Meet our new Chief Executive at Annual Members’ Meeting

New Chief Executive Tony Bell, who takes up his post at Chelsea and Westminster on 3 September, will be among the speakers at the Trust’s Annual Members’ Meeting.

Everyone is welcome to attend this popular annual event which will take place at 5:30pm on Thursday 13 September in the Restaurant on the Lower Ground Floor of Chelsea and Westminster Hospital.

Refreshments will be served at the end of the meeting when you can meet and chat informally with Tony Bell and other members of the Trust Board.

Tony Bell has worked in the NHS for 30 years, having trained and worked as a nurse for many years before moving into management.

He joins Chelsea and Westminster from Royal Liverpool & Broadgreen University Hospitals NHS Trust where he has been Chief Executive since 2007. He was also previously Chief Executive of Alder Hey Children’s Hospital in Liverpool.

Tony Bell says: “I am looking forward to working with so many talented and dedicated staff who have helped make Chelsea and Westminster one of the best NHS trusts in the country.

“I aim to lead the Trust to continued success so that we provide the best possible care for all patients.”

Other speakers at the Annual Members’ Meeting include Susan Maxwell, who is a Patient Governor, Trust Chairman Professor Sir Christopher Edwards and Finance Director Lorraine Bewes.

Following these speeches, there will be an opportunity to quiz the Board of Directors during a Question and Answer session about Chelsea and Westminster’s performance in the 2011/12 financial year and our future plans.

Frontline clinical staff will then give presentations on initiatives to improve the quality of patient care.

Lesley-Anne Marke, Sister on David Erskine Ward, and Cherry Brennan, a senior midwife who is our Maternity Inpatient Matron, will talk about the new ‘wellbeing rounds’ which have been introduced to meet the needs of our patients in a timely way.

Professor Derek Bell, Director of Research & Development and Acute Medical Physician, will talk about improvements in the care of patients with Chronic Obstructive Pulmonary Disease (COPD).

The Trust has published its 2011/12 Annual Report & Accounts and Quality Account—copies of both documents will be available at the Annual Members’ Meeting and they are also available on the Trust website at www.chelwest.nhs.uk/about-us/our-performance.

Our values: ‘It’s who we are’

Our values—as voted for by more than 900 patients and staff during the ‘Who do you think WE are?’ consultation earlier this year—define what patients should expect when they are cared for at Chelsea and Westminster and how all staff can help to meet those expectations.

You will see that many articles in this month’s Trust News are badged to show their link to the values which are:

SAFE

- Safe
- Kind
- Respectful

Excellent

- Keep A&E at Chelsea and Westminster
See p3 to find out how you can help
Mike’s View

by Dr Mike Anderson, Acting Chief Executive

I have been the Trust’s Acting Chief Executive since Heather Lawrence left Chelsea and Westminster after 12 highly successful years as Chief Executive at the end of June.

My role has been to ensure that we all maintain our focus on high quality patient care and improving the patient experience in the two-month period between Heather leaving and Tony Bell, our new Chief Executive, joining us.

This period has coincided with the launch of the Shaping a healthier future consultation about NHS services in North West London.

I would encourage all staff, patients and relatives to support the ‘Safe in our hands’ campaign to keep A&E and other life-saving services at Chelsea and Westminster by voting for Option A in the Shaping a healthier future public consultation.

You can take part online by visiting www.healthiernorthwestlondon.nhs.uk or pick up a hard copy version of the consultation document and response form from the M-PALS office on the Ground Floor of the hospital.

Suggested answers to complete the consultation response form in support of Chelsea and Westminster are available on the www.safefourhands.info website.

I have continued to serve as Medical Director and also to work clinically as a Consultant Gastroenterologist, so this has certainly been a busy, but fascinating, time for me personally. I would like to thank all staff for their support.

It has never been my personal ambition to be an NHS chief executive on a permanent basis—and I haven’t changed my mind over the last two months!

Even doing the job for a limited time has confirmed my view that this is a hugely demanding role because there are so many different priorities and calls on the time of the person in charge of the organisation—it would be easy to lose sight of the fact that providing high quality care to patients is the reason why we are all here.

A constant focus for any NHS chief executive is the need to make efficiency savings without compromising the quality of clinical care that we provide for patients, and it’s no different at Chelsea and Westminster.

I recognise how challenging it is for all staff to find these cost savings and I would like to thank staff, on behalf of the Trust Board, for their continued efforts in this area which mean we can then invest in improvements to patient care.

For example, in the last 12 months we completed the Netherton Grove Extension to the main hospital building including our new HIV and Cancer Unit and the first phase of the new Chelsea Children’s Hospital including four state-of-the-art operating theatres. These facilities are among the newest and the very best in the NHS.

Construction work is now underway to develop a new Diagnostic Centre, to bring together many key diagnostic services in one place in the hospital.

The Trust Board has also approved funding for a Midwifery Led Unit which will enable an extra 1,000 women a year to have their babies at Chelsea and Westminster, specifically women with low risk pregnancies.

I hope that all staff and Foundation Trust members will join me in welcoming Tony Bell to Chelsea and Westminster when he starts as our new Chief Executive on 3 September.

Tony is a hugely experienced NHS chief executive who has worked in the NHS for 30 years, training and working as a nurse before moving into management.

I am looking forward to supporting Tony to build on our reputation as one of the best NHS trusts in the country.
1. Chelsea and Westminster Hospital is a modern purpose-built hospital which provides a first class environment for patients—rated 'Excellent' by Patient Environment Action Team assessors including patients.

2. Chelsea and Westminster is the safest hospital in England with the lowest patient mortality rates according to the independent Dr Foster Hospital Guide.

3. Our A&E provides excellent care for more than 100,000 patients a year with more than 98% of patients seen and treated within four hours.

4. It includes a dedicated Children’s A&E which is increasingly popular with parents and now treats more than 30,000 children a year.

5. GPs, hospital doctors and other experts who drafted the Shaping a healthier future proposals to improve healthcare for two million people in North West London recommend that Chelsea and Westminster retains a full A&E service.

6. We are confident that we can accommodate the likely increase in patients following the proposed change of Charing Cross Hospital A&E to an Urgent Care Centre—most patients who currently attend Charing Cross A&E will still be able to be treated in the Charing Cross Urgent Care Centre anyway.

7. We are a financially stable Foundation Trust with a proven track record for investing to improve patient care—the new Chelsea Children’s Hospital includes four new dedicated operating theatres for children and our Midwifery Led Unit will further enhance our popular Maternity services.

8. If Chelsea and Westminster loses its full A&E service, not only A&E patients would be affected—the hospital would also lose its Maternity Unit which currently delivers almost 6,000 babies a year and many services for children including life-saving children's and neonatal surgery.

9. It is likely that many other patients would be affected because, without a full A&E Department, specialties for which Chelsea and Westminster is a regional centre of expertise such as our Neonatal Intensive Care Unit, Burns Service and Intensive Care Unit would no longer be safe or sustainable.

10. If these services were lost to patients, Chelsea and Westminster Hospital would be non-viable and face the very real threat of closure.

If these issues are of concern to you, please attend the consultation meeting for Foundation Trust members—at 5:30pm on Tuesday 4 September in the Postgraduate Lecture Theatre on the Lower Ground Floor of Chelsea and Westminster Hospital.

Email matthew.akid@chelwest.nhs.uk or call 020 3315 6828 to reserve your place. Numbers are strictly limited so please book early.

The best way to support Chelsea and Westminster during the Shaping a healthier future public consultation is to respond officially to the public consultation.

Please take part and encourage your friends and family to do the same—vote for Option A to safeguard the future of Chelsea and Westminster as a ‘major hospital’ with a full A&E.

You can see suggested answers to the questions on the consultation response form which you may find useful when completing it—visit www.safeinourhands.info then click How can you support the campaign? > Respond to the public consultation to see this information.

Details of Option A are on p67 of the consultation document and Q24a of the consultation response form.

The quickest way to respond to the consultation is online via the public consultation website at www.healthiernorthwestlondon.nhs.uk.

If you would prefer to respond to the consultation using a hard copy version of the public consultation document, you can request a hard copy by:

• Emailing: consultation@nw.london.nhs.uk
• Calling: 0800 881 5209 (Freephone)
• Writing to: FREEPOST SHAPING A HEALTHIER FUTURE CONSULTATION (this must be written in capital letters and on one line—no stamp required)

How can you respond to the public consultation?

Get involved! Find out how at www.safeinourhands.info

How can you help keep A&E at Chelsea and Westminster?

Complete the public consultation form (see article above)

Fill in a postcard
You can complete a ‘Safe in our hands’ campaign postcard to vote for Option A to have your say—postcards are available from Main Reception and the M-PALS office in the hospital.

Join the campaign
• Email safeinourhands@chelwest.nhs.uk if you would like to help distribute campaign postcards and flyers in your area and/or if you would like to be added to the email distribution list for the ‘Safe in our hands’ newsletter
• Email safeinourhands@chelwest.nhs.uk with your messages of support to tell us why you want to keep A&E at Chelsea and Westminster for us to publish on our Twitter feed @ChelwestPT and on our website at www.safeinourhands.info
Charity Corner

Chelsea and Westminster surgeon stars in Channel 5 documentary

Chelsea and Westminster craniofacial surgeon Mr Naresh Joshi featured in a recent Channel 5 documentary The Baby With a New Face. Mr Kirkpatrick and his team performed life-changing surgery on Viet, an 18-month-old boy from Vietnam with severe facial deformities, who was brought to the UK by children’s charity Facing the World. The documentary also featured other Chelsea and Westminster staff who volunteer their expert services for free to the charity including eye surgeon Mr Kirkpatrick and his team performed life-changing surgery on Viet, an 18-month-old boy from Vietnam with severe facial deformities, who was brought to the UK by children’s charity Facing the World. The documentary also featured other Chelsea and Westminster staff who volunteer their expert services for free to the charity including eye surgeon Mr Naresh Joshi. Facing the World was established by surgeons from Chelsea and Westminster Hospital to provide reconstructive surgery to children from the developing world. Facing the World depends upon charitable donations to treat children like Viet—without this support their potentially life-threatening conditions would go untreated. To find out how to donate visit www.facingtheworld.net/donate.

Knitting nannies donate to the neonatal unit

Children from Christ Church Primary School pose proudly for the camera with the knitted blankets they have donated to the Neonatal Intensive Care Unit. "It was wonderful for them to see first-hand the tiny cots that these premature babies lie in and find out about the very special care that they receive." Children from Christ Church Primary School in Chelsea visited the Neonatal Intensive Care Unit in July to donate blankets they knitted themselves. Parent Litsa Georgiou set up the school’s Knitting Club and commandedeer support from a network of local grandmothers who give their time, expertise and patience to teach the children this age-old skill and encourage friendships across the generations. Litsa says: “The children had worked hard on making their own squares of knitting and sewing together to make blankets and they all wanted to donate them to people who really need them in our community. “It seemed perfectly fitting that we give the blankets to Chelsea and Westminster Hospital for the neonatal unit. “Children from the Knitting Club visited the unit to present their creations to nurses on the ward. “It was wonderful for them to see first-hand the tiny cots that these premature babies lie in and find out about the very special care that they receive.”

Garden party raises money for Pluto

The residents and friends of Courtfield Gardens, SWS raised a fantastic £6,250 at their eighth annual garden party—all in aid of The Pluto Appeal at Chelsea Children’s Hospital. The Pluto Appeal aims to raise £1.5 million to buy a da Vinci robotic surgical system for use on children and babies in the new Chelsea Children’s Hospital at Chelsea and Westminster Hospital. This would be the first such system in Southern England and London—the only other currently being in Leeds. Robotic surgery gives the surgeon enhanced dexterity, precision and control which is beyond the scope of traditional operating methods. Through this precision their young patients benefit from improved recovery times, shorter hospital stays and smaller scars, all of which are vital when performing intricate surgery on tiny babies and children. Guests at the garden party were entertained by baritone Samuel De Beck Spitzer and jazz musicians, The Jo Doolan quartet. The event was generously supported by local businesses with estate agents John D Wood sponsoring the marquee and Carluccio’s and Chelsea Wine Company providing the refreshments. The Deputy Mayor of the Royal Borough of Kensington and Chelsea, Cllr Lady Borwick, attended the event along with around 300 guests. Marie-Klaire Farrugia, Consultant Paediatric Surgeon and Courtfield Gardens resident, who has been involved in organising the garden party for the last eight years, said: “I am thankful for the increasing support the event has received and proud of the figure raised for Pluto. “I would also like to thank all the local businesses who so generously supported the event—Lomax Bespoke Fitness, H R Owen, Galvin La Chapelle, The Corinthia Hotel, Marco Pierre White and 86 Fulham Road.” Rebecca McLoughlin of The Pluto Appeal said: “We’re thrilled to be working with the local community. A huge thanks to John D Wood, Chelsea Wine Company, Carluccio’s and all the local businesses and residents who so generously supported the event. This takes the total amount raised so far for The Pluto Appeal to £985,000 which we are delighted with.” For further information please visit www.theplutoappeal.com

Junior doctors to run half marathon for Pluto

Three of the young doctors who featured in the BBC documentary series Junior Doctors: Your Life in Their Hands filmed at Chelsea and Westminster Hospital are taking on a new challenge—running The Royal Parks Half Marathon in aid of The Pluto Appeal on 7 October. Ben Allin, Lucy Hollingworth and Andy Steval have teamed up again to raise money for the Appeal to bring a da Vinci robotic surgical system to the new Chelsea Children’s Hospital at Chelsea and Westminster. Ben says: “I am starting my training to become a paediatric surgeon and fully appreciate the many advantages that a robot-assisted system would give to the surgeon and patient.” If you’d like to sponsor them there is a facebook page www.justgiving.com/ benallin. Pluto will be the first robotic surgical system available for children and babies in London and the South of England if the Appeal raises £1.5 million to purchase this state-of-the-art equipment. The Royal Parks Half Marathon is run through four of central London’s Royal Parks. Around 12,500 runners take part every year.

Hospital Friends clay pigeon shoot

The Friends of Chelsea & Westminster Hospital’s sixth charity clay pigeon shoot will be held on Friday 5 October at the Royal Berkshire Shooting School in Pangbourne. This year all proceeds from the shoot will go to the Club Drug Clinic which is based in the Drug Treatment Centre at Chelsea and Westminster Hospital. This new service, which is run by Central and North West London NHS Foundation Trust, specialises in helping to rehabilitate users of a new group of so-called ‘club drugs’. All money raised by the clay pigeon shoot will fund a much-needed post of a member of staff to provide advice, support and assistance to parents and families of those addicted to these drugs. Previous charity shoots have raised between £25,000 and £40,000. The day will start with breakfast, followed by four hours of shooting, a champagne reception, a three-course lunch and an auction. The cost for each gun is £250 which includes hospitality, mid-morning snacks and drinks, instructors, cartridges, clays, shotguns if required, hearing protection, and insurance. Tickets are now on sale through the Friends’ Office on 020 3315 8825 or at friends.office@chelwest.nhs.uk.
Olympians lead lunchtime exercise classes

Hospital staff limbered up for the Olympics with not one but two lunchtime exercise classes led by former Olympians.

Daley leads staff workout

Olympic legend and two-time Gold Medallist Daley Thompson put more than 100 Chelsea and Westminster staff through their paces during the first lunchtime exercise class in the hospital on 19 June.

The champion decathlete visited the hospital as part of the Chartered Society of Physiotherapy’s national ‘Workout at Work Day’ which encourages staff to be more active and have healthier working habits.

He led the staff workout with Trust Physiotherapist Barry Crane.

Daley Thompson said: “Rising obesity is a major problem in this country and participating in regular exercise is a key way to combat this. “Happy, healthy NHS staff provide the best care for patients and exercise can help them achieve this, so it is great to be part of this event.”

Let’s do it again!

Following the success of the lunchtime exercise class on Workout at Work Day in June, Physiotherapist Barry Crane led another exercise class on 25 July.

This time he teamed up with Olympian (and local resident) Clifford “Snowy” Brooks who represented Barbados in the decathlon at the 1972 Games.

More than 50 staff, patients and local residents took part as they geared up for the start of the London Olympics just two days later.

Patient care unaffected during Olympic cycling road race weekend

It was ‘business as usual’ at Chelsea and Westminster Hospital during the Olympic cycling road races on Saturday 28 and Sunday 29 July—even though road access to the hospital was severely restricted on both days.

The hospital’s Emergency Planning team and frontline clinical staff worked alongside local authorities to ensure that women in labour, parents of sick children, and relatives of other seriously ill patients were able to get to the hospital without delay.

Over the weekend:

- 15 women gave birth in our Maternity Unit
- More than 500 patients were treated in A&E
- 99% of these patients were seen and treated within four hours (most were seen much more quickly)
- 65 patients were admitted to inpatient wards
- 28 patients were taken home by Patient Transport drivers

Dominic Clarke, General Manager for Surgery and the Trust’s 2012 Olympic Lead, said: “Thanks to the efforts of staff from all areas of the hospital we were able to maintain our services for patients at Chelsea and Westminster Hospital, despite access to the hospital being much more difficult than usual.

“I would like to thank all staff who went the extra mile to ensure our patients have continued to receive the best possible care, in particular Catherine Sands (Head of Emergency Preparedness and Business Continuity) and Trevor Post (Operations Logistics Manager) for their meticulous planning in advance of this weekend.”

On Sunday 29 July, Lizzie Armitstead raced past the hospital in the pouring rain on her way to winning a silver medal in the women’s cycling road race, and in the process becoming Team GB’s first medallist of the London Games.

Despite the atrocious weather conditions, hundreds of patients, staff and local residents lined Fulham Road to watch her cycle to glory.

Olympians’ sandbags and chairs help save patients’ lives

Hospital staff used sandbags and chairs instead of ventilators and other vital medical equipment to help save the lives of other sick and premature babies cared for in the Neonatal Intensive Care Unit.

For example, the four new incubators that were purchased with the £250,000 raised for Chelsea and Westminster Hospital are designated as a Level 3 centre which means it provides the very highest level of medical and surgical care for more than 500 sick and very premature babies from all over London, the South East and further afield every year.

Anna Collier was nominated to carry the Olympic torch through Chelsea, close to the hospital where her three premature triplets carried the Olympic torch along the Kings Road on 26 July.

“Carrying the Olympic torch through the streets of London, my home town, was an amazing honour and something I will always cherish.”

Consultant Neonatologist Dr Gary Hartnoll, who treated the triplets during their three months on the Neonatal Intensive Care Unit, added: “Anna and Andrew’s fundraising efforts enabled us to buy state-of-the-art medical equipment to save the lives of more babies.

“For example, the four new incubators we were able to buy enabled our surgeons to carry out surgical procedures without taking the baby out of the incubator which reduces the risk of infection and other complications.”

Having raised £250,000 for Chelsea and Westminster, the charity has gone on to raise a further £100,000 to purchase life-saving incubators for other hospitals.

Mother of ‘3 little miracles’ triplets carries Olympic torch

Grateful mother who helped raise £250,000 for Chelsea and Westminster Hospital to thank the doctors and nurses who saved the lives of her prematurely born triplets carried the Olympic torch along the Kings Road on 26 July.

Anna Collier was nominated to carry the torch by hospital staff to thank her and husband Andrew for their amazing fundraising efforts.

Anna and Andrew co-founded the 3 Little Miracles Fund to buy incubators, ventilators and other vital medical equipment to help save the lives of other sick and premature babies cared for in the Neonatal Intensive Care Unit at Chelsea and Westminster Hospital.

Their triplets, identical twin girls Isabel and Emily and their brother Ben, were born 3 months early in January 2006. They weighed less than 3lbs at birth and spent more than 100 days at Chelsea and Westminster Fighting for their lives but are now happy and healthy six-year-olds.

Chelsea and Westminster Hospital’s Neonatal Intensive Care Unit is designated as a Level 3 centre which means it provides the very highest level of medical and surgical care for more than 500 sick and very premature babies from all over London, the South East and further afield every year.

Anna said: "To carry the torch through Chelsea, close to the hospital where the triplets were born, was humbling and incredibly emotional for me and my family.

“Carrying the Olympic torch through the streets of London, my home town, was an amazing honour and something I will always cherish.”

Olympic legend and two-time Gold Medallist Daley Thompson visited the hospital to encourage staff to be more active

Happy, healthy NHS staff provide the best care for patients and exercise can help them achieve this, so it is great to be part of this event.”

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Chelsea and Westminster Hospital lead lunchtime exercise class

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Governors sponsor awards to recognise quality of care

The Council of Governors Quality Awards recognise the difference that individuals and teams of staff are making to improve the quality of care for patients at Chelsea and Westminster Hospital.

These regular awards are sponsored by our Foundation Trust Governors—elected representatives of patients, members of the public and staff—to demonstrate the importance that the Governors place on rewarding the commitment of staff to quality.

The latest round of Quality Awards attracted an extremely high calibre of entries from frontline clinical staff and from those staff who provide important services to support patient care.

Our Governors chose to name four initiatives as the overall winners but were also keen to ensure that a further 10 commended entries were officially recognised.

The winning teams receive a prize worth £250 and individual winners receive a prize worth £100.

And the winners are...

1. MediHome
   This service piloted to support winter pressures was so successful it has now been extended, with staff supporting up to 20 medically stable patients at a time to continue their treatment and care in the comfort of their own home rather than in hospital.

2. Decontamination Services Department
   Centralising endoscope decontamination into one department has led to a significant productivity increase to support 7,000 more endoscopy procedures per year.

3. Infrastructure Power Works Team
   Expert management of the £9.5 million project to modernise the Trust’s engineering infrastructure systems ensured continuity of service and minimal impact on staff and services throughout the nine months of the works programme.

4. West London African Women’s Service
   A new integrated service dedicated to improving the care of women living with female genital mutilation (FGM).

Also commended

Reverend Sharon Connell and the Chaplaincy Multi-Faith Team—Coffee morning drop-in sessions for parents on the Neonatal Unit

Women’s and Men’s Health Physiotherapy Team—Improving care for pregnancy-related pelvic girdle pain

Shirley Kuo and the CLAHRC Project Team—Closing the Loop project

Venous Thromboembolism (VTE) Risk Assessment Development Team, IT, Data Warehouse and clinical representatives—VTE improvements

Hand Therapy Team—Service improvements

HIV Neurocognitive Screening Team—Screening service for HIV memory, depression and anxiety problems

Ann Stewart Ward—Improved birth experience

Hip Fracture Multi-disciplinary Team—Hip fracture care pathway

Nutritional Screening Group—Inpatient nutrition

Dietetics—Nutritional assessment
   • See the articles on page 7 for more details of two of the Quality Awards winners, MediHome and the West London African Women’s Service

‘Meet a Governor’ sessions

Members of Chelsea and Westminster Hospital have the opportunity to meet their elected representative on the Council of Governors at regular ‘Meet a Governor’ sessions which are held in the Information Zone on the Ground Floor of the hospital (near Costa Coffee).

Why not come along for an informal chat or give your views on the hospital to them?

Upcoming sessions are listed below. If you cannot attend on any of these dates, please contact the M-PALS office on 020 3315 6727 and they will ask a Governor to meet you at your convenience.

September
   • Sat 8 Sept, 12 noon–1pm
   C J Cass-Horne (Patient Governor)
   • Fri 14 Sept, 1–3pm
   Melvyn Jeremiah (Public Governor)

October
   • Tue 2 Oct, 11–12pm
   Chris Birch (Patient Governor)
   • Sat 6 Oct, 10–11am
   C J Cass-Horne (Patient Governor)
   • Fri 12 Oct, 1–2pm
   Susan Maxwell (Patient Governor)
   • Mon 15 Oct, 1–3pm
   Melvyn Jeremiah (Public Governor)
   • Sat 20 Oct, 10–11am
   C J Cass-Horne (Patient Governor)
   • Sat 27 Oct, 10:30–11:30am
   C J Cass-Horne (Patient Governor)

Sign up for our monthly email newsletter for members

Members’ News is our monthly email newsletter for Foundation Trust members who have opted to provide us with their email address.

More than 3,000 patient and public Foundation Trust members are on our email distribution list which means that they already receive Trust News and other membership updates electronically.

Make sure you don’t miss out on the opportunity to find out all the latest news from Chelsea and Westminster—including opportunities to book your place for future ‘Medicine for Members’ seminars and other events.

If you are already a Foundation Trust member but you have not provided us with your email address, you can ensure you are added to our distribution list by contacting the Foundation Trust Office with your email address:

Tel: 0870 707 1567
Email: cwht@nhs-membership.co.uk
About us

Chelsea and Westminster Hospital NHS Foundation Trust treats more than 360,000 patients every year and is a major employer with more than 3,000 people working with us.

We provide general and specialist services for patients from London, the South East and beyond including paediatric and neonatal surgery in our brand new Chelsea Children’s Hospital, high risk maternity care, burns, bariatric surgery and Europe’s most extensive HIV and sexual health service.

‘Who do you think WE are?’—
developing and defining our values

In February 2012 the Trust launched its ‘Who do you think WE are?’ consultation during which staff, patients and the public were invited to vote for their top four values that define the patient, visitor and staff experience at Chelsea and Westminster.

More than 900 people voted and the following values were agreed by the Trust Board in March 2012:

- Safe
- Kind
- Excellent
- Respectful

‘It’s who we are’—embedding and living our values

Our values were launched officially at the annual Chelsea and Westminster Hospital Open Day on 12 May 2012, which was attended by more than 2,000 people.

Did you know?

- We are independently assessed as the safest hospital in England because we are the only hospital in England with low mortality rates across all four mortality indicators.
  —Dr Foster Hospital Guide

- Our standards of hospital hygiene, food, privacy and dignity are rated as ‘Excellent’.
  —Patient Environment Action Team (PEAT) assessment

- 89% of adult inpatients rate their care as ‘Excellent’, ‘Very good’ or ‘Good.’
  —National Inpatient Survey

- 96% of women using our maternity services during pregnancy say their care is ‘Excellent’, ‘Very good’ or ‘Good’.
  —National Maternity Patients Survey

- 96% of parents rate their child’s outpatient care as ‘Excellent’, ‘Very good’ or ‘Good’ and 93% rate their child’s inpatient care as ‘Excellent’, ‘Very good’ or ‘Good’.
  —National Children’s Patients Survey

- 80% of staff would recommend the Trust to family and friends for treatment and 70% of staff would recommend the Trust to family and friends as a place to work.
  —NHS Staff Survey

- We treated 80,299 children in 2011/12, 5,000 more than in the previous year.
  —Trust statistics

- More than 900 people helped us to choose our Trust values in February 2012.
  —Trust statistics

- We were the only NHS employer named in the Top Employers for Working Families Awards in 2010 and 2011.
  —Top Employers for Working Families Awards

- The Trust was named as an Exemplar Centre for Venous Thromboembolism (VTE) prevention in April 2012 for its work in preventing blood clots.
  —VTE Exemplar Centre
The last year was a busy and challenging one for the Trust but highly successful. However, we must not be complacent for particular because the proposed reconfiguration of NHS services in North West London is a potential threat to the future of Chelsea and Westminster.

We must redouble our efforts to make a compelling case for why we should retain a full A&E service and thus safeguard our future as a major hospital during the public consultation which started in July.

As a clinician, I am delighted that the Dr Foster Hospital Guide 2011 named us as the safest hospital in England. Chelsea and Westminster was the only hospital with low mortality rates across four mortality indicators in this independent healthcare guide.

The four indicators were overall mortality, mortality within 30 days of leaving hospital, post-operative deaths, and deaths in conditions where this is not expected such as asthma. This independent recognition of the quality and safety of our services is a significant achievement of which our staff can be justly proud.

In March 2010 the Trust Board agreed a three-year Fit for the Future programme to maintain and improve the quality of patient care while making significant efficiency savings.

I would like to thank Trust Chief Executive Heather Lawrence and the rest of the Executive team, as well as all staff, for achieving these cost savings to ensure that we retain the financial stability that has enabled us to invest in improvements to patient care.

Financially, things will be no easier this year as the Trust Board has agreed a further 8% cost savings.

Our 14,000 patient, public and staff Foundation Trust members—as well as their elected representatives on the Council of Governors—play an important role in the life of the hospital and have recently helped us develop our values.

Our Chief Executive Heather Lawrence left us at the end of June 2012 after 12 hugely successful years during which she demonstrated outstanding leadership, working with the Board and all staff to make Chelsea and Westminster one of the best performing and most highly regarded NHS trusts in the country.

It was a pleasure for me to work with Heather since I joined the Trust as Chairman in November 2007. She is dedicated, caring and among the most competent and experienced leaders in the NHS, as at home talking to patients and staff on the wards as she is in the Boardroom.

Heather led the Trust to Foundation Trust status and we are now reaping the benefits thanks to investments in significant improvements to patient care which culminated this year with the opening of new facilities in the Chelsea Children’s Hospital and HIV & Cancer Unit.

We have appointed Heather’s successor. He is Tony Bell OBE who is currently the Chief Executive of Liverpool and Broadgreen NHS Trust. His appointment was approved by the Council of Governors in May 2012 and he will join the Trust on 3 September.

Tony comes to us with a track record of success as Chief Executive of two major NHS Trusts in Liverpool and 30 years’ experience of working in healthcare, having originally trained as a nurse.

I am sure that you will want to join me in welcoming our new Chief Executive.

I believe that the Trust has a very bright future under Tony’s leadership despite the challenges we face due to the planned reorganisation of services in North West London and the continued need to make significant cost savings and improve our efficiency.

Chairman

The first year was a busy and challenging one for the Trust but highly successful. However, we must not be complacent for particular because the proposed reconfiguration of NHS services in North West London is a potential threat to the future of Chelsea and Westminster.

After 12 rewarding and hugely enjoyable years as Chief Executive, I left Chelsea and Westminster at the end of June 2012.

I feel very privileged to have been able to work with so many talented and dedicated staff who have succeeded in making Chelsea and Westminster one of the best NHS trusts in the country.

It is thanks to the hard work and expertise of these staff, including our contractors, that the Trust consistently ranks as one of the best providers of high quality clinical care nationally.

However, like every other public and private sector organisation, we face the challenge of how to do more for less. We must maintain and improve our services for patients while making efficiency savings.

Our financial stability enabled us to become a Foundation Trust in 2006 which in turn has given us the flexibility to invest in significant improvements to patient care.

This culminated in the opening during 2011/12 of our state-of-the-art new Paediatrics and HIV and Cancer facilities.

Meeting the challenge of doing more for less is a team effort and we have tried to foster a culture of innovation that encourages staff at all levels and from all professions to come forward with ideas that improve patient care.

Our new staff initiative Directors’ Den received a tremendous response from staff when it was launched in October 2011 and the panel of judges awarded funding for five schemes ranging from a children’s website to training for staff in ultrasound-guided biopsy skills.

Our Star Awards for staff, which were launched in March 2012 thanks to sponsorship by Chelsea and Westminster Health Charity, demonstrated the high esteem in which our staff are held with almost 800 nominations from staff, patients and Governors.

Thanks to our staff, we met all major national performance targets. We treated 95% of outpatients and 90% of inpatients within 18 weeks, saw and treated 98% of A&E patients within four hours, and reduced rates of MRSA bacteraemia and Clostridium difficile.

Although the vast majority of patients taking part in the latest national inpatient, outpatient, maternity and paediatric surveys rated their treatment as ‘Excellent’, ‘Very good’ or ‘Good’, I want all patients to have an excellent experience at Chelsea and Westminster.

We must improve the patient experience and our efforts continue to be focused on the key areas of communication, discharge and care of older people.

Amanda Pritchard, the Trust’s Deputy Chief Executive, left us in April 2012 to become Chief Operating Officer at Guy’s and St Thomas’ NHS Foundation Trust. This was testament to her abilities and a reflection of the fact that Chelsea and Westminster has been able to attract staff of a very high calibre.

I am proud to have led Chelsea and Westminster over the last 12 years and I know that the Trust will go from strength to strength under the leadership of a new Chief Executive, Tony Bell, who inherits from me an excellent Executive team, a supportive and highly respected Chairman, and most importantly a fantastic team of talented staff.

Chief Executive

Messages from the Chairman and Chief Executive
2011/12—a year in review

April/May 2011

New service to improve dementia care

Chelsea and Westminster Hospital joined forces with Central and North West London NHS Foundation Trust (CNWL) to launch a new Memory Service on 1 May 2011.

The new service provides accurate diagnosis, advice, information and treatment for people with dementia in Kensington and Chelsea, and improves the care provided to them and their families and carers.

Chris Hume (Project Manager for Dementia at Chelsea and Westminster) said one of the major aims of the Memory Service is to improve the diagnosis of those who have dementia, to enable them to be referred to appropriate services for treatment and care.

Chris said: “There are some 1,400 people living in the Royal Borough of Kensington and Chelsea who suffer from dementia, but unfortunately less than a third of these cases are diagnosed.

“Our aim is to double that figure within three years so that people who are diagnosed with dementia can be referred into the Memory Service and start receiving the support that they need.

“We know that the earlier a diagnosis is made, the more effective the treatment is and the new service will have as a priority identifying people who are in the early stages of the disease.”

Prime Minister visits Chelsea and Westminster

Prime Minister David Cameron visited Chelsea and Westminster Hospital on 19 May 2011 for a ‘listening event’ on NHS modernisation with nurses and allied health professionals including therapists, pharmacists and radiographers.

He was joined by Health Minister Anne Milton, Professor Steve Field (Chair of the NHS Future Forum), Anne Milton, Professor Steve Field

Prime Minister David Cameron with Trust Chief Executive Heather Lawrence

Dame Christine Beasley (Chief Nursing Officer) and Karen Middleton (Chief Allied Health Professions Officer).

The event took place in the new Lower Ground Floor Outpatients Department, which opened to patients in January 2011.

Dame Christine Beasley, Chief Nursing Officer and Karen Middleton, Chief Allied Health Professions Officer.

Health Secretary officially opens new outpatients department

Chelsea and Westminster Hospital’s new state-of-the-art Outpatients Department was officially opened by Andrew Lansley, Secretary of State for Health, on 9 June 2011.

Mr Lansley said: “This new development encapsulates the spirit of the modern NHS—designed with patients and their views at its heart. It has been designed around the needs, interests and expectations of patients.”

Therese Davis, Chief Nurse and Director of Patient Experience & Flow, explained: “We carried out a patient survey to ask patients what they wanted from the new department and we have been able to introduce many of the facilities they asked for including self check-in kiosks, a coffee shop and baby changing facilities.”

Diabetes patient John Johnston, who spoke at the official opening, added: “I want to give a big thank you for everything that Chelsea and Westminster Hospital and the Beta Cell Diabetes Unit have done for me. I would like to congratulate everyone on this new department which is an example that I am sure many others in the NHS will follow.”

June/July 2011

HIV testing in A&E hits headlines

Chelsea and Westminster became the first hospital in the UK to offer routine HIV tests to A&E patients in a groundbreaking trial which aims to save lives by reducing the number of cases of undiagnosed HIV.

News of the trial attracted widespread media interest in June 2011 including articles in the British Medical Journal and Nursing Standard, coverage by BBC London regional TV and radio stations, and even a broadcast on BBC World Service Radio.

Currently the NHS routinely offers HIV tests only to pregnant women in antenatal clinics and patients in sexual health clinics even though the Health Protection Agency estimates that more than a quarter of people living with HIV don’t even realise they have the condition.

The introduction of routine HIV testing in antenatal clinics shows the potential benefits of extending routine tests to A&E. Following its introduction in 1999, 95% of pregnant women take the test and the proportion of newborn babies at risk of infection from HIV has decreased.

Heather Lawrence, Chief Executive, said: “Our new Outpatients Department provides an ‘airport style’ quality of service to patients including self check-in for patients, light and airy waiting areas, and ‘gates’ that patients are called to before their appointment so they are in the right place at the right time for their treatment.”

Dedicated treatment rooms for more minor surgical procedures mean that patients do not have to be admitted to hospital unnecessarily. The treatment rooms also make possible one-stop clinics’ so that patients can have all the tests they need during a single hospital visit.

Our Foundation Trust status made the development of the new Outpatients Department possible—as a Foundation Trust, we can reinvest our financial surpluses and access the Foundation Trust Financing Facility to improve patient care. The development cost £2.4 million which was funded by a combination of surpluses and a loan from the Foundation Trust Financing Facility.
The opening of the new theatres
August/September 2011

Clinical Director of Paediatrics said:
Our first two new state-of-the-art children’s operating theatres opened together about how the children and young people we care for will benefit from the new facilities."

One of the new theatres includes the UK’s first hoodless Ultra Clean Ventilation (UCV) system. The state-of-the-art system creates a funnel of clean air around the patient without the need for a hood—this means the ventilation system can sit flush with the ceiling and further reduces the infection control risk for the patient.

Mr Simon Clarke, one of the surgeons who is working in the new theatres, said: “I have been involved in the design process of our new children’s hospital from the beginning but was still in awe when I saw the new children’s operating theatres for the first time.

“They are quite simply the best I have ever seen for children anywhere in the UK and they will make a real difference to the quality of care that we are able to deliver to our patients.”

Our first two new state-of-the-art children’s operating theatres opened in September 2011, marking the completion of the first phase of a brand new £40 million children’s hospital. Staff also welcomed their first young patients into the purpose-built paediatric surgical admissions and pre-assessment area.

The opening of the new theatres benefits thousands of children and young people living not only in the local area but also throughout the South of England.

Mr Simon Eccles, Consultant Craniofacial Plastic Surgeon and Clinical Director of Paediatrics said:
“Chelsea and Westminster Hospital is a pioneer in the field of keyhole surgery for children and a lead centre for specialist children’s and neonatal surgery, so the new theatres will enable us to build on this.

“Minimally invasive surgery is proven to reduce levels of pain and improve recovery times and we are excited to see the difference to the quality of care that we are able to deliver to our patients.”

New children's operating theatres open

October/November 2011

Awards glory

We were successful in a number of national awards in November.

56 Dean Street, the Trust’s HIV and sexual health centre in Soho, won the ‘Public Sector, Value for Money’ category of the Public Relations Consultants Association (PRCA) Awards for their ‘HIV-Closer Than You Think’ campaign to increase the uptake of HIV testing.

The Trustwide campaign to encourage staff to have their flu jab won a national Flu Fighter Award at the NHS Employers Conference.

The Acute Oncology Service, led by Consultant Dr Tom Newsom-Davis and Clinical Cancer Services Manager and Macmillan Lead Nurse Catherine Gillespie, was Highly Commended in the ‘Clinical Service Redesign’ category of the Health Service Journal Awards.

Filming begins on BBC junior doctors documentary

Filming for the second series of the BBC3 documentary Junior Doctors: Your Life In Their Hands took place at Chelsea and Westminster Hospital from August to November 2011.

A BBC production and filming team followed eight FY1 and FY2 junior doctors who started their new rotations in the hospital in August – both at work and at home.

Staff, patients and visitors saw the BBC cameras out and about in the hospital as they shone a light on the experiences of the junior doctors.

December/January 2012

More new services open

New services for children and for patients living with HIV and cancer opened.

Two additional new children’s operating theatres opened together with an extended Paediatric High Dependency Unit (PHDU), day surgery, and expanded surgical recovery area.

The HIV and Cancer Unit includes an inpatient ward with 19 beds, all in single en-suite rooms, as well as daycare and outpatient facilities.

February/March 2012

Star Awards launched

Nominations opened for Chelsea and Westminster’s first annual staff awards, honouring outstanding individuals and teams who make the greatest difference to our patients and hospital.

Both staff and members of the public were invited to make nominations. The awards were made possible by a grant from Chelsea and Westminster Health Charity and culminated in an awards evening at Chelsea Football Club in May 2012.
## Performance

### Corporate Objective 1
**Improve patient safety and clinical effectiveness**
- The Trust was named as the safest hospital in England in the Dr Foster Hospital Guide 2011, as the only hospital in England with low mortality rates across all four mortality indicators measured by this annual independent healthcare survey.
- The Trust was shortlisted for the CHKS Patient Safety Award 2012, a national award based on criteria including infection and mortality rates.
- We met a national target to assess 90% of inpatients for their risk of venous thromboembolism (VTE) although we did not achieve our quality objective to have no hospital-acquired preventable VTE—there were 10 cases in the measurement period of July 2011-January 2012.
- We met Monitor’s Infection prevention targets of no more than three MRSA cases during the year and no more than 31 cases of *Clostridium difficile*.
- We achieved our target to operate on 90% of emergency surgery patients within the agreed timescale for urgent and expedited surgery.

### Corporate Objective 2
**Improve the patient experience**
- We worked to improve the patient experience based on the three key areas of communication, discharge and care of older people:
  - **Communication**—We produced new patient information leaflets about common conditions and treatments, and new patient information booklets for inpatient wards, and we also introduced a ‘patient passport’ for people with learning disabilities.
  - **Discharge**—We introduced weekly meetings where clinical staff, the discharge team and staff from community teams plan the discharge from hospital of patients with more complex needs.
  - **Care of older people**—We piloted individual ‘wellbeing rounds’ by senior nursing staff on a medical ward, provided specialist training for 200 clinical staff to recognise the signs of dementia and meet the needs of patients with this condition, and introduced a ‘Request a volunteer’ service for patients to be befriended and supported by volunteers.

### Corporate Objective 3
**Deliver excellence in teaching and research**
- We achieved our targets of remaining in the top 20% of acute trusts nationally for staff engagement and being in the top 20% for well-structured staff appraisals, as measured by the national staff survey, but we were not in the top 20% for the proportion of staff appraised or for the proportion of appraised staff with personal development plans.
- The Trust was shortlisted for the CHKS Patient Safety Award 2012, a national award based on criteria including infection and mortality rates.
- The Trust was shortlisted for the CHKS Patient Safety Award 2012, a national award based on criteria including infection and mortality rates.
- The Trust was named as the best hospital in England for providing world class children’s services following our designation as the lead centre for specialist services.
- The Trust was named as the ‘Managing Primary Care Pilot (ICP) to improve the care of diabetes patients and people aged over 75, won the ‘Managing Long Term Conditions’ category of the Health Service Journal Awards 2011.

### Corporate Objective 4
**Ensure financial and environmental sustainability**
- We achieved the financial plan for 2011/12 by delivering a Cost Improvement Programme of £19.7 million and achieving a surplus for the year of £13.6 million which was £5.2 million ahead of plan.
- We improved our performance on environmental sustainability by:
  - Undertaking a £9.8 million Infrastructure Project, completed in April 2012, to reduce our carbon footprint and improve energy efficiency.
  - Gaining Trust Board approval of a Carbon Purchasing Strategy so that sustainability is considered in the evaluation of products and services purchased by the Trust.
- The Trust was named as the ‘Managing Primary Care Pilot (ICP) to improve the care of diabetes patients and people aged over 75, won the ‘Managing Long Term Conditions’ category of the Health Service Journal Awards 2011.

## Strategy

### Developments in support of the Trust’s strategic vision and priorities in 2011/12 included:
- Continuation of the £40 million redevelopment of the hospital—It included the completion of the Netherton Grove extension which is a two-storey extension to the 1st and 2nd Floors of the hospital to help the Trust achieve its vision of providing world class children’s services following our designation as the lead centre for specialist paediatric and neonatal surgery in North West London, while also developing HIV and oncology services.
- We implemented a new senior nursing and management staffing structure, along with the Trust’s three clinical divisions, to improve multi-disciplinary clinical leadership and increase efficiency.
- The North West London Integrated Care Pilot (ICP) to improve the care of diabetes patients and people aged over 75, won the ‘Managing Long Term Conditions’ category of the Health Service Journal Awards 2011.
- A £9.8 million project to overhaul the hospital’s energy infrastructure was undertaken and completed in April 2012—this transformation of the way in which electricity, heating and cooling is supplied to the hospital will reduce the Trust’s carbon footprint, make us self-sufficient in terms of the power needed to keep services running smoothly, and significantly reduce our energy expenditure.
- We continued to expand our portfolio of community services by winning a competitive tendering process to provide community musculoskeletal (MSK) services in Kensington and Chelsea in partnership with an independent sector provider, Connect Physical Health.
Future plans and Open Day 2012

Future plans

New Chief Executive appointed

Tony Bell OBE has been appointed as the new Chief Executive of Chelsea and Westminster Hospital NHS Foundation Trust and will take up his post in September 2012.

He will succeed Heather Lawrence who left Chelsea and Westminster at the end of June 2012.

Tony said: “I am looking forward to working with so many talented and dedicated staff who have helped make Chelsea and Westminster one of the most highly regarded NHS trusts in the country.

“I aim to lead the Trust forward to continued success, building on the strong foundations provided by the hard work of all staff under the leadership of Heather Lawrence to provide the best possible care for patients.”

Shaping a healthier future public consultation

NHS North West London’s public consultation on major service changes includes proposals to reduce the number of full A&E services in North West London from eight to five. As this will have a major impact on the Trust, we are working to harness support and encourage our staff, patients, membership and local community to participate in the consultation process and to show their support for the continuation of all services at Chelsea and Westminster.

Electronic Document Management (EDM)

Our Electronic Document Management (EDM) system, which will improve patient care by making medical records available to clinicians electronically, is due to go live in late 2012.

This will mean an end to the problems associated with paper records, in particular difficulties with tracking the physical location of records in the Trust, records being lost, and delays caused by cancelled operations when records cannot be located.

Putting Patients First—redevelopment of Chelsea and Westminster Hospital—next steps

The redevelopment of the hospital will continue in 2012/13.

The Trust’s Wayfinding Strategy will be implemented in 2012 and is designed to make it easier for patients and visitors to find their way around the hospital including improvements to signage, maps, and appointment letters.

Construction of a Diagnostic Centre will create a better environment for patients who require diagnostic tests. It will bring together diagnostic services that are currently spread throughout the hospital.

New community MSK services

The Trust and its independent sector partner Connect Physical Health have been awarded the contract to provide community musculoskeletal (MSK) services in Kensington and Chelsea.

The Kensington and Chelsea Musculoskeletal Service will be the first fully integrated community MSK service provided by an independent sector provider and an NHS trust. It is due to start providing services to patients in September 2012.

The new service was commissioned by NHS Kensington and Chelsea following a competitive bidding process.

Open Day 2012

‘It’s who we are’

More than 2,000 people attended our annual Open Day on 12 May 2012 where we also launched our ‘It’s who we are’ campaign to share and promote our new Trust values.

Television personality Anne Robinson officially opened the event, which featured regular favourites such as the Teddy Bear Hospital, live entertainment, free health checks, and exclusive behind-the-scenes tours of the hospital, and some new attractions which proved popular with visitors.

Also popular was the Careers Event which attracted almost 350 young people who were interested in finding out about what careers are available in the NHS and the different ways they can get started.
Innovative service to help women with FGM wins two awards

A pioneering service to help women with female genital mutilation (FGM) has won two prestigious awards from the All-Party Parliamentary Group on Maternity (APPGM).

The West London African Women’s Service is a unique, multi-disciplinary service run by Chelsea and Westminster Hospital that spans both hospital and community services to meet the complex health needs of women with FGM, including complications in pregnancy.

The APPGM is a cross-party group which aims to highlight maternity issues in Parliament and is serviced by the National Childbirth Trust, which is the UK’s largest charity for parents.

Staff from the West London African Women’s Service collected their awards from Health Secretary Andrew Lansley at the Houses of Parliament in July.

The service won in two categories including ‘most marked improvement in services to address health inequalities or improve outcomes for mothers and babies’ and ‘best example of a service for demonstrating complex medical needs in pregnancy’.

Dr Naomie Low-Beer, Consultant Gynaecologist at Chelsea and Westminster Hospital, said: “We are delighted to receive these awards which highlight the serious health problems experienced by thousands of women in the UK as a result of female genital mutilation.

“Our innovative service has worked hard to reach women who are often reluctant to seek medical advice through conventional healthcare pathways so that we can meet the complex needs of women with FGM before, during and after pregnancy.

“We hope that our success will inspire other similar services to improve the care that the NHS provides for this vulnerable and often marginalised group of women.”

New work experience programme to inspire young people

This month Chelsea and Westminster Hospital is launching a new work experience programme called INSPIRE. It is the brainchild of Libby Wingfield (Volunteer Services and Work Experience Manager) and Staff Governor Maddy Than.

The new programme, which starts on 20 August, aims to engage and inspire young people from our local community to consider a career in medicine and healthcare.

This exciting opportunity will introduce local youngsters to a clinical environment, give them the chance to meet healthcare professionals at work, and listen to seminars on a range of different healthcare careers.

Libby says: “We want to reach out to our community by providing programmes such as INSPIRE which support young people in their career choices and raise the aspirations of those who may not have otherwise considered a healthcare career.”

Maddy Than, a Staff Governor who works as an administrator in the clinical engineering team, also feels strongly that the INSPIRE programme can open up career pathways to a diverse range of young people.

She explains: “INSPIRE is a really positive new initiative for the Trust. We want to engage our local young people and say to them ‘These careers are within your reach, you can do it too’! because this initiative is all about supporting these youngsters to fulfil their potential.”

The INSPIRE work experience programme is a full-time, five-day course which combines career talks, workshops and shadowing/observation sessions in various clinical areas of the hospital. The programme is aimed at young people aged 16+ who are in full-time or part-time education.

Further information is available from Libby Wingfield on 020 3315 6864 or via email libby.wingfield@chelwest.nhs.uk.

Hospital at Home

by Susan Maxwell, Patient Governor

“T here’s no doubt that when we are seriously ill we need the care and attention that a hospital stay provides. However, for some patients whose stay is longer than necessary simply because they continue to need a daily intravenously administered antibiotic or an infected wound dressed, or perhaps they require some physiotherapy. In such circumstances, most of us would rather recover at home than in hospital.

Jane Dobson was just such a patient. She was delighted that her consultant at Chelsea and Westminster considered her to be medically stable enough to be offered MediHome treatment. It was explained that she would still be under the consultant’s care, and her notes were still being seen by him daily.

Andrea Fernandes, Clinical Manager of MediHome at Chelsea and Westminster Hospital, explained that the team consisted of registered nurses, physiotherapists and healthcare assistants. She arranged for me to visit Jane at home to witness how the system worked. On the day of my visit, nurse Sana Brereton was going to administer Jane’s treatment. She was being shadowed and helped by Franck Charrier who was new to the MediHome team.

Jane, who answered her own front door, gave permission for me to watch as both Sana and Franck worked in unison to treat her. They were both so gentle and kind, and all the while Jane chatted to me—expressing how thrilled she was to be at home. It was clear that she was receiving excellent treatment and that she was thriving.

Mark Lomax, Chief Executive and founder of MediHome, conceived the idea whilst he was an NHS doctor—realising the obvious benefits to the patient that receiving one-to-one treatment at home could have in assisting a quicker recovery.

The benefit extends to the family too—for instance, less stress is involved where patients have young children, and it has the added bonus that the family do not now have to travel to visit their loved one.

Having witnessed the attention lavished on Jane Dobson in her home, the highest praise I can bestow is to say that should I ever need such care I would be more than happy to have this excellent team visit me at home.”

‘Medicine for Members’ free health event

Thursday 27 September

M embers of Chelsea and Westminster Hospital NHS Foundation Trust are invited to the third in our new series of health events for Foundation Trust members—‘Medicine for Members’.

Consultant Physiotherapist Dr Jeremy Lewis will be the keynote speaker at our Management of Shoulder Pain seminar at 5.30pm on Thursday 27 September in the Postgraduate Lecture Theatre on the Lower Ground Floor of Chelsea and Westminster Hospital.

Our first two ‘Medicine for Members’ events, on the topics of bowel cancer awareness and dementia, proved popular with members who attended.

How to book your place

Places for the shoulder pain seminar on 27 September are available to Foundation Trust members on a first come, first served basis.

members for

Numbers are strictly limited so you are advised to book early—please email matthew.akid@chelwest.nhs.uk or call 020 3315 6828 to book a place.
**Fit for the Future—Investing in IT**

Chelsea and Westminster made significant investments in IT a decade ago to support improvements in patient care.

Now the Trust is making an equally ambitious series of investments in IT as part of the ongoing *Fit for the Future* programme to improve quality and efficiency.

**Electronic medical notes coming soon**

The Trust has launched an Electronic Document Management (EDM) project to improve both the quality of patient care and efficiency.

It will replace paper medical notes with an electronic system—three outpatient clinic areas (Urology, Dermatology, and Plastics & General Surgery) have been selected as ‘early adopter’ sites. The first site will go live in December followed by the other early adopters and a Trustwide rollout in 2013.

Electronic medical records will be better for patients and staff than paper notes because they cannot be lost or mislaid, they will improve patient confidentiality because the system tracks which staff have access to a patient’s notes and how they access them, and operations will not be cancelled due to lost notes.

The Trust currently has a library of approximately 250,000 paper medical records—5,000 of those in use at any one time—which makes managing this paper mountain a major challenge.

If paper notes are lost or mislaid, this can have a major impact on the quality of patient care.

The Trust can already replace traditional hard copy X-rays and other imaging forms with a Picture Archiving and Communications System (PACS) which enables doctors and other clinical staff to access X-rays, MRI and CT scans from any computer in the hospital.

Dr Mike Anderson, Trust Medical Director and Acting Chief Executive says: “Doctors are excited about the EDM project because it will transform how we access patients’ notes.

“Clinics will run more efficiently because less time will be spent tracking and moving sets of notes and doctors will be able to access patients’ medical records from any computer in the hospital.

“Doctors and other frontline clinical staff will be able to spend more time on patient care which has to be a good thing for patients.”

**Staff training**

- EDM configuration and customisation workshops will be held from 4 September–1 October—doctors, nurses, allied health professionals, administrative and clerical staff, and medical secretaries should attend to familiarise themselves with the new electronic system. Details of workshop dates and how to book a place will be communicated to staff in August.

- Training will be provided in November so staff can access and view an electronic medical record—details to follow in due course.

**Managed Print Service to start in September**

The Trust is working with Xerox to implement a Managed Print Service (MPS) to save more than £300,000 every year on printing costs, reduce the environmental impact of printing, enhance service levels, and improve capability.

All printers and copiers in the Trust have been audited and plans to rationalise the number and location of devices will be shared with all areas of the Trust in August before the new service is due to go live on 3 September.

Once MPS goes live, it will be Xerox’s responsibility to provide consumables, toner cartridges and maintain and fix printers and copiers.

From this date all staff should make requests for technical support and toner cartridges via the IT Service Desk.

Further information will be communicated to staff via the Daily Noticeboard email bulletin during August.

**Bighand makes a big difference**

Bighand is a customised digital dictation and clinical correspondence solution to replace tape and paper-based systems for medical dictation, transcription and transmission.

It enables doctors, medical secretaries and service managers to create, track, transcribe and manage workloads.

Information about patients is automatically inserted and all letters are stored centrally for clinicians to review.

**56 Dean Street staff take pride**

London hosted World Pride 2012 on 7 July and staff from 56 Dean Street, our HIV and sexual health centre in Soho, took part in the parade.

World Pride aims to give people from the global Lesbian, Gay, Bisexual and Transsexual (LGBT) community a chance to come together to celebrate progress in achieving equality and to give those who can’t march safely in their own country a secure environment in which to do so.

This year’s event drew attention to the fact that there are 41 Commonwealth countries alone where homosexuality is illegal with punishments ranging from imprisonment to the death penalty.

Nurse Practitioner Michael Underwood said: “56 Dean Street was privileged to be asked by the Pride committee to represent the health and wellbeing message for World Pride.

“We used the opportunity to highlight the ease and speed of HIV testing and the rise in HIV rates among certain sectors of the LGBT community. I was delighted that so many staff and volunteers came to support us and promote HIV testing.”

**“By Your Side”**

Chelsea and Westminster’s modern and welcoming appearance makes it less daunting for patients and visitors coming here for the first time compared to most other hospitals but many people can still find attending appointments stressful.

To make the experience less intimidating, the Friends Patient Support Project has created the “By Your Side” service to provide a simple but effective volunteer-led, escorting service for older patients and those who need additional support when they come to outpatient appointments on their own.

**How does the service work?**

- Patients who request the service are contacted before their hospital appointments to establish their requirements (mobility /sight/hearing/learning difficulties/age-related problems)

- A volunteer greets the patient on arrival at the hospital and escorts them to their outpatient appointment

- Throughout the visit the volunteer will ensure the patients’ needs are met

- At the end of the appointment the patient will be escorted back to the front of the hospital or the Patient Transport lounge as appropriate

**How can you request the service?**

Visit our website www.chelwest.nhs.uk/yourhospitalvisit and click the Request a Volunteer button or pick up a Referral Form from the M-Pals Office on the Ground Floor of the hospital.

Serena Venticonti, Friends Patient Support Co-ordinator, says: “Once we have received your request we will contact you to gather further information to set up the service you require.

“We aim to make our hospital a friendly place for all our patients, making sure they have all the support they need. We hope you will make use of this fantastic free service.”
Singing workshops for pregnant women are back

An innovative programme of weekly singing workshops for pregnant women—Womb Song—has returned to Chelsea and Westminster Hospital.

Womb Song workshops are organised and funded by Hospital Arts, part of Chelsea and Westminster Health Charity.

They are held every Monday (excluding Bank Holidays) from 6:30–8pm in The Tent which can be found on the 2nd Floor of the hospital. They are drop-in classes so there is no need to book in advance.

Feedback from women who attended Womb Song workshops in the hospital stating they would recommend the move night to friends.

Anna Hutchings, Birthing Unit Lead Midwife said: “The evening was a big success and it would be great to make it a more regular event.”

Vivien Bell, Head of Midwifery and General Manager For Maternity Services added: “This was a really innovative idea by our midwives for promoting normal birth, everyone got loads of popcorn and we had very positive feedback from the pregnant women who came along.

“We hope it will improve the birth experiences of these women and their partners by helping to prepare them.”

What is Womb Song?

Community singing teacher Maya Waldman leads the workshops which include postural, breathing and vocal exercises. Women sing songs that are easy to learn and memorise, using a repertoire including short songs and songs with repeated phrasing such as rounds.

Singing provides emotional, social, educational and physical benefits for pregnant women and their babies during pregnancy, labour and after birth.

Singing to babies when they are in the womb not only builds a powerful way of communicating with their baby that parents can continue once the child is born, positively influencing the parent-child bond, but it can also facilitate language development.

Active Birth Teacher Marjana Vanska says: “The benefits to mothers-to-be taking part in this project are important, both during pregnancy and after birth. The workshops fit in well with the breathing exercises and antenatal classes that we already run.”

Katherine Mellor, Arts Director for Chelsea and Westminster Health Charity, adds: “We are delighted to be working with Maya Waldman and the Maternity team on the Womb Song project. It is a perfect example of the kind of innovative arts-in-health work that Hospital Arts strives to deliver.”

For more information, please contact Hospital Arts on 020 3315 6617 or via email at arts@chelwestcharity.org.uk.

Consultant launches new pregnancy website

Consultant Obstetrician and Gynaecologist, Roger Marwood has launched a new website with his daughter Rebecca which aims to complement the ‘virtual midwife’ Lola on the Trust website who provides information to women who email in for advice.

Mr Marwood says: “Our new website www.doctoranddaughter.co.uk aims to provide up-to-date, sensible advice on all aspects of pregnancy, delivery and afterwards.

“I have given much of the technical advice and information, and Rebecca has translated it into a very readable and easy to understand format.

“The website provides a week-by-week guide to pregnancy with all the usual concerns, questions and many of the answers.

“Wherever possible we try and answer any questions put to us by our readers, and post them for others to see if they are of general interest.”

Mr Marwood explains that the idea for the website was ‘born’ last year when, after supervising more than 20,000 pregnancies and delivering at least 5,000 babies himself during a long career, he found himself fielding questions from his daughters who were both pregnant at the same time.

He says: “Thanks to the skill of the midwives and doctors of Chelsea and Westminster Hospital, both were safely delivered within days of each other last April.

“Maybe this website will help cut down the phone calls in any of their subsequent pregnancies!”

• The ‘virtual midwife’ Lola is available to answer non-urgent questions sent in via email to lola.e-midwife@chelwest.nhs.uk—she promises to respond to all queries within 48 hours

• Lola is an experienced midwife at Chelsea and Westminster Hospital and she even has her own Facebook page and Twitter feed!
Welcome to Rochelle Gee who is the new General Manager for ISS Facility Services at Chelsea and Westminster.

Rochelle replaces Jacinto Jesus who now has overall responsibility for the ISS joint contract for Chelsea and Westminster, the Royal Brompton and Royal Marsden hospitals.

Jacinto says: “Rochelle has worked for ISS for more than two years within the Education sector as an Operations Manager managing 14 Secondary School contracts. I am sure that you will join with me in wishing Rochelle every success at Chelsea and Westminster.”

Rochelle can be contacted on +55157 and at rochelle.gee@uk.issworld.com.

Staff Communications Survey 2012 results

The Daily Noticeboard email bulletin and Trust News have once again been rated as the most popular ways for staff to keep informed about news and events, according to the results of our annual Staff Communications Survey.

88% of the 224 respondents said the Daily Noticeboard kept them up to date with news and information, followed closely by Trust News (84%). Other sources include email (65%), talking with colleagues (61%), Team Briefing (58.4%) and the Chief Executive’s Blog (51%).

Overall staff surveyed were very positive about communications in the Trust, and we also got some very helpful suggestions and comments about areas we need to improve.

Many people felt the intranet while well-used (81% reported using it daily/weekly), needed improvement, particularly around keeping information up-to-date, easy to access, and improving the search function.

What you said about...

...Trust News

How do you rate Trust News as a magazine?
- Excellent (42%)
- Good (54%)
- Average (4%)

How do you rate the quality of information in Trust News?
- Excellent (35%)
- Good (56%)
- Average (9%)

...the Chief Executive’s Blog

How often do you read the Chief Executive’s Blog?
- Every entry (41%)
- Every few entries (43%)
- Once or twice a year (10%)
- Seldom/never (6%)

What do you think about the content?
- Informative (41%)
- Average (55%)
- Not relevant to me (4%)

...the intranet

How often do you use the Trust intranet?
- Every day (51%)
- Every few days (30%)
- A few times a month (15%)
- Seldom/never (4%)

How do you rate the quality of the intranet?
- Excellent (16%)
- Good (41%)
- Average (30%)
- Poor (13%)

...communications in general

- “Chelsea and Westminster should pride itself on its communication with its staff”
- “The Trust News could be improved by having a section on healthy food”
- “The top-down communications via Trust News and Daily Noticeboard is quite good, I am not so sure how easy ‘bottom-up’ communication and feedback are.”

And the winner is...

Congratulations to Melanie Boissiere, Receptionist at the West London Centre for Sexual Health at Charing Cross Hospital, who has won a £50 John Lewis voucher in the Staff Communications Survey prize draw.

HIV nurses win top national awards

Congratulations to Jane Bruton and Alice Nightingale for the award for HIV Nurse of the Year at the National HIV Nurses Association annual conference and to Alice Nightingale (Research Nurse—HIV) who won the award for best oral presentation at the conference.

This meant that Chelsea and Westminster staff won two out of the five awards at the conference, reinforcing our position as a leading centre for HIV treatment and research not just nationally but internationally.

Jane Bruton, who has worked as a nurse in HIV since 1987, was presented with the HIV Nurse of the Year accolade in recognition of her outstanding contribution to HIV nursing.

Alice Nightingale, who works in the STI Clinic at the main Chelsea and Westminster Hospital building, won her award because of the quality of her presentation and research, the impact on nursing practice, benefit to patients, and originality.

Doctor’s HIV research presentation awarded prize

Congratulations to Dr Michael Rayment, Specialist Registrar in HIV & Sexual Health, who won the best oral prize at the British Association of Sexual Health and HIV (BASHH) conference.

Dr Rayment said: “My presentation was about my year long BASHH Fellowship with the Health Protection Agency where I have been looking at the results of a blood test which is carried out on all patients who are newly diagnosed with HIV infection in the UK.

“This test can work out whether someone newly diagnosed with HIV is likely to have been infected with HIV in the preceding six months or is likely to have been living with the infection for much longer.

“By measuring the proportions of recent HIV infection in a population, we can make estimates of rates of new HIV infections which is a powerful public health measure.”

Pain team visits Belgrade

Staff from the Pain Department attended the 7th Pain Symposium in Belgrade recently as a result of links established by Dr Olivera Poparcic with the Anglo Serbian Medical Association and University Hospital Belgrade.

The Symposium, which focused on facial pain, headache, enhanced recovery and the role of education in pain management, was attended by 120 delegates.

Consultant Anaesthetist Dr Rahul Seewal said: “This was a great opportunity to share with the Serbian doctors and nurses who are working with patients in pain how we manage this in the UK and how they can further develop their pain services in the future.

“Since this event has been running they have seen advancement and recognition in the treatment of pain and hopefully our continual contribution in years to come will enable pain management to advance further in Serbia.”
Lady Docs group launched

In June, inspired by the Women of the World conference and in her role as Honorary Secretary of the Medical Women’s Federation, Dr Beryl De Souza and colleagues got together to start a new networking group of women doctors at Chelsea and Westminster Hospital. Dr De Souza, who is a Registrar in Plastic Surgery, explains: “After sending out a preliminary email to all the women doctors in the hospital, I found there was interest to start a group and to have meetings in the hospital. “I thought this was a chance for women doctors to network and to get to know each other and so in June a group of Chelsea and Westminster Lady Docs met in the Gleeson Lecture Theatre to have a discussion with Maggie Semple OBE from Semple Secrets about our treasured garments.” Professor Margaret Callan (Consultant Rheumatologist) showed her favourite dress and chatted about her distinguished career and Marie-Klaire Farrugia (Consultant Paediatric Surgeon) also showed her favourite garment and talked about her work in the Trust and her charitable work including the recent Courtfield Gardens summer garden party in aid of The Pluto Appeal.

In Memoriam: Sherryn Elsworth

It was with great sadness that Chief Executive Heather Lawrence broke the news to staff that Sherryn Elsworth (our Head of Performance Improvement who was on maternity leave) died unexpectedly on 28 June.

Heather said: “I appreciate that this will come as a shock to you all and it is a very sad day for Sherryn’s family and her friends, many of whom are our colleagues. I know that you will all join me in sending our condolences to her husband John and her young children Max and Freya.”

Many Trust staff attended Sherryn’s funeral in Northfields on 13 July, added their messages and memories of Sherryn to a Book of Condolence, and attended a memorial service in the hospital Chapel on 6 August.

Catherine Gillespie, Clinical Cancer Services Manager and Macmillan Lead Nurse who was a friend of Sherryn’s, said: “Sherryn influenced so many of us in the Trust. I know that there are a number of people in the organisation who feel she had a huge role to play in their personal and professional development.

“Sherryn had an incredible ability to see the potential in people and she worked with them to realise and fulfil their potential as well as to recognise opportunities for them to develop. I will miss her sound advice and support and I am sure I speak for many people who feel the same.”

Alison Heeralall, the Trust’s Deputy Director of HR and also a friend of Sherryn’s, added: “The large number of staff who went to Sherryn’s funeral from many different areas of the Trust is a mark of how well liked she was.

“Sherryn was warm, open and generous, the kind of person who does things to help out other people without even thinking twice about it and without expecting any thanks or recompense in return. We all miss her.”

Adult Learners Week

Adult Learners Week is the UK’s largest annual festival of learning and each year since it was first held in 1992 schools, colleges and employers have all worked together to provide events that encourage adult learners to learn.

This year was the seventh year that Adult Learners Week has been celebrated at Chelsea and Westminster and the third year of doing so electronically with staff able to access free e-learning through the intranet and win prizes while learning.

Kim Hamnett from the Trust’s Learning Resource Centre says: “We would like to thank the companies that supplied the Trust with free access to their e-learning packages during Adult Learners Week.

“Also Skillsgate/Academy 10 who offered free access to their new e-learning management programme including coaching skills, effective leadership, learning to supervise and developing others.

“Skillsgate also kindly gave Chelsea and Westminster staff the opportunity to win prizes offered to the NHS such as a magnum of champagne and vouchers.”

Lucky prize winners included Kitty Kahan (Infection Control) who won a £20 Marks & Spencer voucher and Rachel Madelin (Edgar Horne Ward) and Nicola Docherty (Paediatrics) who both won the latest Kindle.

Staff who have any comments or ideas for next year’s Adult Learners Week can contact Kim Hamnett via Trust email.

Farewell

Mr Greg Williams

Mr Greg Williams (Consultant Burns Surgeon—above) left the Burns Unit on 27 July for an alternative career in the private sector.

Mike Maguire

Mike Maguire (Senior Nurse for Professional Development in A&E) left on 3 August to begin his training for the Catholic priesthood.

Helen Byrne

Helen Byrne (Head of Performance Improvement) leaves on 17 August to take up the post of Associate Chief Operating Officer at Barts Health NHS Trust.

Catherine Gillespie

Catherine Gillespie (Clinical Cancer Services Manager and Macmillan Lead Nurse) leaves on 23 August to become Lead Cancer Nurse at Hamad Medical Corporation, Qatar.

Mike Fox

Mike Fox (Chief Management Accountant) leaves on 31 August to be Deputy Director of Finance at Central London Community Healthcare NHS Trust.
Redevelopment of Chelsea and Westminster Hospital

New Dermatology & Plastics Department re-opens

The new Dermatology and Plastics Department at Chelsea and Westminster has re-opened following refurbishment.

Dermatology outpatient services moved into the new, improved area on 9 July and plastic outpatient services followed suit on 16 July.

The Dermatology and Plastics Department is located on the 1st Floor at Lift Bank D at the far end of the hospital building from the main entrance on Fulham Road.

Toilet and shower facilities now being refurbished

A major project to refurbish toilet and shower facilities in the hospital got underway at the end of June.

The seven-week programme of works is split into two phases—the first phase was carried out before the Olympic Games started on 27 July and the second phase will start after the Paralympic Games finish on 9 September.

It includes the refurbishment of male, female and disabled public toilets in the public areas of the hospital on the Ground Floor, staff shower and toilet facilities on the Lower Ground Floor, an 'assisted' shower and toilet for patients on the Acute Assessment Unit on the 4th Floor, and two 'assisted' shower and toilet facilities on Annie Zunz Ward on the 3rd Floor.

Gynaecology ward revamped

Annie Zunz Ward, our gynaecology ward on the 3rd Floor of the hospital, temporarily moved into St Mary Abbots Ward on the 5th Floor in June so it could be extensively redecorated and re-floored. Patients and staff moved back to Annie Zunz on 13 July.

Senior Project Manager George Grant said: “I would like to thank Ward Sister Mary Knight and her team for co-ordinating the moves really well. They put in a lot of effort to ensure that minimal disruption was caused to patients.”

After the Olympics and Paralympics have finished, the same process will be followed to revamp two more wards—David Erskine and David Evans.

Clinical staff news

New NPSA Guideline: Don’t flush nasogastric tubes before confirmation of placement

All gastric tubes require confirmation of placement before the tube is flushed with water.

There have been two incidents in the NHS since March 2011 when staff flushed nasogastric tubes (NGTs) with water before initial placement had been confirmed—this procedure caused an inaccurate pH reading below 5.5 which gave staff the confirmation that the tubes had been placed correctly but in fact the water had mixed with the lubricant that lines the NGT. This therefore gave an inaccurate result. As a result staff assumed that the NGT was correctly placed but it transpired the tube was incorrectly placed in the patient’s lung.

All staff placing tubes need to be aware of the following:

• NOTHING should be introduced down an NGT before gastric placement has been confirmed

• DO NOT FLUSH the tube before gastric placement has been confirmed

• Internal guidewires/ stylets should NOT be lubricated before gastric placement has been confirmed

• Lubricant is not needed for placement, only to aid removal of the guidewire from the tube after gastric placement has been confirmed

• All placement of tubes must be confirmed by pH paper by Merck Serono only—please ensure all ward stock is updated.

Improving the nutritional management of hip fracture patients

A new referral protocol for all patients admitted with a hip fracture has been introduced. This has resulted in a subsequent rise in referral rates to the dietitians from 23% (April–May 2011) to 85% (April–May 2012). Increasing evidence suggests that low-grade nutritional support in this patient group of patients significantly reduces the risk of mortality, as well as improving their caloric intake and nutritional status.

The new dietetic referral process is being facilitated by Emer Bouanem (Orthopaedic Nurse Specialist) who liaises with the ward staff to ensure that a referral form has been faxed to the Nutrition and Dietetics Department. The referral form is then placed in the patient’s bedside folder. In addition, within the new Neck of Femur Fracture Guideline that was rolled out in the last week of June, there is a tick box for ‘dietitian referral’.

Emer Bouanem explains: “This has been a simple and effective service improvement which has led to closer monitoring of patients’ nutritional status and thus better quality care.”

Dietitian Ella Boger says: “Upon review all hip fracture patients are now provided with a minimum prescription of nutritional sip feeds. They are also offered high energy snacks and provided with literature about eating well to avoid weight loss and promote optimal bone health.”