



goingbeyond

 @ChelwestFT
@WestMidHospital



West Mid pilots new tech

p5



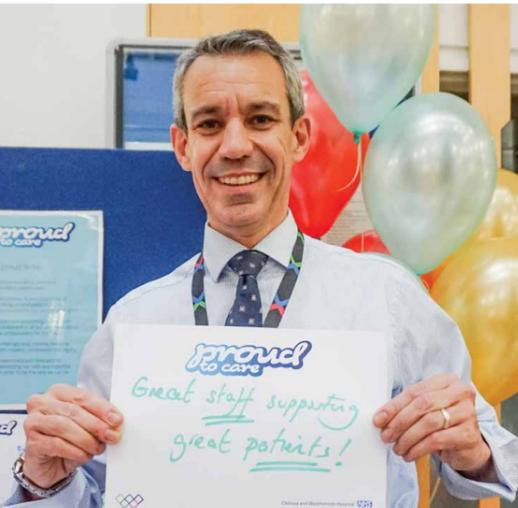
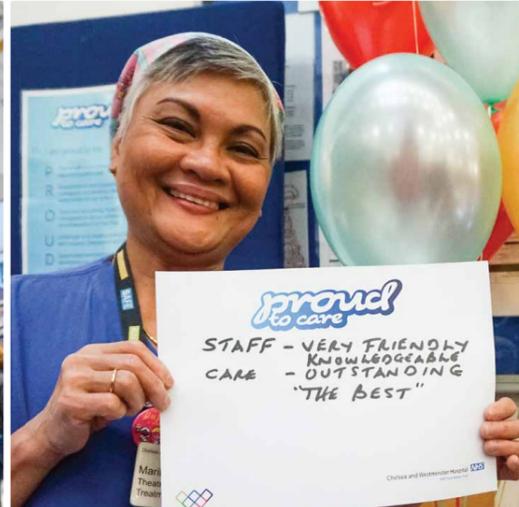
2016 service investments

p5



Join our team

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We are proud to care!

The Trust has launched its first set of values since merger to patients and members of the public in order to demonstrate the standard of care and experience they are entitled to expect from any of our services.

These values, which bring together the former values of both Chelsea and Westminster and West Middlesex hospitals, form the mnemonic **proud**:

- Putting patients first
- Responsive to and supportive of my colleagues and patients, being responsible for my actions at all times
- Open and welcoming, honest and transparent in all my communications as an ambassador for the Trust
- Unfailingly kind, treating everyone with respect, compassion and dignity
- Determined and dedicated to developing my skills and expertise in order to be the best I can be

Work is underway with teams in order for them to locally translate the proud values to drive improvements in care and experience.

This will include noticeboards in all clinical and corporate areas where teams will detail what they are doing to live the values and the progress they are making against these commitments for the benefit of their patients and colleagues.

Chief Executive Lesley Watts said: "We want to be able to demonstrate to our most important audience—our patients—the invaluable role that each individual working at our Trust plays in delivering them a first rate experience of care at any of our service locations.

"Staff are working hard to bring to life our values in their clinical and corporate areas in order to demonstrate to their colleagues, patients and visitors their commitment to upholding these values for the benefit of those they care for and their pride in working at our Trust.



"I look forward to seeing our values demonstrated across each area of our organisation as we continue to roll out these values in 2017."

Part of our launch of the values involved the Best Decorated Ward competition at Christmas where teams were asked to incorporate their pride in caring as part of their decorations.

This was won by the Medical Day Unit/ Ambulatory Care Unit at Chelsea and Westminster and the Gynaecology department at West Middlesex University Hospital.

We also asked staff to write down what they are most proud of working at Chelsea and Westminster Hospital NHS Foundation Trust at our two Christmas open day events at both main hospital sites. Pictured above are some photos demonstrating our pride.

Investing in A&E services



Redeveloped waiting area in the West Mid A&E department

The redevelopment and redesign of our two busy A&E departments is now virtually complete with both fully open to patients. Between them and the urgent care centre at West Middlesex they treated well over a quarter of a million patients last year.

The latest developments mean that both hospitals have the best possible facilities for staff to provide care and treatment to our patients now and into the future.

Hospital charity CW+ is funding art and design for both departments in order to make it a calmer environment for patients, minimising anxiety which has a direct link to better clinical outcomes.

News in brief

We're fighting flu to protect our patients

Since launching our annual flu immunisations programme, more than 2,500 of our frontline staff have now protected themselves, their patients, colleagues and families from this often underestimated disease.

By being immunised staff are helping prevent the spread of flu to vulnerable patients they look after and come in contact with, as well as ensuring that they remain fit for work. The vaccine is safe, effective and will not give you influenza.

If you are a member of staff who has not yet had the flu jab then look out for immunisation dates in *Daily Noticeboard* and don't put it off any longer.

Meet a governor

Don't forget that you can meet and chat informally with a governor at the regular 'meet a governor' sessions at Chelsea and Westminster and West Mid hospitals. The governors love to hear about your experiences at our hospitals and are always happy to pass on any feedback about staff or suggestions about improving the way the hospital helps patients.

See www.chelwest.nhs.uk/meetgov for dates and times of upcoming sessions.

Recognising our good work

We anticipate being re-inspected by the Care Quality Commission (CQC) this year following our separate inspections in 2014 where both sites received overall ratings of 'Requires Improvement'.

Our aim is to be recognised as being a 'Good' hospital and this relies on all of us working within the Trust. Getting a 'Good' or 'Outstanding' rating is absolutely possible for us, will bring assurance to our patients and families, and attract staff to the organisation as well as providing further assurance to our commissioners and partners.

We are taking a proactive approach—to prepare fully, engage further with our staff, recognise and celebrate what we do well, and identify areas requiring further improvement ensuring we act upon these. This is not a tick box exercise but best practice to provide the best experience and care for patients and staff.

The work will be led by Melanie van Limborgh (Assistant Director of Nursing) with Vanessa Sloane (Director of Nursing) as executive lead. We will be shortly bringing together a task force of leads in different areas from across the Trust—please ensure staff are supported to prioritise these meetings. We will also be gathering information centrally and would ask you to respond promptly to any requests.

There will be regular newsletters, and you will hear lots more as we progress. If you have any queries or want to be more involved please contact Melanie. Below are the links to the two previous reports should you wish to refresh your memory.

- **Chelsea and Westminster**
www.cqc.org.uk/location/RQM01
- **West Mid**
www.cqc.org.uk/provider/RFW

Lesley's view by Lesley Watts, Chief Executive



Over recent weeks, like most hospitals up and down the country, we have seen unprecedented demand for our services across both of our sites.

Walking around both of our sites and speaking to a whole range of staff, I am aware of just how hard everyone is working and I want you to know how grateful I am to each and every one of you.

The pressure on A&E departments is a pressure on each and every team and department across our hospitals.

Every extra admission means an extra discharge, an extra patient to be transported, an extra bed to be made and cleaned, an extra prescription to be dispensed, an extra meal to be made, extra blood tests to be ordered, an extra patient to be nursed and medically reviewed.

I never fail to be amazed at the dedication and passion of our staff, from across all our sites, which I witness every day to ensure that our

patients are cared for safely and compassionately—I wanted to express my appreciation to each of you.

Thank you for your efforts, your support, and your unfailing kindness in ensuring our patients get the very best of care and attention from the minute they arrive in A&E and throughout their journey with us whether they have direct contact with you or not.

Thank you for your resilience in what is one of the busiest periods I have ever known during my 40-year career in the NHS.

I am very proud and honoured to be the Chief Executive of our two fantastic hospitals knowing that our patients are in the safe hands of such amazing and caring staff. I know that you will continue to make every effort to provide safe, compassionate care.

42% drop in new HIV diagnoses at 56 Dean Street in just 12 months

Latest figures released by clinicians at 56 Dean Street show that 393 new diagnoses of HIV were made between January and December 2016, compared to 679 during the same period in 2015. This reduction may be significant as 56 Dean Street carried out a comparable number of HIV tests and hasn't seen a reduced prevalence of other STIs. The Soho clinic operated by Chelsea and Westminster Hospital NHS Foundation Trust accounts for one in nine of every new HIV diagnosis in the UK.

The clinic has adapted the successful public health initiative *Getting to Zero* in San Francisco, with an aim to have zero new infections, zero deaths due to HIV/AIDS, and zero stigma for people living with HIV. We believe that the figures show a reduction thanks to identifying and better engaging with high risk groups, reducing undiagnosed HIV and expanding access to both PEP and PrEP, as the UK's biggest recruiter to the

PROUD study and the only NHS sexual health clinic facilitating the provision of Truvada at cost price.

Dr Alan McOwan (Lead Clinician at 56 Dean Street) said: "This drop in new HIV diagnoses, if confirmed, would be really significant as the clinic is a major contributor to HIV diagnosis in the UK. Reports from other London clinics suggest this could be regional thanks to better HIV awareness, frequent testing, early treatment and use of prevention methods such as PEP and PrEP in key populations.

"For those who do acquire HIV it's vital that we diagnose and treat them at the earliest opportunity to improve their health, as late diagnosis can cause significant and avoidable health complications, as well as to prevent further transmission to their sexual partners. People who have recently caught HIV are most infectious to others.

That's why we've really concentrated on diagnosing people early and offering them treatment. The RITA blood test detects people who have caught their HIV in the last 4 months. We're delighted that our clinic's results show our early diagnosis rate is well above the national average. We've also concentrated on offering treatment to reduce infectivity to others. In the last 6 months, 76% of our clients started HIV treatment at their first appointment.

"We are really encouraged by the fact that the number of people we're having to tell they are HIV positive has dropped so much and we hope this supports our aim to reduce numbers of HIV-related deaths. We will continue to champion the voices of our clients living with HIV so that we can further reduce the stigma associated with what is now a long-term condition, rather than what was a terminal diagnosis only 30 years ago."

What our patients say



Claire Morris @ckmorris1

@WestMidHospital can't thank you enough for the brilliant service from your A&E staff yesterday. Kind, efficient, knowledgeable and caring.

6:44pm • 18 Dec 2016

★★★★★ **Jenny**

via NHS Choices, WМУH, 28 Nov 2016

The staff and particularly the the doctors were approachable and also followed up promptly with additional appointments. Thank you all 5 star treatment is rare anywhere today and I was very happy to find it in the ACE department!



Helen Barratt @helen_barratt

Seeing a lot of @ChelwestFT at the moment, but really grateful to all the staff for great care at a busy time. #thankyou #NHSMillion

12:54pm • 13 Jan 2017



Carol Fletcher @chezcfletcher

@WestMidHospital Thank you 4 another excellent outpatients appointment - thoughtful skilled caring professional staff. #NHS4EVER

1:32pm • 17 Jan 2017



Salma Shah @Ommasalma

Huge thanks to #Chelsea&Westminster hospital for taking such good care of a poorly baby & her frightened mum and dad @policysmith #NHS

4:56pm • 27 Jan 2017

A day in the life **Dr Emma Rowlandson** Consultant

Dr Emma Rowlandson has worked at West Middlesex University Hospital as one of our medical consultants in the Acute Medical Units now for 3½ years and during her time here gave birth to her second child, Anya.

But before she took her maternity leave to deliver Anya, Emma actually started a project for West Mid that resulted in the opening of a new service to the hospital—the Ambulatory Emergency Care (AEC) unit.

Hailing from the University of Newcastle upon Tyne, Emma tells us how she feels they're all still quite young in her team of consultants as she begins to give us an insight into what just one of her days can be like at West Mid—working 75% of full time it's interesting to hear how busy her days are still.

While your normal morning might consist of making sure you've got the right pair of shoes on before you brace the cold, Emma has two other buzzing little bodies that she has to take care of and ensure their shoes are on the right feet first—her young daughters Bella and Anya.

Once she and her husband negotiate on who's going to leave the house first, Emma walks to catch her usual morning bus route to work while her husband does the school run since he claimed the family car earlier this year due to a change in his work plan.

Emma tells us she tries to aim to be jumping off the same bus by 7:30 on the way to obtain her small black Americano fuel for the day—or should we say this is the time Emma soaks up her last few minutes of tranquillity before she goes out to do the hard work she sets herself each day.

A normal day doing the ward rounds for Emma consists of time spent either on Acute Medical Wards 1, 2 or the service she helped initiate—the Ambulatory Emergency Care (AEC) unit.

Time is spent greeting her fellow consultants and nurses at the 8:30am

handover where they sign off the night staff. This is the point where Emma is usually greeted with an array of comments from her team, most common being how they would like more members to join their team.

Emma tells us how they would've liked more registrars in their team for the majority of 2016, but is happy that they were able to recently welcome a new permanent member. We're then told how her team is hoping for the final post to be filled later this year as consultants have been taking on the registrar workload.

It's evident Emma's work life is always most hectic but in the best way she tells us, as we're joined in the flurry of it all by friend and colleague, Rob Hodgkiss (Chief Operating Officer) as they briefly discuss their hopes of expanding their team and the current targets applied to wards with their discharge rates.

2B412—our hospitals' personal target to discharge two patients from each ward before midday—is the most common thing heard in conversation between the two of them and just goes to show how the patient is always at the forefront of our staff's mind here at the Trust.

By the time Emma reaches her desk, she is almost inundated with decisions to make and presented with what can only appear as an endless list of patient issues for her to solve, all while managing a team of doctors and still aiming to attend her board round for 12pm—that is after she's seen all her patients!

It's at Emma's board round where all doctors, nurses-in-charge, therapists and discharge coordinators are present and she tells us how most of the staff present are usually eating their lunch during this meeting as they are all hard working and aim to see all patients admitted that day as well.

During this meeting is where they collectively decide ward destinations and whether or not each patient is due to be discharged or not, with the relevant next steps to take.

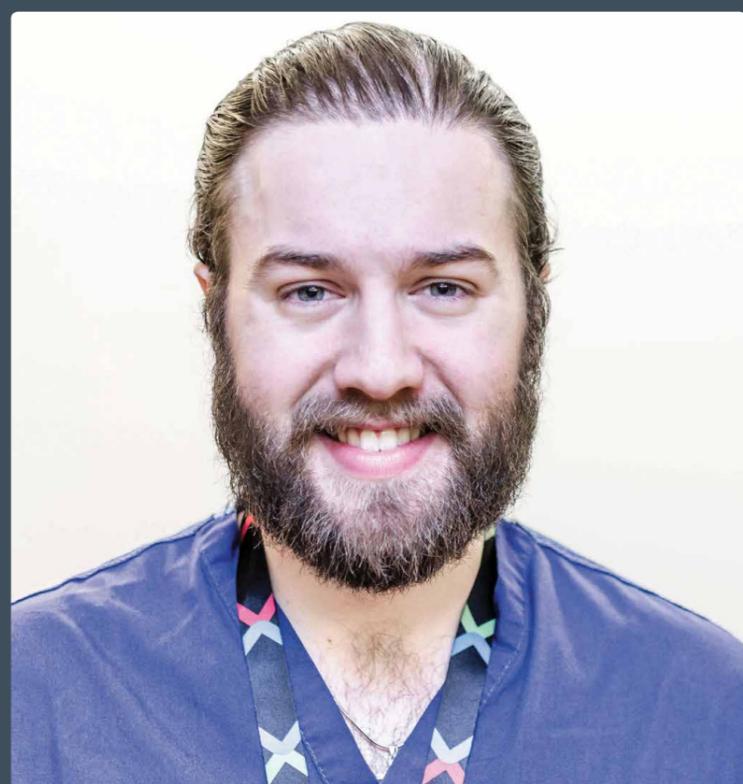
Come 4pm it's time for Emma's next board meeting, during which she likes to take one more visit to the wards for which she is responsible, to help troubleshoot any problems the junior doctors in her team are faced with.

After assisting where she is needed, Emma tries to make a run to her office by 5:30pm to do one last email

sweep before she heads off home to her family.

If Emma doesn't have netball during the evening, it's straight home to her husband and baby girls, Bella and Anya, for an episode of Octonauts at 7pm, followed by an evening spread between making Play-Doh-shaped fish to actually getting round to cooking real-life seafood.

Emma tells us her favourite dish is salmon with red chilli pesto or sometimes it can be crab with a crayfish linguine. So who's going to Emma's for tea next week?



60
second
interview



Josh Wolrich

SHO Plastics

What do you most enjoy about your work?

It's been a really great rotation to assess and treat plastic surgery injuries that I haven't seen before due to the specialist nature of the service at Chelsea and Westminster Hospital.

We want to provide the gold standard in care for our patients and I'm proud to have been part of the dedicated team for my six month rotation. The experience has been invaluable and I hope to specialise in plastics for my career.

What is the best piece of advice you have ever been given?

Never pretend to be someone you're not!

Which public figure do you most admire?

Justin Trudeau the Canadian Prime Minister—he's demonstrated great leadership, isn't afraid to speak up for what he believes in, and seems to say exactly what I'm thinking.

What superpower would you have and why?

The obvious ones would be invisibility or flying—I'll go for a photographic memory that I can switch on at random so I can choose what I want to swot up on.

This would be a great skill to have because it would free up a lot of my extra time.

Chelsea and Westminster team to the rescue when mum unexpectedly gives birth in hospital car park

Five members of staff at Chelsea and Westminster Hospital had a surprising start to their working day one morning when they helped deliver a baby boy in the hospital car park.

Tina Benson (Hospital Director), Simon Thompson (Trauma and Orthopaedic Surgeon), Amy Tan (Plastics Surgical Registrar), Ann Hay (Senior Anaesthetic Sister, Treatment Centre) and Andrzej Jandziol (Consultant Anaesthetist), were all parking their cars when they heard Melanie's cries for help as her labour was quickly progressing. They helped deliver baby Valentin and supported mum, dad and baby before they were taken to the Labour Ward to recover by the emergency obstetric team.

Simon, who has three young children, said: "As a trauma and orthopaedic surgeon, the only other baby I have delivered was my first born, so it was a really special moment, a great Chelsea

team effort and an incredible start to the day, even before work had actually started!"

Tina, who is a radiographer by background and has two teenage children, said: "As soon as I heard Melanie's cries I flung all my belongings over the floor of the car park and dashed over to try and help. Everything moved very quickly and almost before we could process what was happening Valentin had arrived, their second son.

"It was an honour to be there to experience this moment and I was actually the first person to hold Valentin and wrap him up.

"As soon as I knew that mum and baby were ok and on the way to the Labour Ward I phoned my teenage daughter to let her know what an interesting start to the day I'd had, once I'd found my phone where I'd left it in the car park!"



Melanie and Valentin with Tina Benson, Mr Simon Thompson, Ann Hay, Amy Tan and Dr Andrzej Jandziol

Lab manager wins prestigious education award

Betty Ouma (Laboratory Manager at St Stephen's Centre Research Laboratory) was part of Royal College of Pathologists' LabSkills Africa Project team that won the International Collaboration of the Year award at the Times Higher Education Awards 2016.

LabSkills Africa phase one was a 2-year collaboration involving 12 partners in the UK and Africa. The programme, funded by the Department for International Development, aimed to improve clinical decision-making and increase

patient safety by raising the standards and quality of laboratory services and tests that support diagnosis and management of health conditions.

Betty said: "This project is undoubtedly one of the best things I have ever done. I learned a lot from other mentors and participants on the project especially with regards to interaction and management skills. I got to spend time in Tanzania and Kenya and it really drove home about what we take for granted—the change to clinical practice we've helped bring about made it worthwhile."

The project has laid the foundations for the development of a regional laboratory improvement network and plans are underway to implement the model in Nigeria, South Sudan and Myanmar. Three of the four labs Betty covered have attained accreditation and the fourth is due to soon with continued mentorship from Betty.

Hospital nurse wins Stoma Care Nurse of the Year

West Middlesex University Hospital lead nurse specialist Tracey Virgin-Elliston has been awarded Stoma Care Nurse of the Year by the Association of Stoma Care Nurses UK in recognition of her work improving care for patients living with this often debilitating condition.

Tracey was nominated by her colleagues who noted that she is always positive and uplifting leading to a visible difference in her patients' mood once she has seen them. The nomination also described how patients and their families are always at the centre of her work and how even after 27 years as a specialist nurse Tracey is as passionate as ever about stoma care.

West Mid pilots new innovative technology



A patient has a SensiumVitals® patch positioned on her chest

West Middlesex University Hospital is one of the first to trial a new technology which wirelessly monitors a patient's vital signs. This provides medical professionals with real-time information about the patient's heart rate, respiration rate and underarm temperature so they can respond much more quickly to any significant changes that may indicate the patient is deteriorating.

It has been estimated that hospital patients typically have their vital signs checked at six to eight hour intervals—this new technology allows medical professionals to view patients' vital signs on a much more regular basis on a screen away from their bed without disturbing the patient. The patch will detect if a patient's heart rate, respiration rate or temperature drops

to a level that needs attending to and alert a member of hospital staff.

Ian Bryant (Deputy Director of ICT) said: "When I first saw this product at a trade show, I thought this is exactly how hospitals should be utilising technology to help treat patients."

Dr Lawrence Petalidis, Head of Innovation and Impact for CW+, the Trust's charity that is funding the evaluation, said: "This is an innovative project addressing key NHS challenges—early detection of patient deterioration and sepsis prevention. We are delighted to support West Mid Consultant Cardiologist Dr Sadia Khan, Deputy IT Director Ian Bryant and Associate Medical Director Dr Hugh Rogers in pursuing this evaluation of a new wearable

technology. It is such projects combining Trust strategic priorities, disruptive innovation and significant patient benefit potential that we are keen to be part of."

Dr Khan and Dr Emma Rowlandson (Acute Medicine Consultant) have both been extremely supportive in implementing this pilot as have staff in the acute assessment unit who have embraced the new technology and ways of working.

Cas Shotter (Cardiology Nurse Specialist) said: "We are really excited about the possibilities that this technology offers. By being able to monitor patients' vital signs in real-time and receive an alert to any significant changes we can provide a much more timely response, thereby improving clinical outcomes."

2016 service investments thanks to charitable support

Our hospitals—Chelsea and Westminster and West Middlesex—aim to give patients and families the best clinical care and hospital experience possible.

We do this by investing in our clinical staff, by making improvements to our processes and access to services, and by investing in improving the hospital environment to make sure that our buildings support our clinical staff to provide optimum care and experience.

Charitable support from our community enables us to make many of these investments, which we would not be able to achieve without.

In 2016 we've invested in the following ways:

- By employing 950 extra doctors, nurses, midwives and other clinicians to care for our patients
- By using technology to help our doctors and nurses monitor their patients in real-time, allowing them to respond to changes immediately

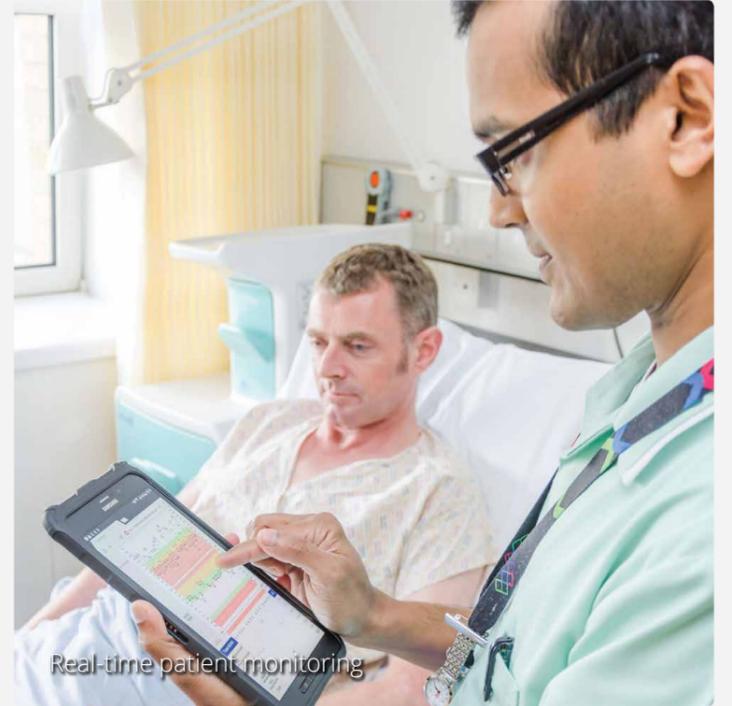
- By developing brand new services like our cardiac catheter lab at the West Middlesex which means that patients can now go to their local hospital for diagnosis and treatment of common heart conditions

- By investing in new clinical equipment and improving the environment for some of our key hospital services—like both A&E departments at our hospitals, a state of the art sexual health clinic, 10 Hammersmith Broadway, the development of Surgical Assessment Units and the refurbishment of butterfly rooms.

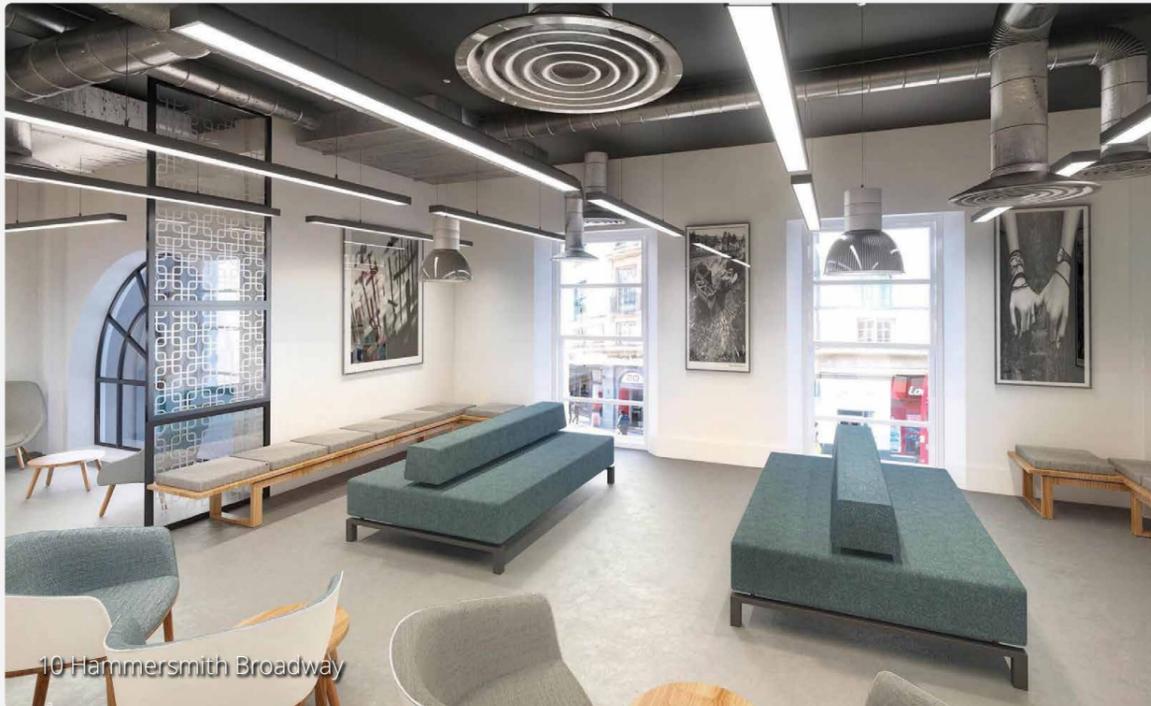
We are committed to continuing to improve the hospital service we provide to all our patients.

In 2017 we are launching a charity campaign with our community in order to raise funds in order to develop world-class adult and neonatal intensive care facilities at Chelsea and Westminster Hospital for critically ill adults and children, making us able to treat hundreds more critically ill patients every year.

Look out for more information about our plans in spring 2017.



Real-time patient monitoring



10 Hammersmith Broadway



A&E redevelopment at West Mid



A&E redevelopment at Chelsea and Westminster



Cardiac Catheter Lab at West Mid

Christmas at Chelsea and Westminster



A young visitor receives a gift from Santa at the Chelsea event



The staff choir performs at the Chelsea event



A staff nurse juggles at the Chelsea event



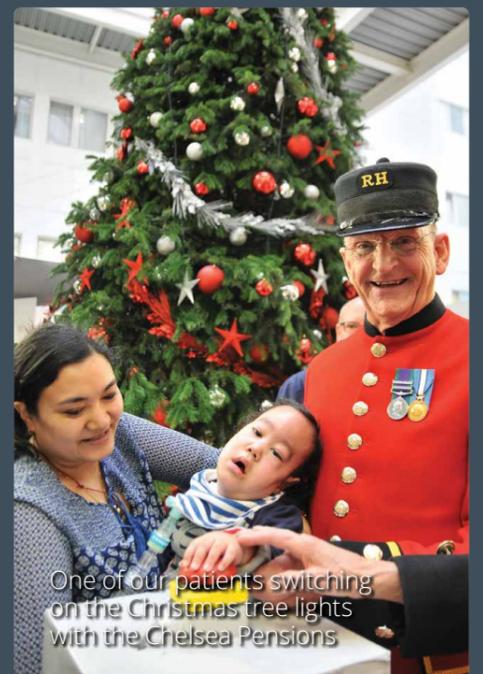
Footballer David Luis meets patient James during the Chelsea FC visit



Facepainting at the Chelsea event



HATS patient transport staff visit patients on our wards



One of our patients switching on the Christmas tree lights with the Chelsea Pensions



A young visitor at the Chelsea event sees what it's like to be a fireman



Chelsea staff ready to go to the parliamentary carol service

Christmas at West Mid



Santa spreads some festive joy



Gunnersbury School Choir



Christmas at West Mid event



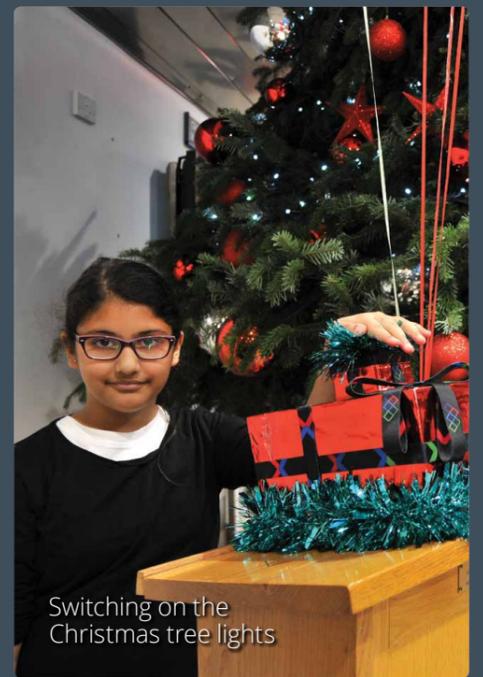
Christmas at West Mid event



Christmas at West Mid event



Christmas at West Mid event



Switching on the Christmas tree lights



Brentford Football Club visit West Mid Hospital



England Rugby Sevens visit West Mid Hospital

Some of the best in the NHS already work for us... Have we missed you?

Chelsea and Westminster Hospital NHS Foundation Trust is an award winning organisation offering excellent career opportunities and a range of employee benefits.

Whether you want to work in the heart of London or the heart of the community you can have a fulfilling career with us.

We have job opportunities at Chelsea and Westminster Hospital, West Middlesex University Hospital and at our community-based services including our award winning sexual health and HIV clinics across London.

Chelsea and Westminster Hospital NHS Foundation Trust has been ranked as one of the *Top 30 Employers for Working Families* in the UK by leading work life balance charity Working Families—the only NHS organisation in this year's top 30 list.

We even have a selection of on-site accommodation available at both our hospitals meaning you won't have to worry about commuting to work and can enjoy living in one of the most desirable parts of central London or next to great parks and the riverside of west London.

To view our latest job vacancies please visit jobs.chelwest.nhs.uk.



One of the rooms in on-site accommodation at West Mid



Nurses and Chelsea and Westminster help a patient

Nursing opportunities

We are currently on the lookout for qualified nurses to join our team to work at either of our hospitals in some of our most rewarding roles.

To help us in our recruitment we set up a special team in June 2016 which has been hard at work assessing and recruiting nurses to our organisation.

Their presence at open days and recruitment fairs, as well as mass recruitment sessions, has resulted in 104 nurses being appointed to date. We look forward to another 10 joining us in February.

This is a fantastic achievement and they are set to continue this momentum throughout 2017 with numerous recruitment events planned.

There are even two international events taking place in India and the Philippines. The Trust will be continuing to hold regular recruitment events and open days and will take part in recruitment fairs at a number of university campuses for those qualifying to find out more about us.

A number of programmes have been launched to support us finding the very

best nursing staff and we would love to hear from you—please send an email to aibhin.burke@chelwest.nhs.uk or anthea.ebison@chelwest.nhs.uk.

Capital nurse foundation programme

Do you know a qualified nurse with less than one year's experience? We are delighted to announce in partnership with Health Education England (HEE), the capital nurse foundation programme which will launch this spring at West Middlesex University Hospital.

The 18 month rotation will lay a foundation on which to build a successful career in nursing consolidating nurse training with a preceptorship course, a mentorship qualification and a leadership course all offered within the 18 month period.

There are 3 rotations to choose from—Paediatric, Medical and Surgical and these rotations can be on a single hospital site or cross site to broaden the experience available.

If you would like to discuss the programme in more detail please contact aibhin.burke@chelwest.nhs.uk or anthea.ebison@chelwest.nhs.uk.

Refer a colleague

If you are a member of staff you can earn a £1,000 bonus for referring a nurse colleague to work in selected areas in the Trust.

At West Mid these are the Acute Medical Unit, Syon 1 & 2 wards, Osterley 1 & 2 wards, Marble Hill 1 & 2 wards, Maternity and Starlight children's ward.

At Chelsea and Westminster these are the Acute Assessment Unit, Neonatal Intensive Care Unit and Rainsford Mowlem ward.

All you need to do is send an email to refer.colleague@chelwest.nhs.uk with your nominee's name and contact details.

Provide a brief statement (max 100 words) saying why they would be an asset to the Trust. You can attach a CV if you have one available, but that's not necessary.

The Lead Nurse for Recruitment and Retention will acknowledge receipt of your referral and contact your nominee within 2 working days, and also send a link to your nominee inviting them to submit their CV or to complete an application form.

Internal transfer opportunities

The Trust is launching the internal transfer process for staff nurses and healthcare assistants who have worked in the Trust for at least six months and wish to broaden their experience in a new specialty.

Band 2s and Band 5s can ask to transfer to a different clinical area without being re-interviewed. There will be three transfer windows each year.

Return to practice

Do you know someone who would love to return to practice as a nurse or midwife? This autumn we are planning to launch our return to practice programmes in nursing and midwifery.

You will be paid as a HCA during the period of supervised practice and your course fees will also be paid providing you stay with the Trust two years after re-gaining your registration.

This is a great opportunity for people who have had time out from nursing or midwifery to come back to the NHS. If you are interested, please contact edwin.delacruz@chelwest.nhs.uk.



Recruitment drive at our Christmas event in December

goingbeyond

If you have a story idea, article or letter to the editor for the next issue of *Going Beyond*, please contact the Communications Department by Friday 10 March.

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