reduce our carbon footprint



The 'airport-style' waiting area in the new Outpatients Department on the Lower Ground Floor

Strategic developments 2010/11

Key developments in support of the Trust's strategic vision during 2010/11 included:

- Work started in April 2010 on a £40 million redevelopment to improve the patient environment for children and people living with HIV in particular—the Netherton Grove extension is a two-storey extension to the 1st and 2nd Floors of the hospital which will help the Trust to achieve its vision of providing world class children's services following our designation as the lead centre for specialist paediatric and neonatal surgery in North West London, while also developing HIV services
- A new Outpatients Department on the Lower Ground Floor of the hospital opened to diabetes patients in January 2011 and to general surgery, pain and urology patients in April 2011

- A £9.5 million project to overhaul the hospital's infrastructure was started to transform the way in which electricity, heating and cooling is supplied to the hospital—the project will help reduce the Trust's carbon footprint and make us self-sufficient in terms of the power needed to keep services running smoothly
- We continued to expand our community services by, for example, winning a competitive tendering process to provide community dermatology services in Kensington and Chelsea
- Our Urgent Care Centre opened to adults in October 2010 and to children in April 2011—it is run by the Trust in partnership with local GPs to treat those patients who come to A&E with less serious or urgent injuries and illnesses, providing a faster assessment process and GP-led care so that patients receive the right care in the right place

Performance 2010/11

Performance against corporate objectives 2010/11

Corporate Objective 1: Improve patient safety and clinical effectiveness

Patient safety

- The Trust was shortlisted for the CHKS patient safety award 2011, a national award for providing a safe hospital environment for patients which is based on criteria including infection and mortality rates
- From October 2010 we met a national target to assess 90% of inpatients for their risk of venous thromboembolism (VTE)—only 26 out of 159 acute hospitals nationally achieved this target
- We achieved our target of reducing the incidence of falls resulting in moderate or major harm by at least 25%
- We met the Foundation Trust regulator Monitor's target of no more than six MRSA cases during the year

Clinical effectiveness

- The Trust was named as one of only two hospitals nationally with significantly lower than expected mortality rates after surgery in the Dr Foster Hospital Guide 2010
- We achieved targets for emergency surgery based on National Confidential Enquiry into Patient Outcome & Death (NCEPOD) recommendations
- We reduced the Trust's Hospital Standardised Mortality Ratio (HSMR) by more than 5%

- The average number of days that patients had a catheter (excluding patients who require a lifelong urinary catheter) was reduced from 10 days when an audit was carried out in 2009 to 7.8 days when an audit was carried out in 2010/11

Corporate Objective 2: Improve the patient experience

- 89% of patients in the latest NHS inpatient survey rated their care at Chelsea and Westminster as 'Excellent', 'Very good' or 'Good'
- 95% of women in the latest national survey of maternity services said their care at Chelsea and Westminster was 'Excellent', 'Very good' or 'Good'
- 95% of children and young people aged 8–17 and 94% of parents of children aged 0–7 who took part in the latest national survey of children's inpatient services rated their care at Chelsea and Westminster as 'Excellent', 'Very good' or 'Good'
- We reduced the number of complaints relating to appointments and admissions by 30%
- 75% of staff completing the latest national NHS staff survey said they had an appraisal in the previous 12 months and 69% of staff said they had a Personal Development Plan
- We achieved our target of a Trust vacancy rate of less than 10% (the vacancy rate was 9.7% at the end of 2010/11), and we achieved our target of an average monthly sickness rate of 3.6% or less (the average monthly sickness rate for 2010/11 was 3.44%)



No More Clots campaign posters highlighting the importance of VTE assessments for patients

Corporate Objective 3: Deliver excellence in teaching and research

- The Research Strategy was approved by the Trust Board and is now being implemented through the Research Strategy Board which is chaired by the Trust Chairman
- Professor Masao Takata, Deputy Head of the Department of Anaesthetics, Pain Medicine and Intensive Care at Imperial College London, was appointed as Magill Chair of Anaesthesia
- The North West London Health Innovation and Education Cluster (HIEC) was officially launched and key performance indicators (KPIs) agreed with NHS London for 2011/12
- The National Institute for Health Research (NIHR) Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest

London led a successful bid for a three-year Improvement Science Fellowship from The Health Foundation

- Two new education fellows were appointed to facilitate medical teaching and to improve students' overall rating of their teaching

Corporate Objective 4: Ensure financial and environmental sustainability

- We achieved the financial plan for 2010/11 by delivering cost savings of £22.6 million and achieving a surplus of £13.8 million
- We improved our performance on environmental sustainability by:
 - Installing automatic meter reading for gas and electricity usage
 - Increasing recycling rates to 40% of all waste

Our Future Plans

Corporate objectives 2011/12

Corporate Objective 1: Improve patient safety and clinical effectiveness

Patient safety

- Have no hospital acquired preventable venous thromboembolism (VTE)

Clinical effectiveness

- Improve the quality of emergency surgery for patients by reducing the waiting time for surgery by 10%, reducing the time patients are nil by mouth, and providing better information for patients and relatives

Corporate Objective 2: Improve the patient experience

- Establish campaign groups for each of the three key areas identified below to work with patients and Foundation Trust Governors to agree targets to measure progress:

- **Communication:** Ensure that patients receive accurate information (verbal and written) about their diagnosis and treatment/care plan in a way they understand and which helps to make them feel involved
- **Discharge:** Explore the possibility of patients having a discharge interview with a senior member of staff before they go home and a follow-up phone call the following day, and explore different models of care to reduce readmission rates
- **Care of older people:** Introduce an individual daily 'wellbeing round' by senior nursing staff for every patient over 75-years-old, and identify and assess all patients with dementia at the point of admission so that a dementia care pathway can be implemented
- Remain in the top 20% of acute trusts nationally for staff engagement and be in the top 20% for staff appraisals, as measured by the national staff survey

Corporate Objective 3: Deliver excellence in teaching and research

- Deliver an agreed improvement in students' overall rating of their teaching
- Implement the Trust's Research Strategy and continue to build upon the Trust's research capacity and capability to support improved patient outcomes
- Develop synergies between the National Institute for Health Research (NIHR) Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for Northwest London, North West London Higher Education and Innovation Cluster (HIEC) and Training for Innovation (TFI) to support implementation of the Quality, Innovation, Productivity and Prevention (QIPP) agenda

Corporate Objective 4: Ensure financial and environment sustainability

- Deliver a financial risk rating of no less than 3 (where 0 is 'high risk' and 5 is 'low risk') in each of the next three years and deliver the financial plan in each year
- Improve environmental sustainability by:
 - Initiating a formal environmental management system to ensure that all environmental legislative activities are complied with
 - Developing a procurement statement that includes consideration of sustainability in the evaluation of products and services purchased by the Trust

Quality improvement priorities 2011/12

The Trust Board of Directors has agreed the following priorities for quality improvement:

1. Patient safety: To have no hospital acquired preventable venous thromboembolism (VTE)

Why is this a priority?

Approximately half of all VTEs (blood clots and pulmonary embolisms) occur in patients who have had a recent stay in hospital. 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.

About one third of patients will develop VTE despite the best care but we can help prevent VTE occurring in two thirds of patients by providing appropriate preventative treatment.

What actions are we planning to improve our performance?

In addition to the initiatives already in place, we will set up a system to identify patients who have been diagnosed with VTE during a hospital admission or within three months of admission to identify patients who did not receive appropriate preventative treatment. For these patients, we will undertake a root cause analysis to identify areas in which we can make improvements.

We will produce guidance for nurses and doctors on compression stockings to ensure that patients wear these correctly and have adequate monitoring.

2. Patient experience: To focus our patient experience strategy on three key areas—communication, discharge, and the care of older people

Why is this a priority?

Our patients and stakeholders have highlighted these three key areas as being of greatest concern:

- **Communication:** It is clear from the national inpatient survey that at times we do not communicate with patients effectively and do not provide enough information, which can result in increased anxiety and stress
- **Discharge:** A theme within the national inpatient survey is dissatisfaction with the discharge processes within the hospital—this is supported by feedback from our Foundation Trust Governors and Kensington and Chelsea Local Involvement Network (LINK)
- **Care of older people:** The Health Service Ombudsman report "Care and Compassion" (2010) looked at the distressing problems that older people in hospital often face—the national inpatient survey results and our complaints have highlighted that there is more the Trust can do to improve the experience for our older patients and ensure that their dignity is maintained at all times

What are our objectives in 2011/12?

- **Communication:** Our objectives are for patients to receive accurate information (verbal and written) about their diagnosis and treatment/care plan in a way they understand and which helps to make them feel involved
- **Discharge:** We will be exploring the possibility of patients receiving a discharge interview before they go home from a senior member of staff and a follow-up phone call the following day, and we will also explore different models of care to reduce readmission rates



Grant Mallon (Gastrostomy Nurse Specialist) with a young patient

- **Care of older people:** An individual daily 'wellbeing round' will be undertaken by senior nursing staff, which will include every patient over 75-years-old—in addition, patients with dementia will be identified and assessed at the point of admission and a dementia pathway implemented

What actions are we planning to improve our performance?

The three identified themes will be organised into 'campaigns for action'. Each campaign will have a named campaign leader within each Division who will ensure the campaign is managed to achieve its expected outcomes. There will be a clear action plan for each campaign, which will be closely monitored by the campaign group and campaign leader.

3. Clinical effectiveness/patient experience: To improve the quality of emergency surgery for patients by reducing the waiting time for surgery by 10%, reducing the time patients are nil by mouth, and providing better information for patients and relatives

Why is this a priority?

Senior surgeons had previously expressed concern about delays for some patients needing urgent surgery. Last year we achieved our targets but we know from complaints and feedback that there are still concerns from patients and relatives about delays which affect the time patients have to wait without food and drink, and also a lack of information.

Our surgeons also believe that we can reduce waiting times further so this year we want to look at the average waiting time for an operation with a view to decreasing this by at least 10%, as well as other aspects of the patient experience.

What actions are we planning to improve our performance?

- We will increase the availability of emergency/trauma operating theatre time at weekends by instituting an extra emergency list on Saturday afternoons
- We will reduce waiting times for adult patients in main theatres requiring emergency surgery by using the new Netherton Grove paediatric theatre suite (due to open early 2012) for children requiring emergency surgery during normal working hours
- We will improve communication and information to patients and relatives about emergency surgery, in particular when there are delays

- We will minimise the length of time that patients are nil by mouth (not allowed to eat or drink) while waiting for surgery
- We will ensure that a consultant gives approval for a patient to be scheduled for emergency surgery

4. Patient experience/workforce: To remain in the top 20% of acute trusts nationally for staff engagement and to be in the top 20% for staff appraisals, as measured by the national staff survey

Why is this a priority?

A growing body of evidence has shown a clear correlation between a satisfied workforce and high quality patient care. The staff engagement score in the national staff survey includes the following:

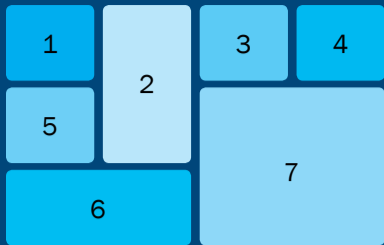
- Staff feeling able to contribute towards improvements at work
- The extent to which staff feel motivated and engaged with their work
- Willingness of staff to recommend the Trust as a place to work and/or receive treatment
- Communication between senior management and staff

The appraisal indicator score in the national staff survey includes the following:

- % of staff who receive an appraisal (we aim to increase our appraisal rate from 75% to 84%)
- % of staff who have a well-structured appraisal (we aim to increase the percentage of staff having a well-structured appraisal from 39% to 41%)
- % of staff appraised with personal development plans (we aim to increase the percentage of staff appraised with personal development plans from 68% to 72%)

What actions are we planning to improve our performance?

- Continue to develop face-to-face communication with the Chief Executive and senior management team eg staff forums
- Introduce a Directors' Den competition to encourage staff to contribute innovative ideas to improve patient care
- Introduce a new standardised approach to improve the quantity and quality of appraisals and personal development plans



Key to photographs on the front cover of the Annual Review

1. Deputy Prime Minister Nick Clegg chats to a patient on the Stroke Unit
2. Sister Ida Bafende with a patient in Children's Outpatients
3. Prime Minister David Cameron walks through the new Lower Ground Floor Outpatients Department with Charmaine Robinson (Senior Staff Nurse) and Heather Lawrence (Chief Executive)
4. Dr Michael Rayment and Dr Patrick Roberts are among staff who have helped to pioneer routine HIV testing in our A&E Department
5. Staff with the mobile health clinic at Westfield Shopping Centre
6. Patient Harry Monroe with Consultant Physician and Geriatrician Dr Iñaki Bovill
7. Singer, model and actor Sophie Ellis-Bextor with baby Cerys and mum Hayley Froud at the launch of the Children's Sunshine Appeal for Chelsea and Westminster Hospital

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