

inside

endoscope
decontamination
unit opens

p5

focus on:
data
security

p6

meet the
pre-operative
assessment
team

p9

Christmas Cheer Awards

The Christmas Cheer Awards are back—this is your chance to celebrate the contribution of an individual member of staff to Chelsea and Westminster by nominating them for an award.

By nominating a colleague, you can publicly thank them for their contribution to the life of the Trust and patient care.

These annual awards aim to recognise staff and volunteers who bring a cheerful, positive attitude to their work.

Last year's Christmas Cheer Awards were the most successful ever—a record 271 nominations were received and 58 winners were chosen.

Some individual winners were nominated by numerous colleagues—for example, Shakun Chavan, Housekeeper on the Burns Unit, was nominated by no fewer than 35 staff!

This year we are again seeking to recognise staff who embody the values of You Are The Difference, the Trust's customer service training programme, and who exemplify Chelsea and Westminster's recent achievements including our ratings of 'Excellent' for use of resources and 'Good' for quality of services in the Healthcare Commission's annual NHS performance ratings.

The deadline for nominations is Thursday 11 December at 12 noon—a nomination

form is included on the back page of this edition of Trust News or you can print off a copy from the intranet.

Chief Executive, Heather Lawrence will present the Christmas Cheer Awards at a special ceremony at 3pm on Thursday December 18 in the Academic Atrium.

We are also running the Best Decorated Ward competition—cash prizes of £100, £75 and £50 are on offer to the best decorated wards, departments or units thanks to generous funding from the Friends of the Chelsea & Westminster Hospital.

The deadline for entries is also Thursday 11 December at 12 noon—a nomination

form is included on the back page of this edition of Trust News or you can print off a copy from the intranet.

A panel of judges will visit areas that enter the Best Decorated Ward competition—see publicity in the hospital nearer the time for full details.

Don't miss out on all the festive events taking place in and around the hospital this month—see the back cover for this year's Christmas programme.

- See p10 to find out why our portering staff have been crowned ISS Mediclean's Team of the Year
- See p11 to meet the latest winners of our Employee of the Month awards

Children in Need



Children in Need—Thanks to everyone who dug deep to help staff from Paediatrics raise £1,313.51 for Children in Need on 14 November

New look Trust News

- We hope you enjoy this month's Trust News with a fresh layout and new, regular features
- Your staff newsletter is now edited by Claire Kennedy (Communications Manager) and designed in-house by George Vasilopoulos (Web Communications & Graphic Design Manager)
- We want to hear your views about Trust News—please contact Claire on x6829 or George on x2767 (or use Trust email) with your feedback
- The next Trust News will be a joint January/February edition
- If you have a story that you would like to be included in the first Trust News of 2009, or an idea for a feature, please contact Claire Kennedy (Editor) by Monday 5 January 2009

Season's greetings to everyone
and best wishes for 2009

Heather's view

by Heather Lawrence, Chief Executive



Looking to the future

I want to take this opportunity to update you on the strategic challenges that face the Trust over the coming months. It is important for all staff to be aware of changes that are being proposed to the NHS both nationally and locally, and how they may affect both the Trust and you as individuals.

I believe it is important that I and my colleagues on the Trust Board communicate clearly to you all this 'bigger picture' and how we are striving to ensure that Chelsea and Westminster has a bright future. Next month's Trust News will explore these issues in more depth but this month I want to provide a broad overview of the changing landscape of the NHS.

Nationally, Lord Darzi's *High Quality Care for All - NHS Next Stage Review Final Report* has refocused the debate about the NHS on the challenge of how we deliver high quality care for every patient.

The report aims to establish a new foundation for an NHS that empowers staff and gives patients choice so that healthcare is personalised and fair, provides effective treatments within a safe system, and helps patients to stay healthy.

High Quality Care for All defines three dimensions of quality that should be at the forefront of all our minds—patient safety, effectiveness of care and patients' experiences. The reason that staff need to focus on these areas is that the Trust's future income will depend on patient feedback and clinical outcomes. Getting these fundamentals right will enable us to continue to develop services.

Locally, Healthcare for London is developing new ways to improve the healthcare of Londoners over the next 10 years which will lead to changes in services. It is focusing in particular on major trauma, urgent care, stroke, paediatrics and maternity.

We will work with whichever hospital is designated as a major trauma centre in our role as a trauma centre (trauma not requiring neuro or vascular surgery). All PCTs in North West London have plans to locate 'urgent care' facilities in hospital A&E departments by April 2010 and we are working with NHS Kensington and Chelsea on this. We have also bid to be one of the new specialist stroke centres and we are hopeful that our excellent reputation for stroke care will mean that we are successful, subject to public consultation in early 2009.

As the major provider of neonatal and paediatric surgery in North West London, we will bid to be the provider of these services in future and also to be the lead centre for the neonatal and paediatric surgical network. In the next Trust News we will be able to provide staff with firm details of this process and I am delighted that Simon Eccles has been appointed as Chief of Paediatrics working with colleagues to lead our bid.

Rumours are inevitable when so much change is in the air and I want to reassure you that my team and I will share what we know when we know it. If you are concerned about rumours that are circulating in the hospital, please contact me or another member of the Executive team so that we can establish the facts.

Finally, I would like to wish you Happy Christmas and a peaceful and prosperous New Year. If you are working over the festive period, I know that you will ensure that patients who have to spend Christmas with us have as pleasant a time as possible.

You will see me and other Directors here over this period, and I would like to remind you that a senior staff member must be in charge in all departments each day from 22 December to 11 January.

fast track

Top rating for ACU

The Assisted Conception Unit (ACU) at Chelsea and Westminster has been rated the fourth best clinic in the country for the number of live births, according to a new report by the Human Fertilisation and Embryology Authority.

Dr Julian Norman-Taylor, Lead Clinician on ACU, said: "This is a real achievement and an important factor contributing to our success is staff retention. Our staff know each other well so we have good teamwork and staff with real attention to detail."

Get help to kick the habit

Kensington and Chelsea Stop Smoking Service is launching a regular Stop Smoking information service at Chelsea and Westminster to help staff kick the habit—you will find them on the ground floor opposite PALS on 17 December, 7 January and 21 January.

Flu vaccination clinics

Staff flu vaccination walk-in clinics are held in Occupational Health from 1:30 - 4pm on Fridays and from 9am - 12 noon on Mondays in December. Appointments can be booked outside these times and Occupational Health will visit groups of staff—contact x8330 for details.

Finance workshop for nurses

Lorraine Bewes (Director of Finance) is leading a finance workshop for nurses who are budget holders or new to financial responsibilities.

It will be held from 2 - 5pm on Friday 19 December in the Gleeson Lecture Theatre. To book a place, contact Louise Magee (Clinical Nurse Lead, Medicine) on x7965.

Photo gallery



World Diabetes Day

The Beta Cell Diabetes Centre team marked World Diabetes Day by combining it with staff training updates on sliding scales, general diabetes and blood glucose monitoring—if you would like training for your team on any aspect of diabetes, please contact Debra Lake (Nurse Consultant) on x5066

World Radiography Day

A stand in the Atrium was packed with information about radiography and staffed by enthusiastic radiographers as part of World Radiography Day which aimed to raise awareness of the profession and to celebrate its achievements



Ask About Medicines Week

Pharmacists took part in Ask About Medicines Week to encourage the public, patients and staff to ask questions about their medicines—healthy snacks were provided by Tray Gourmet

quick bites

**Macmillan fundraiser**

TV presenter Gaby Roslin, who officially launched NHS Employers' national campaign to celebrate the NHS 60th anniversary during the Chelsea and Westminster Open Day in May, returned to the hospital in November.

She welcomed 17 staff from supermarket giant Somerfield after a gruelling two-day cycle ride from Bristol to London to raise £100,000 for Macmillan Cancer Support.

Gaby said: "The Macmillan Centre at Chelsea and Westminster is a great resource for the community and for people living through cancer."

56 Dean Street

Building work has now started at 56 Dean Street, our new HIV and sexual health centre in Soho which is due to be fully operational by March 2009.

The Victoria Clinic, which is currently based at the South Westminster Centre in Pimlico, will move to 56 Dean Street. All staff and current patients from the Victoria Clinic will transfer to the new centre.

Equality Impact Assessment

An Equality Impact Assessment helps to analyse whether a policy, procedure or practice is potentially discriminatory against patients or staff on the grounds of race, gender, disability, sexual orientation, age, religion or belief.

Priti Bhatt, Acting Equality & Diversity Manager, is working with managers to explain how equality impact assessments are carried out—she can be contacted on x8926.

New drive to improve patient nutrition



Andrew MacCallum (Director of Nursing), Vashni Scantlebury (Sister, Edgar Horne Ward), Katy Moore and Helen Bass (Matrons, Medicine) help raise awareness of the importance of supporting patients to eat well in hospital

Six foot high posters are now on display at the entrance to all inpatient wards at Chelsea and Westminster to highlight the importance of providing 'protected mealtimes' for patients.

The colourful posters advise staff and visitors to the hospital that lunchtime for patients is now at set times and that during these times ward activities should be kept to a minimum.

All routine activity is suspended during lunchtime—12:30 - 1:30pm on adult wards and 12:15 - 12:45pm on children's wards.

Staff and visitors who enter a ward at lunchtime are asked to return when lunch

is over—unless their attendance on the ward is clinically urgent or they are helping patients to eat.

This ensures that patients can enjoy their meals without interruption and that nurses and support staff can assist in serving food and supporting patients who need help to eat.

On average 40% of patients admitted to hospital are at risk of malnutrition which can seriously harm the chances of a full recovery from illness or surgery.

'Protected mealtimes' ensure that patients with mobility or communication problems, older patients with dementia, and patients

who cannot feed themselves receive the support and assistance that they need.

Andrew MacCallum, Director of Nursing, says: "These new banners spell out our commitment to the importance of good nutrition in hospital. Lunchtime is important for our patients because a good diet is key to making a speedy recovery and they need a protected, quiet time to eat their meal."

Professor Tim Allen-Mersh, Consultant Gastrointestinal Surgeon, agrees: "If patients are eating and drinking well, they can cope better with their treatment and recover faster. We have stopped doing ward rounds during mealtimes so that patients can be given the support they need."

Releasing Time to Care: The Productive Ward

Providing the best possible care for patients is our top priority and in September's Trust News we announced that the Trust would be looking at ways to improve patient care through the implementation of *Releasing Time to Care—The Productive Ward*.

This national initiative focuses on improving ward processes and environments to help nurses and therapists spend more time on patient care.

The Project Board is delighted to announce that the 'showcase' wards chosen to start the roll-out of *Releasing*

Time to Care are David Erskine and St Mary Abbots.

Kristi van Rosenveld, Sister on St Mary Abbots, says: "I hope this programme will improve not only the consistency of care that we provide but also communication between staff and patients."

Lesley Anne Marke, Sister on David Erskine, adds: "This will be a wonderful opportunity to step back and look critically at the physical environment of the ward and any tasks that nurses currently perform which do not add value to the patient experience."

The showcase wards will have the support of the Programme Manager, Carol Dale, who will be working with the teams for three days a week.

Ward staff will have dedicated training days and the support of a full-time Information Analyst, Oscar Riches, who took up this post at the beginning of December.

This month both wards are setting up the necessary structures to ensure that all staff are fully involved so that they will be ready to start on the Foundation Modules of the programme in January.

Camille
Hair Design

2nd Floor, Lift Bank D

Opening hours

Tue - Fri: 10am - 5:30pm

Sat: 10am - 4pm

Evening appointment by
prior arrangement

10% discount to staff upon
production of valid ID badge

Call x8681

(or 020 8746 8681 if from
outside the hospital)

Patient safety update

Achieving NHS Litigation Authority risk management standards (also known as the Clinical Negligence Scheme for Trusts—CNST) is a key measure of patient safety. We are currently at Level 2 and we have an assessment visit on 8 - 9 December. This month's Trust News focuses on how we enhance the safety of patients at Chelsea and Westminster.

It's official! we are one of the safest hospitals

Chelsea and Westminster is one of the safest hospitals in the country, according to an independent national report published in November.

The Dr Foster Hospital Guide highlights 32 NHS trusts in England that have significantly lower than expected Hospital Standardised Mortality Ratios—including Chelsea and Westminster.

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

Chelsea and Westminster is one of only eight hospitals in London with significantly lower than expected Hospital Standardised Mortality Ratios.

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, says: "Staff throughout the hospital have worked hard to make Chelsea and Westminster one of the safest hospitals in the country.

"I am delighted that these efforts have been recognised."

- See www.drfoosterhealth.co.uk for full details

To screen or not to screen: that is the question

Do you know when patients should be screened for MRSA—in line with the Trust's official MRSA Policy?

A recent survey conducted by the hospital's Infection Control Link Professionals showed that many patients with risk factors are not being MRSA screened which is a preventable cross-infection risk to other patients.

The number of MRSA cases at Chelsea and Westminster has been reduced by 66% in the last three years, thanks to the vigilance of all staff.

Patient safety can be improved and the risk of infection reduced still further by ensuring

the following patients are screened on admission to hospital:

- All pre-operative patients
- All patients admitted to surgical wards
- All patients admitted to the Intensive Care Unit, Burns Unit and Neonatal Intensive Care Unit
- All patients admitted to a ward from ICU
- All patients transferred from another hospital
- Any patient infected or colonised with MRSA in the past
- Any patient frequently re-admitted to hospital
- All recent inpatients from hospitals in the UK and abroad
- All residents of residential care facilities including nursing homes

Hand hygiene watch

Chelsea and Westminster scored a maximum 13/13 for safety and cleanliness when the Healthcare Commission published its annual NHS performance ratings in October.

Standards of hand hygiene in the hospital are audited on a monthly basis by Infection Control Link Professionals—nurses, therapists and other staff who are responsible for infection control in their ward or department.

October's results show that average compliance across the Trust was 75%, a small increase on 74% in September.

Congratulations to the Medical Day Unit, Fracture Clinic, George Watts Ward and Outpatients 2 who all achieved 100% compliance.

Staff and visitors are reminded to use the alcohol hand gel that is available at the entrance to all clinical areas in the hospital.



Know your colours: safe use of medical devices

The Trust has recently reviewed its Medical Devices Policy and is now focusing on training which includes the introduction of a colour coding system using coloured shapes which will eventually be attached to all devices.

These colours link to the new Trust Medical Devices risk classification which is based on European risk classification standards.

Colour coding will enable all staff to see which category the device comes under and also what training will be needed for them to be deemed competent to

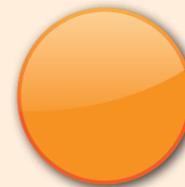
use it. The training may be done on the job, under supervision, through reading a manual or by undertaking formal training.

Look out for the new system and make sure you are trained and that this is recorded—the Trust is currently piloting entering the training records onto the MAPS system so that all this information about staff is available in one easily accessible place.

Contact Veronica Corben (Assistant Director of Nursing) on x5443 for more information.



Stop! Do not use unless you have received training on this device



Proceed with caution after receiving advice or guidance from a trained person



Continue as normal using your own sensible judgement

Lastword 'alerts' staff to infection control risks

A new development to the Trust's Lastword clinical information system means that staff are now automatically alerted if a patient poses a potential infection control risk.

This significant improvement to patient safety is being piloted and, if successful, will be rolled out so that staff will also be alerted of child protection, resuscitation and security issues through Lastword.

Staff would then be made aware of children at risk, 'Do Not Resuscitate' orders and patients with a track record of violence against hospital staff.

Infection control alert flags are added to the Lastword system by the Trust's central infection control team and a new tab has been added to the toolbar on all Lastword base screens labelled 'Patient Flags'.

A pop-up screen to indicate that an alert exists appears automatically on the screen if a patient's infection status is an issue and then a member of staff

can find out more information, if it is relevant to their treatment.

Lastword, which forms the basis of the Trust's Electronic Patient Record, is a good example of the use of cutting edge technology to make care safer for patients.

Roz Wallis, Consultant Nurse Infection Control, says: "This new electronic flagging system is potentially another layer of protection against the risk of infection for our patients.

"It will help staff to start taking appropriate infection control precautions quickly and it will be particularly helpful when a flagged patient is readmitted because staff will be aware of the infection risk prior to admission and side-rooms can be allocated to these patients where possible."

- Lastword users can contact Pedro Veyra (Clinical Decision Support Analyst) with comments and feedback about the new infection control flag via Trust email or on x8868

New Endoscope Decontamination Unit boosts patient safety



Manuel Flores and Anna Jahnz (Technicians), Olga Sleigh (Head of Decontamination Services), Andrew MacCallum (Director of Nursing), Amos Danh (Team Leader), Roselyn Nahum (Quality Manager) and Melanie van Limborgh (Assistant Director of Nursing)

A new Endoscope Decontamination Unit on the 5th floor of the hospital—within the Sterile Services Department—now provides state-of-the-art decontamination of flexible endoscopes.

This project enhances the national decontamination programme, led by the Department of Health, which calls for high quality decontamination to help reduce cross-infection and improve patient care.

The £1.6 million unit, one of only a handful of centralised, dedicated endoscope decontamination services in the UK, has been made possible by Chelsea and Westminster's Foundation Trust status.

Foundation Trust hospitals are allowed to retain their financial surpluses and invest them in improvements to patient care such as the Endoscope Decontamination Unit.

The cleanliness of medical devices—including surgical instruments and flexible endoscopes—is a key part of infection control and decontamination should be undertaken by dedicated staff in purpose-built areas with highly technical machines.

Endoscopes are fragile and expensive which is why correct decontamination is essential.

Our new unit decontaminates all the different types of endoscopes that are used by clinical staff.

The new Endoscope Decontamination Unit is staffed by specially trained technicians who are experts in decontamination. Before it opened at the end of September, this task was undertaken by nurses and healthcare assistants in each clinical area where endoscopes are used.

Olga Sleigh, Head of Decontamination Services, says: "We can now decontaminate more endoscopes more quickly which means that additional patients will be able to benefit from endoscopic procedures.

"Not only are we playing a vital role in reducing the risk of infections, and therefore improving patient safety, but we are also helping the Trust to reduce waiting times for treatment by ensuring that clinical staff have the endoscopes that they need when they need them."

Clinical staff have been released from time-consuming decontamination duties so that they can spend more time concentrating on patient care.

After the Trust Board approved the use of part of the Foundation Trust financial surplus to build the new Endoscope Decontamination Unit, the project to

develop it was led by Andrew MacCallum (Director of Nursing), Melanie van Limborgh (Assistant Director of Nursing) and Olga Sleigh (Head of Decontamination Services).

Senior nurses from clinical areas where endoscopes are used and other staff including representatives of Finance, Project Management and Procurement also provided valuable input as part of a multi-disciplinary commissioning team.

Andrew MacCallum, Director of Nursing, says: "This is a good example of the Trust approaching a major challenge in the 'Chelsea way' with a genuine commitment from our staff, management and the Board to pull together and deliver a first class project that will improve patient safety, manage staff workload and provide an overall improved service."



Amos Danh (Team Leader) pictured in front of the endoscope storage cabinet where endoscopes can be stored for up to 72 hours prior to use following decontamination



Manuel Flores (Technician) disconnects an endoscope from the tray before it is either sent out for clinical use or put into the storage cabinet

Focus on...

data security



High profile breaches of data security are often in the headlines—the loss of secret intelligence files, details of every prisoner in England and Wales, and information about thousands of potential army recruits have all been reported recently.

A survey of doctors at a London teaching hospital (not Chelsea and Westminster) earlier this year found that 79 out of 105 doctors surveyed held confidential patient information on USB memory sticks—but only five were password protected.

The information included patient names and dates of birth, X-ray results, diagnoses, and treatment details.

The clinician who carried out the survey, a surgical registrar, said there is “no reason why this lack of security would not be mirrored across every hospital in the UK”.

All staff have a duty to safeguard patient confidentiality by protecting data and failure to do so can lead to internal disciplinary procedures and, in some circumstances, criminal prosecution of the individual and the Trust.

It is **your** personal responsibility to maintain confidentiality when dealing with information relating to patients or staff.

So what do you need to know about data security—and how is the Trust helping to keep patients and staff safe?



Data encryption

The Trust has launched a major project to encrypt hardware such as Trust laptops as well as removable storage devices including USB memory sticks and removable hard drives.

Fully encrypted Chelsea and Westminster USB memory sticks are also being issued for use by Trust staff.

Encryption is the process by which a file, device or computer is altered using a secret code so that it is unintelligible to anyone who is not authorised to use it.

Even if an encrypted USB memory stick or laptop is lost or stolen, personal information on it cannot be compromised.

The Trust's encryption drive demonstrates our ongoing commitment to the protection of patient and staff data and reflects national guidance that all removable devices in the NHS must be encrypted.

Full device encryption of all Trust laptops (approximately 200) was due to be completed by the end of November.

Since the end of October, the use of USB keys and removable hard drives is only allowed if they have been encrypted by the Trust's encryption software—this process starts automatically if the device is inserted into any Trust PC or laptop and access is prevented until authorisation is completed.

Users are required to create a secure password which enables them to access the data on the device when not connected to a Trust PC or laptop.

Any questions?

If you have any questions or queries, please contact:

- Email data.security@chelwest.nhs.uk
- Phone Bill Gordon (Assistant Director, IT) on x8289

Visit <http://cw.igacademy.net> for the training which can be undertaken on any computer with internet access.

Managers receive monthly reports of all staff who have not completed this training successfully and should follow up with staff who have not completed it.

Mandatory training

Information Governance training provides information on how confidential data should be handled—this online training must be completed by all staff.

Transmitting confidential information

When confidential data is being transmitted, there are some simple dos and don'ts:

- ✓ *DO consider what you send, who you send it to and how you send it*
- ✓ *DO check you are sending the data to the correct person before emailing*
- ✓ *DO use NHSmail (nhs.net) as patient data sent between nhs.net email addresses is automatically encrypted*
- ✗ *DO NOT send data to anyone who does not need to receive it*
- ✓ *DO include only data that is strictly necessary*
- ✗ *DO NOT use your personal email account (Yahoo/Hotmail/etc)*
- ✗ *DO NOT use patient identifiable information unless necessary*

Patient confidentiality



Medical records must be stored, transported and tracked securely

All staff have a duty of confidentiality when dealing with information relating to patients or staff.

- Protect confidential information that you are responsible for when you receive it, store it, send it or dispose of it
- Store patient records securely and never leave records where they can be seen

by other patients, staff who should not have access to them or members of the public

- Never talk about patients or staff in public areas where you can be overheard—discussing a patient's care while you are waiting for the bus, queuing for lunch in the restaurant or chatting in the lift is never acceptable

Secure email

NHSmal (nhs.net) is being provided for all new staff joining Chelsea and Westminster and the Trust aims to provide nhs.net accounts for all existing staff in the near future.

NHSmal has a number of key benefits for staff, especially in relation to emailing sensitive patient data.

- Patient data sent from one nhs.net email address to another is automatically encrypted so it is the most secure way to send patient identifiable information
- It provides staff with a single email address that can be used wherever they work in the NHS
- It can be accessed at home via nhs.net and so sensitive information does not need to be sent to personal email accounts or stored on removable devices



Dr Mike Anderson

Caldicott Guardian

Every NHS organisation has a Caldicott Guardian, a senior member of staff whose responsibilities include overseeing how staff use patients' personal information and ensuring that patients' rights to confidentiality are respected.

They also have a strategic role to represent and champion Information Governance requirements and issues at Trust Board, with senior managers and at a range of levels within the organisation.

Dr Mike Anderson, the Trust's Medical Director, is the Caldicott Guardian at Chelsea and Westminster.

He can be contacted via Trust email on mike.anderson@chelwest.nhs.uk or his PA on x6599.

IT issues?

contact the
IT Service Desk
on x8899

Safeguarding patient confidentiality: what do you need to consider?

New technology makes it easy and convenient to transfer information.

However, it is important that patient confidentiality is protected at all times when using these devices so that the benefits of new technology are not compromised.

Any of the commonly used devices pictured below are capable of storing data and the implications for patient confidentiality should be considered at all times.

Protecting patient confidentiality is the responsibility of all staff.

USB memory sticks (Flash drives)



laptop/notebook/netbook computers

iPods/MP3 players



Blackberrys/smartphones



external/removable hard drives



School supports hospital Charity



Pupils from Thomas's in Fulham perform at Chelsea and Westminster

Thomas's London Day School in Fulham has selected Chelsea and Westminster Health Charity as its Charity of the Year.

The school will support the Charity's Hospital Arts programme by providing performance events and visits to children's wards.

Lanne Tucker, Chair of the school's Parents and Teachers Association (PTA) said: "Thomas's is delighted to be supporting Chelsea and Westminster Health Charity. In partnership, we have put together an exciting programme of events which will benefit the Charity, hospital patients, Thomas's children and parents alike.

"Upcoming events include a drama performance and Christmas carols by Thomas's children at Chelsea and Westminster Hospital as well as a fundraising evening in aid of the Charity."

In November parents of children at the school were invited to a private viewing at the hospital featuring photographs of India by Henry Wilson.

For further information about forthcoming events please visit the Charity's website at www.chelwestcharity.org.uk.

The Bigger Picture: The first in a series of 'cut out and keep' guides to NHS policy developments that you need to know about

Cancer waiting times

What's new?

- Three new cancer treatment targets come into force on 1 January 2009 as part of the government's Cancer Reform Strategy

Who needs to know?

- Staff throughout the Trust because patients who potentially require treatment for cancer may be seen anywhere in the hospital

What are the existing targets?

- Maximum waiting time of two weeks from urgent GP referral to first outpatient appointment for all cancers
- Maximum waiting time of one month from diagnosis to treatment for all new cancers
- Maximum waiting time of two months from urgent GP referral to treatment for all cancers

How do we perform against the existing targets?

- The Trust currently meets all three targets.

What are the new targets?

- Maximum waiting time of one month from diagnosis to treatment for all new cancers is being extended to include not only new cancer diagnoses but also recurrences as well as second and subsequent treatments—the one month starts on the date that the patient agrees to their treatment with a clinician and ends on the day that the patient begins that treatment

- Maximum waiting time of two months from urgent GP referral to treatment is being extended to include not only patients referred urgently by their GP through the existing two week wait system but also patients who are subsequently suspected of having cancer—the two months start on the date that the clinician first suspects the cancer may have cancer and end on the day that the patient has their first treatment for their condition

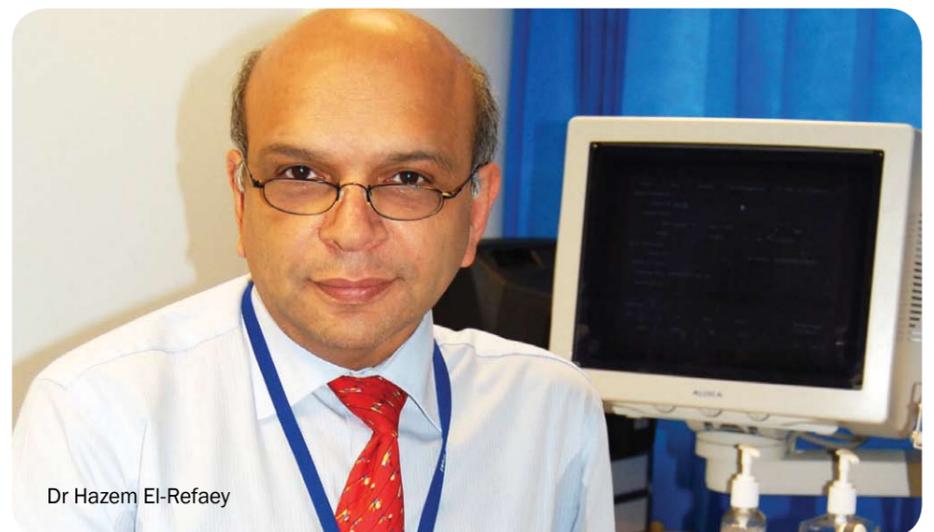
- The maximum waiting time of two months from urgent GP referral to treatment is also being extended to include patients suspected of having cancer by one of the national cancer screening programmes—in our case, this relates to patients with suspected cervical cancer only because we do not treat breast cancer and, although we do treat bowel cancer, we do not screen

How is the Trust responding to the new targets?

- A new Cancer Information Management System called InfoFlex went live at the end of November to help the Multi-Disciplinary Team (MDT) Co-ordinators in Cancer Services to track patients.

How can I find out more?

- Pocket guides about the new cancer targets and what staff need to do if a patient is suspected of having cancer will be sent out to all clinicians and administrative/nursing staff
- Contact the MDT Co-ordinators on x5107 or Dominic Clarke (Cancer Services Manager) on x2090



Dr Hazem El-Refaey

From 0 to 5,000 patients in 10 years

When Dr Hazem El-Refaey joined Chelsea and Westminster in 1998, the care of women with early pregnancy problems was fragmented and unsatisfactory.

Dr El-Refaey and his colleagues proposed that a dedicated and purpose-built unit should be developed.

Since its opening in 2004, the Trust's Early Pregnancy Assessment Unit (EPAU) has improved care for this group of women and cut costs by reducing unnecessary and prolonged stays in hospital.

Almost 5,000 women are now treated in the EPAU each year—staff include Tina Hutchings (Clinical Nurse Specialist), Georgina Merriner (Receptionist) and a team of ultrasonographers led by Superintendent Carien Morabito.

Dr El-Refaey, Lead Consultant for the EPAU, says: "Many women suffer bleeding at some point during their early pregnancy and it is an instinctual source of anxiety because they fear that they are losing their baby.

"We aim to provide a service in the EPAU which is an integration of the precision of technology, the kindness of nursing staff and medical expertise."

The EPAU has a dedicated scanning room, counselling room, and a welcoming reception area. This means that the care of women with early pregnancy problems can be managed with care and efficiency.

Most women are referred directly to the EPAU either by their GP or by the hospital's A&E department.

Thanks to the efforts of Dr El-Refaey and the rest of the EPAU team, the Trust is able to offer first class care to women concerned about their health and the wellbeing of their unborn child in the early stages of pregnancy.

EPAU Quick Facts

- 4,682 patients/year
- 3,972 ultrasound scans/year
- 87% of patients seen within 24 hours of GP referral

Meet the Team



Members of the Pre-operative Assessment Centre team—Joron Jimenez (Staff Nurse), Teresa McGhee (Healthcare Assistant), Catherine Andrews (Lead Nurse), Claire Luck (Deputy Lead Nurse) and Aine Lennon (Staff Nurse)

Pre-operative Assessment Centre

Having an operation, no matter how small, can be a scary experience for a patient. Chelsea and Westminster's Pre-operative Assessment (POA) Centre helps to ensure that from beginning to end the patient's journey is as efficient and reassuring as possible.

If patients are having an operation under general anaesthetic or a procedure requiring sedation, the role of the POA team is to identify patients with complex needs who will require further investigation or treatment before they go for surgery. They also discuss any concerns or issues that patients may have about their anaesthetic.

Pre-operative assessment ensures that theatre time is not wasted and operations are not cancelled at the last minute because, for example, additional tests have not been arranged, operating theatre equipment has not been ordered or patients are not fit for surgery.

It can also highlight patients who may have a complex discharge after their operation

which enables hospital staff to liaise with other agencies before patients are admitted.

Catherine Andrews, Lead Nurse in the POA Centre, explains how it fits into the patient's journey.

She says: "Over the course of one day the patient should be seen by a doctor in outpatients, have an admission document completed by the doctor and then be tested to ensure they do not have MRSA. Once completed, all this information should be sent to the POA team who then decide how to assess the patient. The whole process should be as streamlined as possible.

"Following feedback from patients, the POA Centre introduced a new system in August 2008 to make the process faster and more efficient."

Patients now complete a questionnaire about their health and, depending on their responses to these questions, the most appropriate way to undertake their pre-operative assessment is established.

A patient's assessment can now be done in three ways—it can be emailed, they can be interviewed on the phone, or the patient can visit the hospital to see a nurse or an anaesthetist if they are having high risk anaesthetic surgery.

Catherine Andrews says: "The rationale is that patients who require no pre-operative investigations need less one-to-one time and support. This means more time can be devoted to those patients who need the most input."

The current POA process is working well. Since August 2008 the Centre has seen 5,187 patients which is having a huge and beneficial impact on the Trust's ability to achieve the 18 week treatment target. An audit of the first 1,000 patients was overwhelmingly positive.

Catherine is keen to stress that the key factor underpinning this success is teamwork both within the POA Centre and beyond. Her team depend on others to ensure they have the information they need to start the assessment process.

She says: "Getting the assessment started as early as possible means we can address any issues and ensure we have less cancelled operations and can see as many patients as possible. I am very proud of the hard work, flexibility and teamwork that the staff have shown over the past year."

Who's who in the Pre-operative Assessment Centre

Lead Nurse: Catherine Andrews

Deputy Lead Nurse: Claire Luck

Staff Nurses: Steve Bowles, Joron Jimenez, Aine Lennon

Healthcare Assistant: Teresa McGhee

Admin Team: Cath Brown (Coordinator), Moni Odukoya (Admin Assistant)

Anaesthetic Support: Dr Keri Ashpole, Dr Push Shetty, Dr Nick Christelis

**60
second
interview**



Simon Clarke Consultant Paediatrician

Why did you become a surgeon?

When I was 16 I really wanted to go into theatre of some sort but my drama teacher said my science ability was much better than my acting ability.

Why did you choose to work at Chelsea and Westminster?

It was the most enjoyable part of my training—mostly due to my colleagues Nick Madden and Munther Haddad who built up the department.

How long have you worked here?

Off and on since 1999.

What is your biggest regret?

Speaking terrible Spanish with my in-laws.

If you could have chosen a different career what would you have done?

Drama without a doubt—though surgery does have its dramatic moments from time to time.

Which public figure do you most admire?

Nelson Mandela. I worked in a South African township hospital as a surgeon when he was released from prison—it was similar to Barack Obama becoming US President 100 times over.

Which talent do you wish you had?

Answering on-the-spot questions with wit.

What is your biggest achievement outside of work?

A happy home life.



Librarian Pam Mullin

Your secret library

Did you know that a remarkable asset that all staff can access is to be found on the lower ground floor of the hospital?

The Friends of the Chelsea & Westminster Hospital run a library with more than 7,000 books primarily to improve the stay of patients in hospital. Volunteers take trolleys around the wards three times a week and supply, in addition to books, reading glasses, magazines and tape recordings. They always try to satisfy patients' reading needs.

You may not be aware that all staff are welcome to use the library on Tuesdays and Wednesdays between 12:30 and 2:30pm and on Fridays between 1:30 and 3pm.

Librarian Pam Mullin says: "We keep the stock up-to-date and refresh it regularly with new titles. I also organise a weekly

book sale on Fridays between 10am and 1pm on the ground floor of the hospital behind the escalators.

"Secondhand books are very cheap and encourage new customers to return but new books are also included. The glory of the sale is the extraordinarily eclectic mix of books. Supporters donate books regularly and the range of books is quite astonishing.

"Why not come and see what we have to offer in the library or donate surplus books for our weekly book sale? We look forward to seeing you!"

Getting there

Exit right from the staff restaurant, go to the very end of the corridor (past Lift Bank B and straight through the double doors). The library is just past the second set of double doors on the left.



New Charity finance manager

Stephen Ellimah has joined Chelsea and Westminster Health Charity as Finance Manager.

Stephen is a chartered management accountant and has worked for a variety of organisations including the House of Lords, Department for Trade and Industry, Metropolitan Police, Commonwealth Secretariat and the Association of Commonwealth Universities.

Porters pick up award



Hannah Coffey presents Tony Clements and Jacinto Jesus of ISS Mediclean with the award

Congratulations to our portering staff at Chelsea and Westminster who picked up the 'Most Productive Portering Department' award as part of ISS Mediclean's INNOV8 initiative to reward individual and team achievement.

Hannah Coffey, the Trust's Director of Operations, presented the award to Tony Clements, Operations & Logistics Manager for ISS Mediclean at Chelsea and Westminster, in November.

Tony said: "This is a team award that we have won thanks to the hard work of all porters at Chelsea and Westminster.

"INNOV8 is an exciting ISS Mediclean strategy designed to drive our services forward."

John Silverwood, ISS Mediclean's Head of Healthcare Logistics Service Development, added: "Tony was one of the staff who identified the need for the development of the unique Portering Productivity System within ISS Mediclean.

"I am pleased that we are able to formally recognise his achievement in implementing it and using the systems to improve the service to our clients through optimising the efficiency of the services provided."

Friends' donation



Thanks to a generous donation from the Friends of Chelsea & Westminster Hospital, the Pre-operative Assessment Centre now has a new bariatric chair for patient use.

Claire Luck (pictured above sitting on the chair), Deputy Lead Nurse for the Pre-operative Assessment Centre, said: "The chair is built with extra room, offering

a wider sitting surface for comfort for our patients.

"The number of bariatric patients we are seeing is increasing and we were unable to provide all of them with an appropriate chair to sit on so this new chair is a welcome addition to our centre. A very big thank you to the Friends for their donation."

Employees of the Month



Colin Jones



Matt Guilfoyle

Congratulations to **Matt Guilfoyle**, Workforce Information Analyst, and **Colin Jones**, Receptionist in Outpatients, who both won October's Employee of the Month award.

This month two employees were chosen as winners because there were so many nominations for both Matt and Colin.

Matt was nominated by colleagues for being supportive, willing to help and patient. Colin received a number of nominations for his hard work, diligence, dedication and for always being cheerful and helpful to staff and patients alike.

welcome



Leoni Bryan is Cardiology Clinical Nurse Specialist in charge of running the Trust's Rapid Access Chest Pain clinic. Leoni started at Chelsea and Westminster in October. She is helping the Trust meet the two week government target for assessing patients with suspected angina. Leoni previously worked as a Specialist Sister in cardiology doing the same role at the Royal Free Hospital for three years.



Pam Copeland took up her post as the Heart Failure Nurse Specialist at Chelsea and Westminster in November (a post she previously held at Chelsea and Westminster a year ago). Pam will be providing inpatient and outpatient support to patients admitted to Chelsea and Westminster with a diagnosis of chronic heart failure and will be working closely with community teams to promote seamless care.



Rumbi Chandauka joined the Trust in October as Infection Prevention and Control Practitioner. Rumbi previously worked as a nurse in cardiothoracic medicine at Guy's and St Thomas' before her most recent post as an infection control nurse and surveillance team leader at the same hospitals.



Emma Long (Staff Development Sister, ICU), Donna Goodfellow (Staff Nurse, ICU), Neil Anderson (Staff Nurse, ICU) and Elaine Manderson (Clinical Nurse Specialist, ICU)

Donna and Neil pass with flying colours

Congratulations to **Donna Goodfellow** and **Neil Anderson** for passing their Foundations of Critical Care course.

The Intensive Care Unit (ICU) at Chelsea and Westminster runs the first module of the intensive care course in-house—it is accredited by Thames Valley University at level 6.

The transition from ward-based nursing to an intensive care environment can be both difficult and stressful because new ICU nurses may feel disempowered by a lack of specialist knowledge and skills.

The Foundations of Critical Care course is designed to be a structured programme of learning which provides support, supervision, guidance and reflection to facilitate this transition. It enables nurses to gain an understanding of the unique needs of critically ill patients and to become an effective member of the multi-disciplinary team.



Minnie Nanayakkara surrounded by friends and colleagues at her leaving party

Farewell to Minnie

Theatre nurse **Minnie Nanayakkara**, who first started working at the old St Stephen's Hospital in 1987, finally hung up her gloves in October after more than two decades at the hospital.

Jilly Hale, Nurse Manager for Theatres, said: "Minnie felt it was time to see a bit more daylight after 21 years of night duty! We will miss her and wish her well for the future."

congratulations



Congratulations to **Farrar Jamalzadeh**, Healthcare Assistant in Children's Outpatients, who has just been funded to do her nurse training.

Christmas calendar of events

Alex Vydelingum, pianist in residence

Mondays (excl public holidays), 1 - 2pm
Café, Ground Floor, Lift C

A Festival of Carols

Tue 2 Dec, 6:45pm
Holy Trinity Church, Sloane Street SW1
Please contact the Friends of the Chelsea & Westminster Hospital on 020 8746 8825 or email lynne.frankland@chelwest.nhs.uk ('Friends Office' on Trust email) to order tickets

Concordia International Ensemble

Thu 4 Dec, 1 - 1:45pm
Ground Floor beneath escalators, Lift B

Christingle Service

Wed 10 Dec, 10:30am
St Stephen's Chapel, First Floor, Lift C

Friends Christmas Fair

Wed 10 Dec, 10am - 3pm
Ground Floor beneath escalators, Lift B

Parliamentary Carol Service

Wed 10 Dec, 6 - 7pm
St Margaret's Church, Westminster Abbey
Admission by free ticket only (max 4 tickets per person)—apply by Wed 3 Dec, giving full names and addresses of those wishing to attend, enclosing a stamped addressed envelope to: Mrs V Gunnery, Westminster. Medical School Research Trust at Chelsea and Westminster Hospital (020 8746 8311) or email crohamhurst@btinternet.com.

Westminster Cathedral Choir School

Thu 11 Dec, 1 - 1:30pm
Ground Floor beneath escalators, Lift B
Christmas carols and festive songs

London Uyghyr Ensemble

Thu 18 Dec, 1 - 1:45pm
Ground Floor beneath escalators, Lift B
Traditional and popular music of the central Asian Uyghurs

Christmas Cheer Awards Ceremony

Thu 18 Dec, 3pm
Academic Atrium, Lower Ground Floor, Lift B

Hospital Christmas Carol Service

Thu 18 Dec, 4pm
St Stephen's Chapel, First Floor, Lift C

Services

Sun 21 Dec
10am: Holy Communion
11am: Mass
St Stephen's Chapel, First Floor, Lift C

Christmas Day Services

Thu 25 Dec
10am: Holy Communion
11am: Mass
St Stephen's Chapel, First Floor, Lift C

Services

Sun 28 Dec
10am: Holy Communion
11am: Mass
St Stephen's Chapel, First Floor, Lift C

Staff news

Clinical Excellence national awards

Congratulations to the winners of Clinical Excellence national awards—**Professor Derek Bell** (Gold), **Professor Neena Modi** (Silver), **Dr Steve Yentis** (Silver), **Dr David Asboe** (Bronze) and **Dr Michael Pelly** (Bronze).

Changes to the directorate management structure

There have been a number of staff changes within the management teams for the directorates of Surgery, Anaesthetics & Imaging and Medicine.

Hannah Coffey (Director of Operations) has taken on the role of Divisional Director for Surgery and Medicine. Hannah is working closely with both Clinical Directors and will appoint General Managers to support the two directorates. Anaesthetics & Imaging is being managed as a standalone directorate with Alan Kaye acting into the General Manager role.

Kate Hall (General Manager, Surgery and Anaesthetics & Imaging) left the Trust in

November to take up a role at the NHS Institute of Innovation & Improvement while **Narinder Liddar** (General Manager, Medicine) now works within Information Management & Technology (IM&T).

Communications support for Paediatrics

Renaë McBride has joined the Women and Children's directorate team on a six-month secondment as Public Relations and Communications Manager for Paediatrics.

Renaë was previously Executive Assistant to the Trust's Chief Executive and Chairman but prior to relocating to the UK she worked for several years at a public relations and communications consultancy in Australia.

She is working closely with Matt Akid, Head of Communications, and colleagues to provide extra support as we move towards submitting a bid to be the lead centre for specialist paediatrics in North West London.

Renaë is based in the Women and Children's Business Office on the lower ground floor and can be contacted on x7970 or via Trust email.

trustnews

If you have a story idea or article for the next edition of Trust News please contact Claire Kennedy by 5 January 2009.

Trust News is written and designed in-house and printed by Blackmore (www.blackmore.co.uk).

© 2008 Chelsea and Westminster Hospital NHS Foundation Trust.

Editorial Team

Editor: Claire Kennedy x6829
claire.kennedy@chelwest.nhs.uk
Designer: George Vasilopoulos x2767
george.vasilopoulos@chelwest.nhs.uk



christmas 2008 christmas cheer nomination

Do you know a member of staff or a volunteer at Chelsea and Westminster Hospital who brings a cheerful, positive attitude to their work? Someone who is a pleasure to be around and who cheers up the day for staff and patients?

If you do, then why not nominate them for a Christmas Cheer Award?

Entries must be received no later than 12 noon on Thursday 11 December.

I nominate (name): _____

Department/area: _____

Because: _____

Nominated by: _____

Please return this form to:
Communications Department, Lower Ground Floor, or fax it to x6539 by 12 noon on Thursday 11 December

Choose Chelsea and Westminster
Chelsea and Westminster Hospital NHS
NHS Foundation Trust

christmas 2008 best decorated ward, unit or department nomination

The competition is open to wards, unit and departments. If you would like to enter, please return this form to the Communications Department by 12 noon on Thursday 11 December (otherwise your area will not be visited by the judges).

You could win one of three cash prizes—**£100, £75 or £50**—thanks to generous support from the Friends of the Chelsea & Westminster Hospital!

Name of Ward/Unit/Department: _____

Contact Name: _____

Contact Number: _____

Please return this form to:
Communications Department, Lower Ground Floor, or fax it to x6539 by 12 noon on Thursday 11 December

Choose Chelsea and Westminster
Chelsea and Westminster Hospital NHS
NHS Foundation Trust