

Annual Review

2012/13





1 }

Welcome

Welcome from Chairman Professor Sir Christopher Edwards and Chief Executive Tony Bell

What we all want from our NHS is to receive high quality care that is safe and to be treated with kindness and respect while in hospital. Chelsea and Westminster Hospital NHS Foundation Trust aims to provide these standards of care to every patient that comes through our doors.

In 2012/13 we've worked to:

- Ensure that patients receive care in an emergency as quickly as possible
- Increase senior doctor presence in the hospital at all times of the day so that, if you come to hospital at 1am or 1pm, you receive the best standards of care regardless of when you attend
- Improve the physical environment of wards and departments—through new equipment and refurbishment—to provide care in the right hospital setting
- Make sure that we meet all national clinical standards set by regulators such as the Care Quality Commission and pass all unannounced inspections
- Provide a positive working environment for our staff
- Learn from national reviews and enquiries to provide safe and effective patient care

In order to make investments in staffing and our environment, we must work within our budget. We are pleased to say that this year we've achieved a surplus of £13million, £400k better than we planned for, though such financial performance will become more challenging to achieve in 2013/14.

We continue to invest and improve the standards of care we provide you, your families and friends. In 2013/14 we are expanding our A&E department to provide the right environment for patients needing emergency care. Dean Street Express will open in late 2013, which will provide a quick one stop service for people wanting sexual health screening in Soho. We want mothers with low risk pregnancies to have the right birthing experience for their unique needs and so we are building a midwife-led Birth Centre for women who want a lower level of medical intervention during labour. And, following the refurbishment of our children's Burns Unit, the adult Burns Unit is currently being refurbished to the same high standards.

We've had a fantastic year at the hospital and this is thanks to all those that work tirelessly day and night to improve the care we give our patients. Doctors, nurses, allied health professionals, volunteers, non-clinical teams and governors all play their part in achieving this.

We hope you enjoy this review and can see that we have instilled our values of being Kind, Excellent, Respectful and Safe for the benefit of all the communities we serve.



About your hospital

- Main hospital site based on Fulham Road in the Royal Borough of Kensington and Chelsea
- 3,000 staff treating more than 360,000 patients every year
- 24/7 A&E department for adults and children—with the best national performance against the four hour target
- Services include a full range of inpatient, day care and outpatient services. We try to bring NHS care out of the hospital setting where possible, making services more convenient for you to access, including sexual health services based at John Hunter Clinic in St Stephen's Centre, 56 Dean Street in Soho and West London Centre at Charing Cross Hospital
- Specialist services include paediatric and neonatal surgery, HIV and sexual health, maternity care for women with high risk complications, the treatment of adults and children with burns and bariatric weight-loss surgery
- We're passionate about research because clinical breakthroughs and new treatments can only reach patients in the bedside thanks to the excellent work that researchers do every day

Chelsea and Westminster in numbers

In 2012/13 we saw:

- 112,000 A&E attendances
- 77,100 inpatient admissions (elective and emergency)
- 33,400 day cases
- 5,800 births (5,200 NHS patients)
- 527,800 outpatient consultations, plus 121,700 for HIV/sexual health services totalling 649,500 (this includes physiotherapy, direct access radiology and phlebotomy attendances)

2 } Our 20th anniversary

We are proud to say that May 2013 marked 20 years since Her Majesty the Queen officially opened the main hospital in 1993. The NHS has evolved considerably since then. On these pages are 20 facts about the NHS and Chelsea and Westminster Hospital.

New medicines are tested on average for **12 years** before being licensed for use in the NHS



= 1 year of testing

One in three people will experience cancer in their life



= 1 person experiencing cancer

The proportion of clinically obese men has **doubled** between 1993 and 2010



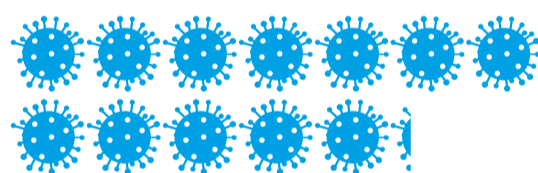
= 10% of men

Since 2000, **67,251 babies** have been delivered at Chelsea and Westminster Hospital



= 10,000 babies

In 2012/13 Chelsea and Westminster Hospital performed **60,513 HIV tests**



= 5,000 HIV tests

We typically see **2,234 patients** every 24 hours at Chelsea and Westminster Hospital



= 200 patients

Increase in the **number of nurses** employed by the NHS in from 2002–2012

+34,000

The NHS deals with **1 million** patients every 36 hours



= 12 hours

On average we carry out **1,690 outpatient and diagnostic** appointments each day



= 100 patients

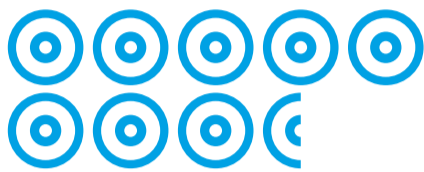
Three out of four of our workforce at the hospital are women



= women

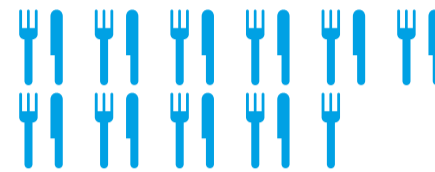
= men

Each week **170,000** people in England have eyesight tests—slightly less than the capacity of Glastonbury festival



🎯 = 20,000 eye tests

In 2012/13 we served 137,000 breakfasts, 142,000 lunches and 253,000 dinners to patients totalling **532,000 meals**



🍴 = 50,000 meals

Last year **253,159 cups of tea** were served at Chelsea and Westminster



☕ = 20,000 cups of tea

In 2012/13, **15,404 litres** of hand gel were used at Chelsea and Westminster



🧼 = 1,000 litres of hand gel

Chiropodists inspect **155,000** pairs of feet each week across the NHS



👣 = 10,000 pairs of feet

Each month **23 million** people visit their GP practice/district nursing team—three times the population of London



👤 = 2 million people

Increase in the **number of doctors** employed by the NHS each year since 2002

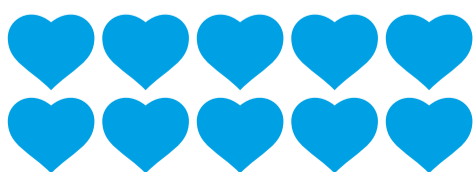
+3.4%

Last year, **537,387 bedsheets** were laundered at Chelsea and Westminster Hospital



🛏 = 100,000 bedsheets

Life expectancy is now **10 years greater** than when the NHS began in 1948



♥ = 1 year greater life expectancy

Each year we use around **150 million litres** of water at Chelsea and Westminster Hospital



💧 = 10 million litres of water

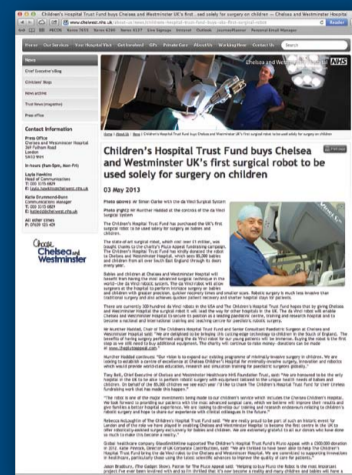
Our 20th anniversary



19th century
Westminister Hospital



2007
Westminister Hospital
Reunion



May 2013
Trust website • News



c.19
St Stephen

Foundation Trust status

Meet the Members' Council

Chelsea and Westminster Hospital **NHS**

The Trust staff were asked to vote on becoming a Foundation Trust during the Members' Council meeting in March.

The Trust staff voted to become a Foundation Trust. The Members' Council will now work to ensure the Trust meets the requirements of a Foundation Trust.

Who are you?
The Members' Council is made up of representatives from the Trust staff, patients, and the public.

What will you do?
The Members' Council will advise the Trust on how to use its resources to improve the quality of care and the financial health of the Trust.

Why did you vote?
The Trust staff voted to become a Foundation Trust because they believe it will allow them to have more control over the way the Trust is run and to ensure that the Trust is able to continue to provide the high quality care that they are proud of.

What will you do next?
The Members' Council will now work to ensure that the Trust meets the requirements of a Foundation Trust. This will involve working with the NHS and other stakeholders to ensure that the Trust is able to continue to provide the high quality care that they are proud of.

PHARMACY

MODERNISATION BOOSTS PATIENT CARE

The installation of a new £2.2 million pharmacy modernisation programme was completed this year. The programme includes the installation of new dispensing equipment, the replacement of existing dispensing equipment, and the installation of new patient waiting areas.

The programme has resulted in a significant improvement in the quality of patient care and has reduced waiting times for patients. The new dispensing equipment is faster and more accurate, and the new patient waiting areas are more comfortable and easier to navigate.

The programme also includes the installation of new patient education materials, which will help patients to understand their condition and how to manage it. This will help to reduce the number of hospital admissions and improve the overall health of the community.

STAINED GLASS

The Chelsea and Westminster Hospital has a rich history of stained glass. The hospital's stained glass windows were installed in the 19th century and have since become a significant part of the hospital's heritage.

The hospital's stained glass windows are a testament to the skill and artistry of the stained glass makers of the time. They are also a reminder of the hospital's long history of providing care to the community.

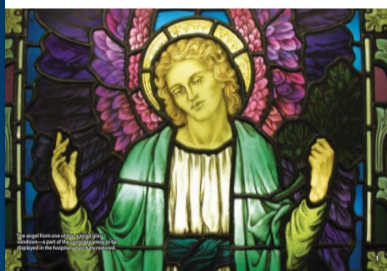
The hospital's stained glass windows are a beautiful and important part of the hospital's heritage. They are a testament to the skill and artistry of the stained glass makers of the time, and they are a reminder of the hospital's long history of providing care to the community.

October 2006

Trust News • Issue 148



2004/05
Chelsea and Westminster
Hospital Annual Report



2004/05
Chelsea and Westminster
Health Charity Annual Report

From Martha and Luke to Nkosi

A history of 75 years of the West London Centre for Sexual Health

by Dr Nick Theobald

The West London Centre for Sexual Health has a long and proud history. It was founded in 1930 and has since become a leading center for the treatment and care of people with sexual health problems.

The center has a rich history of providing care to the community and has been a pioneer in the development of new treatments and services. It has also been a center of excellence in research and education, and has played a significant role in the development of the field of sexual health.

December 2004
75 years of the West London
Centre for Sexual Health

Trust NEWS

Birthday celebrations provide a happy day

There was a party atmosphere across the hospital on Tuesday 13 May as staff, patients and visitors enjoyed celebrations to mark the 10th Birthday of Chelsea and Westminster Hospital.

The day started with a breakfast buffet for staff followed by a morning of activities for patients. The day ended with a special evening event for patients and their families.

The hospital's 10th birthday is a special occasion for everyone who works at the hospital. It is a reminder of the hospital's long history of providing care to the community and of the dedication and hard work of all those who have made the hospital what it is today.

June 2003
Trust News • Issue 110



May 1998
Sliding Doors final scenes
filmed at Chelsea and
Westminster



YEARS



early 20th century
Friends of Westminister
Hospital

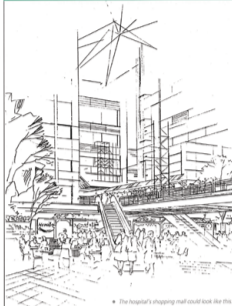


1993
Photos from the
opening



1978
Men's Radio

A NEW LOOK TEACHING HOSPITAL



The Westminster and Chelsea would be a single teaching hospital with a full range of services for the general public. The hospital would also be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession.

Background to the proposal

Reducing the number of sites should mean that the hospital would be able to provide a more efficient way of care for patients. The hospital would be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession.

HALF SITE COULD GO THIS YEAR

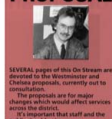
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STAFF AND PUBLIC TO HAVE THEIR SAY



Information on the Westminster and Chelsea proposals is available in the form of a leaflet. These leaflets are available to all members of staff and the public. The hospital would be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession.

A MAJOR PROPOSAL



The Westminster and Chelsea proposals are a major proposal for the future of the hospital. The hospital would be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession.

The proposals in outline



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March 1988
On Stream • Issue 12

March 1988
On Stream • Issue 12



c.1988
Concept drawing

Uniforms

BLUE IS THE COLOUR... AND SO IS WHITE AND SO IS GREY...

SUPPLY AND DEMAND

NURSES UNIFORMS

GENERAL STAFF CHANGE

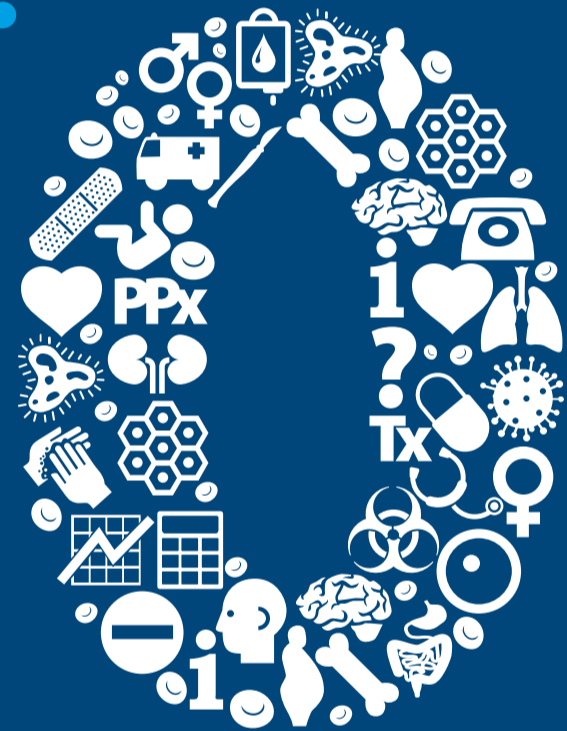
November 1992
On Stream • Issue 40

Moving

MOVING: WHAT DOES IT MEAN FOR YOU?

As well as your colleagues and the project team, there will also be a number of people in the hospital who are moving from their current departments to the new site. The hospital would be a major teaching hospital with a full range of services for the medical profession. The hospital would be a major teaching hospital with a full range of services for the medical profession.

November 1992
On Stream • Issue 40



20 YEARS

Chelsea and Westminster Hospital

Designed and built as a totally new concept in hospital care, the Chelsea and Westminster Hospital more than measures up to all expectations.

The hospital breaks new ground on every front, not least because it took just five years from the drawing board to the finished five storey building on the Fulham Road site of the old St Stephen's Hospital. An NHS record which will probably stand for many years to come.

As a modern hospital catering for the needs of local people, the Chelsea and Westminster includes:

- 665 beds for inpatients and a day case surgery suite with its own dedicated operating theatre;
- accident and emergency departments for adults and children;
- a maternity unit with more than 50 beds and two birthing baths, where staff continue with the 'team concept' practised at West London Hospital;
- a children's department with 50 beds and a 19 cot neonatal intensive care unit;
- a special building for patients with mental health problems.

But the Chelsea and Westminster is not just very special in terms of the health care it provides.

It also provides a totally new environment for patients and staff alike. Gone are the corridors and enclosed areas of more traditional hospitals, and in their place come wide, airy, open spaces, where the presence of light, greenery and the arts provides a relaxing atmosphere which can be felt as soon as you walk through the main entrance.

The Chelsea and Westminster Hospital was opened by Her Majesty The Queen on the 13th May 1993.

The main reason for this is the roof. Hovering over the vast atrium - the hall around which the hospital has been designed - the transparent roof creates a feeling of light and buoyancy rarely found in other hospitals.

The hospital makes the best use of this light. Not only do patients on the wards look out on to some of the best views in London, but patients and staff can also take in the panoramas of the atrium as it stretches out below the transparent walkways that link floors and departments.

The atrium - which includes an area for musical and theatrical performances - is full of paintings, sculpture, photographs and many other forms of art, all of which go towards making patients feel more at ease. The hospital is also landscaped inside and out with flowers, trees and shrubs.

May 1993
The formal opening of Chelsea and Westminster Hospital by Her Majesty The Queen



Formal

3 }

Be part of our foundations

Help us develop Chelsea and Westminster in our 21st year

As a Foundation Trust we have full control of our finances, giving us better opportunities to spend money to meet the current health needs of the populations we serve. As part of this status, patients, public and members of staff can be more formally involved in the direction of travel that the hospital takes by becoming part of its membership.

We have a membership of more than 14,000—this means that more local people and staff are signing up to hear about what we deliver as a hospital and become a part of the Chelsea and Westminster team.

And, as a member, you can vote and put yourself forward to be part of the Council of Governors, which has a number of important functions including making sure that any decisions have considered the opinions of the patients, public and staff.

For more information on how to become a member please visit www.chelwest.nhs.uk

Award winning services

We are proud that the hard work and expertise of our staff has been recognised through a number of prestigious national awards. Below is a sample of the commendations we received in 2012/13:

BMJ Improving Health Awards

Medicines at Discharge (M@D) project: Our M@D project won the BMJ Improving Health Awards 2013 in the category of Improvement in Patient Safety.

Improving Medication Reconciliation at Discharge: The 'Closing the Loop' project is a quality improvement initiative led by a core team of Chelsea and Westminster patients, consultants and pharmacists and involves a wider multidisciplinary team. M@D is jointly supported by Chelsea and Westminster Hospital and NIHR Collaboration for Leadership in Applied Health Research (CLAHRC) North West London.

Dean Street at Home: An HIV home testing service pioneered by 56 Dean Street, our HIV and sexual health clinic in Soho, won a BMJ Improving Health Award in the Transforming Patient Care Using Technology category. Dean Street at Home is a collaboration between 56 Dean Street, the social networking website Gaydar and the online medical service DrThom. 56 Dean Street was the first NHS clinic to offer HIV home testing. Gaydar sends an instant message to 800 of its 120,000 registered users in the Zone 1 Travelcard area each day. Users complete an online pre-test discussion and are then offered a free HIV home testing kit from DrThom via the dedicated website. Patients who test negative get a text message from DrThom giving them the good news while patients whose results indicate a possible positive are contacted directly by the expert team of health advisers at 56 Dean Street for further tests and advice.

Governors Quality Awards

The Council of Governors runs an awards competition twice a year to recognise particular contributions to quality in the hospital. In 2012/13 15 awards and 15 commendations were made under the scheme.



Star awards

There were tears, laughter and many reasons to celebrate at the 2013 Chelsea and Westminster Star Awards which recognise staff at the Trust. Special guest Katie Piper presented 19 awards to individuals and teams at the ceremony. There were nearly 1,000 nominations across the 19 categories this year. Fifteen of the award categories were nominated by staff, one category was chosen by patients and there were two special awards selected by the Council of Governors and the Chief Executive.



Chief Executive Tony Bell chose an individual and a team to receive his award this year. The individual winner was Edgar Horne Ward Manager Sian Davies. The Chief Executive's team award went to the A&E and Patient Flow team who ensure patients are treated quickly and effectively in A&E, are cared for on the right ward at the right time and are discharged efficiently.

UK Sexual Health Awards

Chelsea and Westminster's Female Genital Mutilation service won the Brook Adult Sexual Health Service of the Year award at the 2013 UK Sexual Health Awards.

56 Dean Street, our sexual health clinic in Soho, also had two services shortlisted in the same category—Dean Street at Home, the HIV home testing service, and CliniQ, the sexual health clinic for people from the trans* community.

National Lifeblood VTE Award

The Obstetrics team was presented with the 'Best Obstetrics Venous Thromboembolism (VTE) Prevention' award for their commitment to reducing venous thromboembolism events. This work included an electronic risk assessment for pregnant women, a comprehensive anticoagulation pocket guide and obstetric VTE ward rounds.

Midwife of the Year—London & South East Region 2013

Midwife Annabel Bryant was the winner of the Midwife of the Year 2013 for the London & South East region in the Royal College of Midwives Annual Awards 2013. She was nominated by mum Irra Khi for the exceptional care she provided before, during and after the birth of her daughter, Myla.

CHKS 40Top Hospitals 2013

Chelsea and Westminster Hospital was recognised as one of the CHKS 40Top Hospitals for 2013. The award is given to the 40 top performing CHKS client trusts. The 40Top award is one of several awards that are part of the CHKS Top Hospitals programme.

As well as national awards for patient safety, quality of care and data quality, CHKS celebrates excellence amongst its clients across the UK. The 40Top award is based on the evaluation of 22 key performance indicators covering safety, clinical effectiveness, health outcomes, efficiency, patient experience and quality of care.

4 } Highlights of 2012/13



April 2012

The Trust's four new values were formally launched across the organisation and to external stakeholders, providing staff and patients with a set of standards which they should expect from Chelsea and Westminster Hospital.

May 2012

Chelsea and Westminster was singled out by the Department of Health as one of just 59 acute Trusts in the country that have no patients waiting for more than 12 months for hospital treatment.

June 2012

Imperial College Healthcare Partners launched with Chelsea and Westminster as one of the founding partners. The partnership was set up to improve the health and social care of the population in North West London. The Trust is currently hosting the partnership, which has been named as one of the national Academic Health Science Networks in spring 2013.

July 2012

The All Party Parliamentary Group on Maternity announced two awards for the Trust's Female Genital Mutilation service. The Trust was also working hard to minimise disruption to staff and patients as a result of London 2012 Olympics and it was business as usual at Chelsea and Westminster Hospital during the Olympic cycling road race even though road access to the hospital was severely restricted throughout the weekend.

August 2012

Patient and public governors launched a campaign to petition to keep a full A&E service at the hospital following the launch of the *Shaping a healthier future* consultation to centralise the number of major A&E services to five across North West London.



September 2012

New Chief Executive Tony Bell started at the hospital on Monday 3 September. Tony has more than 30 years of experience in the NHS and was previously Chief Executive of Royal Liverpool and Broadgreen Hospital.

A joint study with the Royal Marsden Hospital showed that cancer patients with diabetes need access to specialist diabetic care while undergoing treatment in order to improve their chances of survival.



October 2012

The Intensive Care Unit was nominated for a Health Service Journal award in the Emergency and Critical Care category.

November 2012

The results of the *Shaping a healthier future* consultation recommended Option A, which would see Chelsea and Westminster Hospital retaining a full A&E service.

December 2012

56 Dean Street, in conjunction with The Gay UK, launched an online clinic that helps people to get sexual health advice confidentially. They also broke their own world HIV testing record to help mark World AIDS Day.



January 2013

A purpose-built Children's Burns Unit—Mars—opened on the 1st Floor with six beds, an assessment room, therapy room and a dressing clinic funded by the London Specialised Commissioning Group (SCG). The London SCG also approved £2.4 million of funding for the redevelopment of the adult burns service, which will be completed by the end of 2013.

February 2013

Miss Zoë Penn, Consultant in Obstetrics and Gynaecology, was appointed as new Medical Director for the Trust replacing Consultant Gastroenterologist Dr Mike Anderson who had been Medical Director since 2003.

March 2013

Chelsea and Westminster was named among the top 20% best rated Trusts in the country for effective communication with staff in the 2012 staff survey results. We also opened a brand new Diagnostics Centre with investment of £3 million.

5 }

Our strategic priorities

Our strategic priorities in 2012/13

Clear strategic priorities and associated corporate objectives are needed so that we can continually improve the care we provide and ensure that any developments we make to services meet the current health needs of the communities we serve. We had three priorities and four corporate objectives in 2012/13. They, and our performance against them, follow below.

Maintaining and developing our key clinical specialties

This priority makes sure that we identify the key health services we provide as an organisation and develop them to improve the quality and range of services we provide to patients.

We engaged fully in the *Shaping a healthier future* review of emergency care in North West London and had a strong response to the consultation, asking staff members and the public to support the option that Chelsea and Westminster Hospital keeps its full A&E service.

We have been involved in reviews of cancer networks, the development of HIV services and the regional designation of burns services. We are currently looking at the role that the new Chelsea Children's Hospital will have on tertiary children's services in North West London.

A new Diagnostic Centre opened in February 2013 with state of-the-art equipment to provide accurate and timely diagnosis. This investment will allow us to carry out more endoscopies, which we believe will grow in demand in the future.

Exploring opportunities for growth

While we have a very strong financial record, it's important to use as many opportunities as possible in these difficult times to ensure value for money.

The Trust has successfully, as part of Imperial College Health Partners, become a member of Academic Health Science Network in North West London.

We are also looking at opportunities to expand private patient services at the hospital. Any profits made will be invested into our NHS services.

We will, where relevant, apply to provide health services covering a larger geographical area. In 2012/13 we won the contract to provide musculoskeletal services across Kensington and Chelsea and in 2013/14 we will consider bidding to provide sexual health and dermatology services in Hounslow.

Ensuring sustainability

We want to make sure that our hospital has a bright future.

We have worked hard to embed our values. Our Trust values are being incorporated into all planning work for the organisation including the quality planning process, and are being incorporated into appraisals and the recruitment process.

We are looking to reduce unnecessary corporate costs so our funds can be focussed on direct patient care.

Our physical environment is being reviewed in relation to the *Shaping a healthier future* consultation. We will share some paediatric care with the Royal Brompton and Harefield NHS Foundation Trust. There is also potential partnership working with the West Middlesex University Hospital NHS Trust.

Our corporate objectives

Improve patient safety and clinical effectiveness

- Chelsea and Westminster Hospital was named as one of only five hospitals in England with lower than expected mortality rates for three of the four mortality indicators measured in the Dr Foster Hospital Guide
- We were the best performing A&E department in the country for the national four hour waiting time target
- For 2012/13, we set ourselves a target of 25% fewer hospital associated venous thromboembolisms (VTEs) meaning no more than 13 hospital associated preventable VTEs—during the year we identified 13 hospital associated preventable VTEs and so achieved our target, and we will focus on addressing the contributory factors for preventable VTEs in 2013/14
- There was a regional review of adult emergency services at all London hospitals against a set of service standards—of the 56 separate standards that were assessed, Chelsea and Westminster Hospital met more than any other hospital in London
- We met Monitor performance targets for MRSA bacteraemia and *C.difficile*



Improve the patient experience

- New this year, the Patient and Staff Experience Committee has provided a focus for quality monitoring with the input from patients and service users in collaboration with Trust staff
- We have introduced 'comfort rounds' where all inpatients are asked by a nurse on their ward every two hours or less whether they need any support or assistance
- We updated our Patient Information Policy to ensure that the information we provide to patients is of the highest possible quality
- We have consistently performed well against the Friends and Family Test which asks whether a patient would recommend the hospital to a loved one for care and treatment
- All patients receive their care in a ward area that only looks after members of the same sex, where clinically appropriate, in order to protect their privacy and dignity



We will deliver excellence in teaching and research

- In 2012/13 the number of patients recruited to take part in research that had been approved by a research ethics committee was 1,999—the Trust was actively involved in 281 clinical research studies, 149 of which were part of the National Institute for Health Research (NIHR) portfolio
- The Trust worked with research partners to make sure that our work is responsive to national and local priorities including NIHR research networks and local charities such as Westminster Medical School Research Trust and Chelsea and Westminster Health Charity—we also host the NIHR Collaboration for Leadership in Applied Health Research and Care (CLAHRC) for North West London
- Imperial College Healthcare Partners launched with Chelsea and Westminster as one of the founding partners—the Trust is currently hosting the partnership, which was named as one of the national Academic Health Science Networks in spring 2013
- Early 2013 saw a consultation on how the structure of our Learning and Development team could be aligned to ensure that our workforce has the right skills and capabilities to support high quality outcomes for all of our patients—clinical educational leadership roles have been developed in all of the divisions to improve the experience of learning

Ensure financial and environmental sustainability

- In 2012/13 we achieved a Monitor financial risk rating of 5, a better performance than our plan which was to achieve a rating of 4
- We were £400k ahead of our financial plan for the year
- We achieved 100% of our cost improvement programmes
- The Trust continued its multi-million pound investment programme to maintain and improve its facilities and meet rising demand for services

Always improving services at Chelsea and Westminster

2013 marks a very special moment in the Trust's history as the main hospital site celebrates its 20th anniversary.

It is fitting, therefore, that this is celebrated with major investments to key clinical services.

2012/13 has already seen significant investments including the Diagnostics Centre, refurbishment of the Children's Burns Unit and, thanks to charitable support, the purchase of the UK's first robot dedicated to the surgical treatment of babies and children.

The London Specialised Commissioning Group (SCG) has also approved £2.4 million funding for the redevelopment of the adult burns service. This work will be completed by the end of 2013.

The Chelsea Children's Hospital, based on the main hospital site, is currently being developed and will when completed include:

- A purpose-built day case and recovery unit (Saturn Ward) for children and young people
- Four brand new state-of-the-art dedicated children's theatres, a first stage recovery unit and high dependency unit
- A new surgical/gastroenterology ward (Mercury Ward)
- A dedicated children's Burns Unit (Mars Ward)
- A new children's outpatient department and Medical Day Unit
- A new adolescent ward (Jupiter Ward)
- A new children's acute medical ward (Neptune Ward) and a dedicated Children's Assessment Unit (CAU) for short-stay observation and treatment

Looking forward in 2013/14

We are looking at our overall vision for the organisation in times of unprecedented NHS change. This is that we can make sure our hospital continues to have a bright future.

In 2013/14 our strategic priorities will be:

- To deliver services that are accountable for population health outcomes
- To integrate services inside and outside of hospital
- To provide the right mix of unscheduled and scheduled services
- To focus on improving safety, patient experience, clinical effectiveness and operational efficiency



6 }

Committed to high quality care

Patient experience and patient care are at the very heart of what we do at Chelsea and Westminster and what we should be judged by.

The information in this section is a snapshot of where we are in a particular year. But just as important is the quality of what we do for patients day by day, year by year, restlessly and relentlessly.

We need to do more than focus on just meeting immediate targets—an above average performance may still mean care is nowhere near good enough in terms of the outcome or experience of individual patients. We always want to do better for every patient wherever we can and we are never satisfied or complacent just because a target is met.

Some of the highlights include an unannounced Care Quality Commission (CQC) inspection on three wards in July 2012 where we met all five standards assessed, the Dr Foster Hospital Guide naming us among the top five hospitals in England for lower than expected mortality rates, receiving awards for our Female Genital Mutilation service and the national Lifeblood VTE award 2012 for 'Best Obstetrics VTE Prevention Programme'.

Quality is about patients and staff and our four values of Safe, Kind, Excellent and Respectful are a fundamental part of that. We have been reviewing our approach toward quality improvement and focusing on what patients, families and staff are saying. All too often it's not the high standard of clinical outcomes we achieve that is the problem. Where we need to improve is in providing a better experience for our patients in our communication, clinical management systems and information. As with all our experiences in life it's the little things that make a big difference to us. These are the areas where we need to pay attention as we continue our quality journey. Our values are the foundation for how we will deliver on these improvements over the coming year. Embedding these values will translate into excellent patient care and experience for the populations that we serve.

Our Quality Report Card

What our stakeholders told us

We have an ongoing process of listening to patients and governors and external stakeholders such as Healthwatch Central West London and regularly review feedback from patients through complaints and quarterly surveys. This Quality Report Card provides a sample of how we are performing. Please see the full Quality Account for further information.

Safety

Where we did well

- Met our target for a reduction in numbers of patients with preventable VTE—13
- Met our target for a reduction in cases of hospital acquired MRSA—only 1 case and *C.Difficile*—halved the number of patients with *C.Difficile* to 15
- Low patient falls rate
- Initiatives for medication safety eg medicines passport

Where we could do better

- VTE incidence—we continue to prioritise this in 2013/14 to reduce further and ultimately to zero
- Never events—we had three this year and our target is zero
- Timeliness in reporting serious incidents and completing investigation reports

Effectiveness

Where we did well

- Met our target of 75% of emergency general medical and surgical patients to be seen by a consultant within 12 hours of the decision to admit to hospital or within 14 hours of their arrival at the hospital
- Lower than average mortality as measured by mortality indicators

Where we could do better

- Compliance with care bundles for central lines and peripheral lines (intravenous cannulas)
- Pressure ulcers—we wish to see the numbers much reduced

Patient experience

Where we did well

- Assessing the quality of care we provide by observing care on the wards eg clinical rounds involving governors and senior staff
- Improvements for patients with dementia eg the refurbishment of one of our wards to be 'dementia friendly'
- Volunteer service to help improve the patient experience, eg help with feeding
- Created the Butterfly Room to provide a peaceful, non-medical environment for patients in the last days and hours of their lives

Where we could do better

- Our patients are telling us that there is room for improvement in the discharge process and in how we communicate
- Attitude and behaviour of staff is one of the three highest types of complaints
- Appraisal rate of staff improved to 82% but we did not reach our target of 87%

Our priorities for quality in 2012/13

Priority 1: Patient safety

We aimed to:

- Continue to ensure that we meet our target of 90% adult patients admitted with completed VTE risk assessments
- Continue to offer our VTE patient information leaflet to all patients admitted to the hospital, all pregnant women and all patients attending A&E who require a lower limb plaster cast
- Ensure 90% of adult patients to receive appropriate medication and compression stockings

What we achieved:

Our weekly and monthly monitoring of completed VTE risk assessments showed that we achieved this target.

Our monthly audits showed that VTE patient information leaflets were available and visible on all adult wards. We've also added VTE patient information to the hospital's admission and discharge checklist. VTE patient information has been included in the maternity patient-held notes for pregnant women. An audit throughout the year showed 96% of women on the maternity wards received the VTE patient information leaflet and this is recorded. An audit on one day in February 2013 showed that all 20 patients undergoing day case procedures in the Treatment Centre were offered the VTE leaflet.

During 2012/13 we performed monthly audits and on average over 90% of adult patients received appropriate preventive medication, in line with the target we had set, but only 79% of adult patients received compression stockings.

We discovered that there was some confusion about who was responsible for prescribing compression stockings. After discussions with a wide range of staff it was agreed that doctors in all specialties should take on that responsibility, except in areas where nurses or midwives were specifically trained.

We created an online training module on VTE prevention and treatment for all doctors working in the hospital to complement the training modules we already have for nurses. The VTE module is now available on the training database and the focus next year will be on increasing uptake of completion for all doctors working in the hospital.

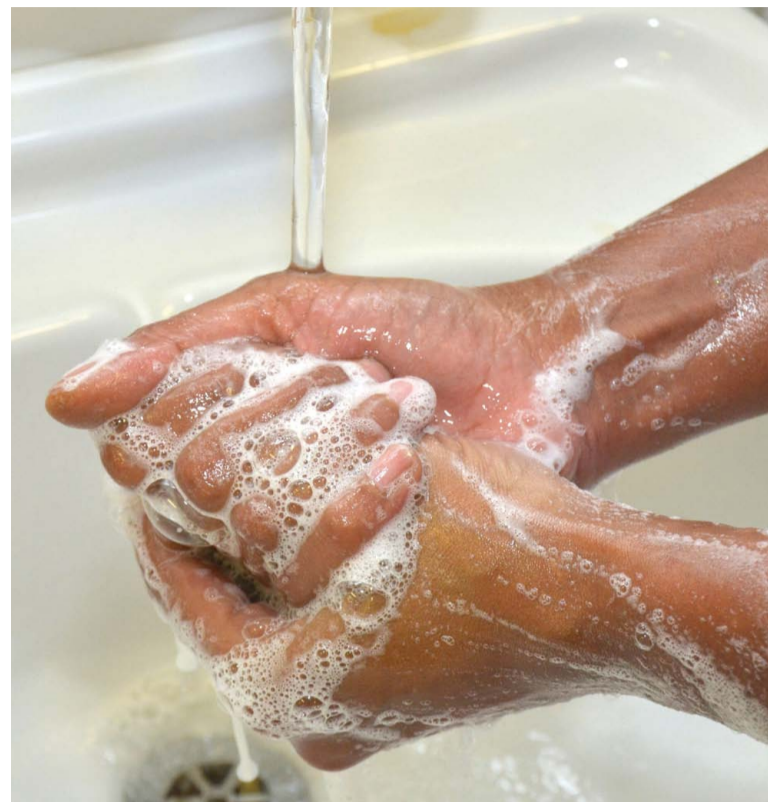
For 2012/13, we set ourselves a target of 25% fewer hospital associated VTEs than in the previous year—to have no more than 13 hospital associated preventable VTEs. Between April 2012 and March 2013, we have identified 13 hospital associated preventable VTEs. While we achieved our target for 2012/13 this is still too many and we will focus on addressing the contributory factors for preventable VTEs in 2013/14.

The House of Commons presented the hospital with the national Lifeblood VTE award 2012 for *Best Obstetrics VTE Prevention Programme*, in recognition of its exemplary leadership and dedication for innovative initiatives to help reduce VTE among pregnant women.

Priority 2: Patient experience

We aimed to:

- Improve the content, presentation and timeliness of appointment letters
- Produce information on ward routines for all adult inpatients which will be laminated and attached to each bedside locker
- Aim to improve the coordination of discharge with Primary and Community Care teams and so reduce the length of stay and readmissions for patients with complex needs
- Continue to look at setting up consultations with a clinical senior member of staff immediately before discharge, and following up the next day by phone
- Roll out comfort rounds to all adult inpatient areas
- Continue to monitor our performance against essential standards of quality and safety relating to privacy and dignity through the senior nursing and midwifery clinical rounds
- Continue monthly audits of nutritional screening and continue to develop other measures to ensure our patients are well fed
- Continue to provide training in dementia for nurses, therapists and doctors



What we achieved:

We launched the Trust values at our Open Day in May 2012. Individual teams and departments have been developing their own priorities associated with these values and behaviours. At interview, we ensure job applicants understand that these values are expected of everyone who works at the Trust. They are included in all staff policies. We have a 'Patient Experience Board' in each patient area, which will display feedback on how these values and behaviours are being put into practice.

More than 400 appointment letters have been reviewed to check that the information we are providing is current and that the correct templates for each service are being used. The wording used in letters is now being revised and we are involving patients in this.

From May 2013 we have piloted the outsourcing of outpatient letters to speed up the service and enable us to track progress from issue to delivery. If successful, individual letters will then be tailored to the specific specialty and include maps, directions and any other relevant information.

We have worked on overhauling the discharge process with our community and social service colleagues. As a result we have introduced daily 'board rounds' where each team discuss progress on preparations for the discharge of each patient.

'Comfort rounds' are now routine on all medical and surgical wards and will be implemented in other wards starting in May 2013.

The senior nursing and midwifery clinical rounds cover the 16 CQC standards. As a direct result we now have guidelines for intimate care and use 'red pegs' on curtained areas in wards to increase privacy. We have updated our nutritional checklist for adult patients to make sure they are eating properly. Volunteers continue to provide mealtime assistance on relevant wards.

Three of our staff have been trained to deliver dementia training to their staff and we have prioritised training to wards where patients with dementia are likely to be admitted.

Volunteers have been helping to monitor how well adapted our adult facilities are for patients with dementia and their carers by scoring each ward on defined criteria such as atmosphere, the physical environment and the types of activities provided. The David Erskine Ward has been refurbished to be 'dementia friendly' and a similar upgrade is planned for Edgar Horne Ward.

Every three months, we monitor and review complaints and concerns relating to communication, discharge planning and the care of older people to see what further improvements we need to make. This includes sending recently discharged patients a short survey about their experiences of the discharge process. The survey results are reviewed at the Patient and Staff Experience Committee and Senior Operational Group with action plans drawn up.

Committed to high quality care



Priority 3: Staff experience

We aimed to:

- Hold the first Chelsea and Westminster Star Awards in May 2012 to recognise staff achievements
- Increase staff appraisal rates to at least 87%
- Increase to 75% the percentage of staff appraised with a personal development, as measured by the NHS staff survey, which would put us in the top 20% of acute Trusts
- Increase to at least 50% the percentage of staff reporting a well-structured appraisal, which is defined as one that helps an employee do their job better, highlights any training needs and makes them feel valued by the Trust
- Give every member of staff written confirmation of our Trust values by the end of June 2012
- Review all aspects of staffing policy including recruitment, appraisal and training in light of these values and amend practice accordingly
- Look for improvements in scores for the 16 questions in the national patient survey where we scored below average for our four key values of Safe, Kind, Excellent and Respectful

What we achieved:

All new staff now receive a copy of the values in the information pack for new starters and these values are included in all job adverts, interview questions, job descriptions and person specifications as well as the Staff Handbook, which is published annually.

The values and behaviours have also been included in the Corporate Induction Programme, the Excellence in Care Programme for health care assistants and the development programme for staff nurses.

Six questions relating to staff experience were not included in the 2012 national patient survey but of the remaining ten, two remained the same and eight improved. We will use the responses from this survey to refocus efforts on our priorities and track progress.

The NHS staff survey results published in March 2013 show that the Trust remains in the top 20% of acute Trusts nationally for staff engagement for the fourth year running.

Priority 4: Clinical effectiveness

We aimed to:

- Ensure at least 75% of emergency general medical and surgical patients were seen by a consultant within 12 hours of the decision to admit to hospital or within 14 hours of their arrival at the hospital

What we achieved:

We achieved 80% against a target of 75% for emergency adult admissions to be seen and assessed by a relevant consultant within 12 hours of the decision to admit or within 14 hours of the time of arrival at the hospital in medicine and general surgery.

Other innovations and investments to help deliver high quality emergency care include therapists working extended days throughout the week and weekends, recruiting more consultant medical staff so that we can have senior doctor presence at all times of the day at Chelsea Children's Hospital and having additional consultant medical staff on our wards reviewing patients at weekends.

During autumn 2012 the Regional Health Authority reviewed adult emergency services at all London's hospitals against a set of service standards that had been developed for acute hospitals. Of the 56 separate standards that were assessed, Chelsea and Westminster Hospital met more than any other hospital in London.

Our priorities for quality improvement in 2013/14

While this document illustrates how we provide Safe, Kind, Excellent and Respectful care in line with our values, we want to always provide the best possible care and experience in hospital. As a result we have reviewed our quality priorities and our focus in 2013/14 is shown below.

Priority 1: Patient safety

- To have no hospital associated preventable VTE

Priority 2: Patient experience

- To continue to focus on communication, discharge and delivering safe and compassionate care to all our patients

Priority 3: Staff experience

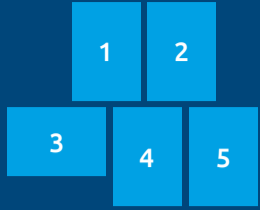
- To be in the top 20% of acute Trusts nationally for staff engagement and staff appraisals as measured by the NHS staff survey and to ensure our Trust values inform everything that we do

Priority 4: Clinical effectiveness

- To improve choice and quality in end of life care

If you would like a copy of the full Quality Accounts or would like the information in another format such as large print, easy read, audio or Braille, or in another language, please contact the Director of Nursing and Quality by calling 020 3315 6599 or by emailing quality@chelwest.nhs.uk.

We'd like any feedback on the content and design of this Annual Review so that we can make sure that each year we produce a document with the information you'd like to read about. Please email your comments to communications@chelwest.nhs.uk.



Key to photos on front cover

1. A visitor to our Open Day has her height measured
2. A young visitor performs an ultrasound
3. Our popular Teddy Bear Hospital
4. African Cultural Development perform at the Open Day
5. Special guest Maureen Lipman with Chief Executive Tony Bell

Open Day 2013 marked 20 years since the hospital building was officially opened by HM The Queen.

Particular highlights included tours of Pluto, our brand new £1million robot for keyhole surgery on babies and children, the ever popular teddy bear hospital, on the spot health tests and the career zone for budding NHS workers.

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