Our values:
'It's who we are'

Our values 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:

- Safe
- Excellent
- Kind
- Respectful

Inside:

- Day in the life... Justine Currie
- Review of the year 2014
- Focus on... IT services

Christmas is coming to Chelsea and Westminster

We have a packed schedule of events and festivities for patients and our community to enjoy this Christmas. The full calendar of events can be found on the back cover of this issue of Trust News.

‘Christmas at Chelsea and Westminster’ is taking place on Thursday 11 December from 4–6pm on the Ground Floor of the hospital. The event will begin with Chelsea Pensioners from the Royal Hospital Chelsea switching on our Christmas tree lights at 4pm. There will be entertainment from musical performers, including a regular favourite of ours—Dick Laurie’s Elastic Band.

There will be lots of entertainment for all the family including Santa’s Grotto run by our Council of Governors, facepainting, teddy bear hospital, gingerbread decorating and much more.

Christmas at Chelsea and Westminster is free to attend so please encourage friends and family to come along and find out more about your local hospital.

Friends Christmas Cheer Awards

The Friends of Chelsea and Westminster Hospital have sponsored this year’s staff Christmas Cheer Awards and Best Decorated Ward competitions—nominations are now open.

The Friends Christmas Cheer Awards are an opportunity to nominate a colleague who has a happy, positive approach to their work and encompasses our values every day. They are a chance to recognise a member of staff, team or volunteer who always goes the extra mile and makes a real contribution to hospital life and patient care.

Nomination forms can be found on the back page of this Trust News and must be received by 5pm on Wednesday 10 December.

The Best Decorated Ward judging will take place on Friday 12 December and the winners will be presented with their prizes on Thursday 18 December from 10:30–11am on the wards.

The Friends Christmas Cheer Awards will be presented on Thursday 18 December from 11am–12 noon in the main atrium on the Ground Floor—everyone welcome.

Please note that the Friends Christmas Cheer Awards are not on the same date as Christmas at Chelsea and Westminster this year.

Light Up A Life

This year we are holding an additional Christmas event on Monday 22 December at 5pm called Light Up A Life—an event for the public, staff and patients to remember loved ones and patients who are no longer with us.

Light Up A Life will be taking place in the hospital garden, beside the hospital car park entrance—helpers will be on hand to guide you to the garden if you are unsure where to go.

The ceremony will include a minute’s silence plus turning on fairy lights in the garden, music, hot drinks and mince pies.

Thursday 11 December, 4–6pm

Chelsea and Westminster Hospital, 369 Fulham Road, SW10 9NH

Chelsea Pensioners from Royal Chelsea Hospital will be turning on our Christmas tree lights at 4pm

Supported by our Council of Governors

Christmas at Chelsea and Westminster
Santas grotto, music, stalls and much more

Thursday 11 December, 4–6pm

Chelsea and Westminster Hospital, 369 Fulham Road, SW10 9NH

Chelsea Pensioners from Royal Chelsea Hospital will be turning on our Christmas tree lights at 4pm

Supported by our Council of Governors
Quick bites

Flu—protect one another and vaccinate

We continue to offer staff vaccinations in the bus outside A&E. The badges are now in for those who have had their flu jab and can be collected from security. Dates and times for flu vaccinations are advised on the Daily Noticeboard and desktops.

Ebola—latest NHS England guidance

There are no Ebola patients in the UK and the risk to the UK remains low. The Trust is following the Public Health England Viral Haemorrhagic Fever algorithm and any potential areas where patients may enter should be displaying the NHS England Ebola poster.

The Trust is continuing with preparedness activities. All staff are encouraged to review their own practice with putting on and taking off personal protective equipment, eg masks, aprons, gloves and eye protection where required. Further information can be located on the intranet in the Emergency Planning folder ‘Ebola Virus Disease’.

NHS Staff Survey

The current return rate for this year’s staff surveys is at 40% which is a really good start. There are 1,822 surveys still outstanding across a range of service areas, so please could all managers encourage their staff to complete and return. Reminder surveys for these staff were circulated in late November.

Volunteer Aid Work—Ebola

NHS England and the Department of Health have written guidance to support anyone wishing to volunteer in West Africa to support the outbreak of the Ebola Virus Disease (EVD). The Trust is supportive of this initiative and staff who have expressed an interest in volunteering should inform their line manager and follow the normal Trust processes for applying for leave.

As part of these considerations, line managers will wish to assure that hospital services, staffing levels and patient care are safely covered within budget for the period of absence. Staff who do volunteer will need to follow the Trust’s infection control safety measures prior to returning to work.

Team Briefing Dates 2015

Team briefings for staff will be held in the back of the restaurant on the first Friday of each month from 9–10am.

Friday 9 January
Friday 6 February
Friday 6 March
Friday 10 April
Friday 1 May
Friday 5 June
Friday 3 July
Friday 7 August
Friday 4 September
Friday 2 October
Friday 6 November
Friday 4 December

Tony’s View

by Tony Bell, Chief Executive

We have developed a strategic direction for the Trust and I feel honoured to have played a key part in leading that process with Board Directors.

I feel that we have made significant progress in a number of important areas in the last two years.

We have opened a new Children’s Hospital, established a world-class diagnostic service at Dean Street Express, opened a number of new facilities including a midwife-led Birth Centre, a new Burns Unit and a new outpatient’s facility—work is also underway to build a state-of-the-art MediCinema.

When I arrived at the Trust we were in the midst of public consultation on the North West London reconfiguration—Shaping a healthier future—and our A&E services hung in the balance.

I feel privileged to have played a part in securing those services and the future role of the Trust as a major acute hospital for North West London.

This is my last message in Trust News as I have stepped down as Chief Executive of Chelsea and Westminster Hospital NHS Foundation Trust.

I believe that this is the right time for me to do so as a new Trust Board establishes itself and reviews its priorities for the future.

Top tweets

@ChelwestFT Thank you very much to last night A and E staff, A&U staff and theatre and plastics teams for looking after me. Especially when things were quite difficult this morning. Everyone kept me informed and entertained whilst waiting to get the ok to operate.

9:12pm • 12 Dec 2014

@MilePamela The staff at @ChelwestFT are the loveliest I’ve ever encountered.

9:46pm • 11 Mar 2014

@LeeWatson Very proud of @Clini_Q @56deanstreet @ChelwestFT winners for “enhancing patient dignity” #NTAwards #conjugatelollipads

10:50pm • 29 Oct 2014

@DuncanTurner @NHSEnglandLON Received first class care once again for my daughter at the Chels & Westminster Hospital. Thanks to all on the mercury ward.

1:13pm • 28 Oct 2014

@JulieRead @ChelwestFT @CareQualityComm @ChelwestFT I had fantastic pt experience in gynae surgery at CW, from ward staff to consultants. Surprised by CQC findings

1:13pm • 28 Oct 2014

Staff flu vaccine uptake

We want our staff to be protected so they can’t carry the virus or pass it to each other or to vulnerable patients. Vaccinations really can save the lives of patients, staff and their families. Staff who have been vaccinated by their GP should report this to Catherine Sands via Trust email. When Trust News went to print, 28% of staff had been vaccinated.

Staff flu vaccine uptake

Web watch

by George Vasilopoulos

Web Communications & Graphic Design Manager

The last Web Watch discussed the upcoming patient portal which will enable patients to access information and services online.

However, there are already several ways for patients to access certain services via our website www.chelwest.nhs.uk.

Pregnant women can refer themselves to our Antenatal Service directly by completing a form which can be found at www.chelwest.nhs.uk/maternity.

Our Volunteers Department can visit any patient who needs support, companionship or just would like a friendly chat—to access this service, complete a form which can be found at www.chelwest.nhs.uk/support.

Patients and their families can contact our PALS Department if they have any compliments, comments or concerns about our services by completing a form at www.chelwest.nhs.uk/pals.

Please note—in order to protect the privacy and confidentiality of our patients, we cannot provide any personal details or information relating to clinical care via our web forms.
Day in the life... Justine Currie  
GP Relationship Manager

My role is to act as a linchpin between the Hospital and the 200 local practices that our patients are registered with. Ensuring that GPs are happy with the access and experience that we are providing for their patients and equally ensuring that the hospital is mindful of GPs’ needs when designing new processes or when developing services is my main priority.

9am
As my role spans across every service in the Trust and four Clinical Commissioning Groups there is no such thing as a typical day! However my morning typically kicks off with checking email and voicemails and spending 20 minutes dealing with any urgent requests that have come in overnight. After that I try to minimise my inbox and get on with my tasks for the day.

9:30am
First up is working with our IT developers on the GP Advice web platform. We launched this tool for GPs earlier this year and it is proving to be a popular way for GPs to get a second opinion from one of our Consultants about a patient’s treatment or referral options. As the platform evolves, a few formatting glitches have appeared and we’re keen to integrate a few of the GPs’ suggestions for making this service even better.

10am
From 10am onwards the phones hot up as GPs, Practice Managers and Practice Administrators get in touch with urgent requests for patient information. One of the Trust’s biggest challenges is ensuring that we have the correct GP on file for all of our patients so we can ensure the right GP receives the updates they need about their patients.

The most frequent reason GPs struggle to get information from us is because patients have moved practice and they may have forgotten to let us know—if you’ve moved practice please do let us know ASAP!

After two years working at the Trust I think I’ve probably called every Consultant’s PA at some point for assistance with a GP query and I love that get to work with so many people.

12pm
Next up is finalising the copy for the next GP News Bulletin. We send out regular updates to GPs for example, details of new consultants who’ve join the Trust, new clinics we’ve started, upcoming GP education sessions or any changes to our services.

This is one of my favourite tasks as GPs are so busy it’s vital to ensure they get concise and engaging news updates or they just won’t read them. It definitely gets the creative side of my brain working!

2pm
After more calls—including making arrangements for our consultants to attend an upcoming GP locality meeting to let GPs know first-hand about updates to our oncology service, it’s off to visit a local practice to meet the Practice Manager and see how their recent patient administration system migration has impacted the electronic patient information they receive from the Trust and what we can do to optimise this.

4pm
Then it’s back to the Trust in time for an internal meeting and to tackle emails again. Keeping my inbox to less than a 100 emails is a daily challenge!

Before I know it it’s time to head across to the hospital to set up the venue for this evening’s GP event on Vulval Dermatoses. This has proved to be a popular session and we’re expecting 50 GPs and Practice Nurses.

GPs really enjoy the opportunity to put a face to the name of the consultants they refer patients to and it’s great to meet some new-to-me GPs and catch up with the familiar faces.

9pm
Finally at 9pm it’s time to close the session, clear up and head home.

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Emma Curzon
Volunteer

Interested in becoming a volunteer? Find out more at www.chelwest.nhs.uk/volunteers

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How long have you volunteered at Chelsea and Westminster?
More than 15 years in various roles in the hospital.

Why did you choose to volunteer at here?
I’ve been a patient here and wanted to give something back to the hospital. Plus I find the hospital’s open airy architecture pleasant to work in.

What is your biggest achievement outside of volunteering?
Having my work published—one book and numerous magazine pieces here and in the USA.

Why did you become a volunteer?
Writing is a solitary profession. As I was previously a nurse for 15 years, I liked the idea of working as part of a team again in a familiar environment where I could feel really useful.

What motto do you live by?
Do as you would be done by.
A&E&EU update

We are investing over £10m to refurbish and extend our A&E department in line with a range of investments to develop Chelsea and Westminster Hospital.

This will mean more space, more staff and state of the art equipment to treat patients in an emergency.

We want the environment in which patients are seen to be of the same high standard as the care we provide to our patients.

Service moves

Work is underway to prepare space for the expanded service and some teams have relocated to make way for our new A&E.

The teams and services which have moved include:

- Antenatal and Ultrasound—1st Floor (old Phlebotomy room)
- Child and Adolescent Mental Health Service (CAMHS)—1st Floor (old Outpatients 3 area)
- Community Paediatrics—1st Floor and Dougherty House
- Appliances Officer (Miriam Busani) has moved to the Fracture Clinic offices
- Paediatric Consultants—1st Floor (old Outpatients 3 area)
- Research Nurses and Oncology nurses—back of the Medical Day Unit near the transport lounge
- Speech and language therapists—portable office
- A&E—the seminar room is closing and the changing rooms are being relocated

Timeline

The main building works are planned to begin in the new year.

- Sep–Nov 2014: Decant of services (see service moves)
- Nov–Dec 2014: Demolition works will take place in vacant areas
- Jan–Jul 2015: Phase 1 redevelopment building works will be carried out in empty areas following demolition works

A&E&EU—CW+ charity appeal

The £600,000 CW+ appeal to support the redevelopment of the Trust’s A&E department was launched in July 2014 by Culture Minister Ed Vaizey.

To date the appeal has raised £325,000 and there are a number of events planned over the next few months to bring in further funds.

Bringing together leading artists including Brian Eno, Mischa Kuball, Steffi Mueller, Matt Pyke and Richard Woods, the appeal will enable us to create an environment that minimises anxiety.

This will include adaptable lighting, bespoke sound programmes, flexible distractions for ceilings and walls.

The charity will use its design expertise to create an environment which calms and supports patients in a positive way.

The charity will also be able to support clinical innovations such as apps, devices and services that improve the experience of being in A&E for patients, families, and visitors, as well as for staff.

There will be a formal consultation on the A&E environment to get the views of service users about the redesign. This will be led by the charity in the coming months.

For further information about the appeal please visit www.cwplus.org.uk.

Staff flu vaccination

The annual Department of Health (DoH) target for hospitals to vaccinate 75% of front line staff is possible but it relies on staff ignoring the myths and finding out the facts about the flu jab.

Message from Dr Phil Hammond—doctor, comedian and commentator on health issues in the UK:

- Flu kills—even healthy people
- The side effects of the vaccination aren’t that bad
- The flu jab is one of the safest in the world
- The flu jab cannot give you the flu
- Good hand hygiene and a good diet aren’t enough to stop flu alone

Your seasonal flu vaccination is free for a reason

- Staff can carry flu around the Trust and back to their own home, risking the health of their own family, their colleagues and patients
- The only one way to fight flu and prevent the spread of the virus if you work in the NHS is to get vaccinated
- Saving money on staff sickness means better business continuity, more money to spend on other resources, and better patient care—58.4% of frontline NHS staff were vaccinated in 2013/14 and sickness fell from 3.98% in 2013/14 to 3.95%, saving the NHS £10 million, or 92,000 days

When you can get your Flu jab

Please check the desktop and Daily Noticeboard for flu vaccination clinic dates, times and locations.

Flu Champions

We want to personally thank those staff and teams that are inspirational in this campaign, those staff that have encouraged others, gone that extra mile—look out for the launch very soon.

Vaccinated elsewhere?

Email Catherine Sands or inform your local Senior Nurse if you have been vaccinated elsewhere.

Potential acquisition of West Middlesex University Hospital NHS Trust

The potential acquisition of West Middlesex University Hospital NHS Trust continues to make good progress, with work underway to produce a full business case (FBC) and supporting documents for regulators.

The Competition and Markets Authority (CMA) is reviewing the proposals (as part of regulatory requirements) to establish if there would be a ‘significant lessening of competition’ or reduction in access and choice for patients. The Trust has submitted its application and the CMA will make its ruling on 19 December.

Alongside this, joint work is continuing so that the plan reflects how benefits would be delivered. The Trust’s Director of Strategy and Integration, Dominic Conlin, said: “The executive teams at both Trusts have committed to developing the vision set out in the Outline Business Case and meet regularly to develop and oversee plans for integration.

“There is a huge amount of work going on already, with clinicians and managers across both sites working hard to help us assess the potential options and relevant information in the FBC. Staff will continue to play a vital role in helping us build our vision for the new organisation, allowing clinical teams to develop their services across both sites. Both trusts are really keen that all staff have the opportunity to work together and build the potential organisation, so it is the very best it can be for our patients and staff.”

“We know that the Monitor assessment will focus on strategy, quality, finance and the integration plan, so that is how we will construct the business case and that is the reason that our Board and Council of Governors need it. It will need to set out the strategy and benefits to patients as to why we should come together.

“The business case will include a comparison of the Long Term Financial Model and the impact of the current model alongside the proposed changes that would see the two Trusts come together and, most importantly, a detailed integration plan as to how we could best come together and how the changes deliver benefits to patients. This will need to include the evidence of how we are implementing the recommendations following the CQC assessment and the upcoming CQC inspection at West Middlesex Hospital.”

Dominic added: “Given the split-site nature of the new organisation and plans for integrating care across both sites, working with the community, the introduction of a new electronic patient records system and integrated information management and technology are central to the proposals. If the proposals progress, our business case includes supporting capital funding which we would expect to be able to access from the Department of Health. The majority of this funding support is to be spent on supporting clinical change and service improvement, specifying and procuring the IM&T and other systems to transform care for patients.”

Engagement with local authority health committees, local Healthwatch groups and others is underway to ensure partner organisations are aware of and involved in the process as it progresses.

If the business case is approved by the Trust Board, a formal review will be carried out by Monitor. The acquisition would then need to be confirmed by both trusts, before being considered for approval by Chelsea and Westminster Hospital’s Council of Governors and the Secretary of State for Health. Any new, single integrated organisation would be expected to be in place by Summer 2015.

If you have any questions or comments or would like further information on the proposals, please send an email to strategymo@chelseawest.nhs.uk.
Taking action on the CQC findings

Chelsea and Westminster Hospital has submitted its action plan to remedy all points highlighted by the Care Quality Commission following its announced inspection in July.

The Trust was given an overall rating of ‘requires improvement’, in line with the majority of organisations inspected under their new regime.

Thirteen initiatives and services were highlighted as areas of excellence, sexual health services were rated ‘outstanding’ and the caring nature of our services were defined as ‘good’ across the board.

Elizabeth McManus (Chief Nurse and Director of Quality) said: “While the CQC noted that over half of the findings from the report were either ‘good’ or ‘outstanding’, we like any hospital would agree that there are areas in which we need to improve and welcome the CQC’s recommendations as an opportunity to make positive change for our patients.

“The CQC at the Quality Summit held before formal publication of our report said that they felt confident in the organisation’s abilities to correct all issues highlighted swiftly and I have absolute belief that this is fully achievable by the end of March 2015.”

“Staff from all services and at all levels are committed to improving our ratings across the board and have been involved in the development of this plan, which addresses each ‘must do’ and ‘could do’ recommendation.”

“Progress against these actions will be led from the front line to drive the change in practice and consistency we need, as we are all committed to being ‘good’ or ‘outstanding’ across all services.”

Many staff have already changed their practices following the findings of the inspection—look out for a feature in the next Trust News.

There are key recommendations highlighted in the report that relate to system wide problems—such as an over-reliance on the use of A&E as it can be hard to book an appointment with your GP—and the Trust are working with commissioners of services and other partners such as social care to improve access to out of hospital services.

Progress against the action plan will be monitored by the Board Quality Committee who will support teams to achieve these goals where required.

Non-Executive Director Eliza Hermann, who is the Chair of the Quality Committee, said: “I know that we have a great team at Chelsea and Westminster and I know that everyone will show their absolute commitment to achieving and exceeding these key recommendations for the benefit of their patients.”

“The Board of Directors is fully supportive of these efforts and has confidence, like the CQC do, that we will be ‘good’ or ‘outstanding’ across all our service areas within 6 months. We can use the CQC’s overall rating as a baseline from which we can achieve better consistency and drive up standards of care.”

The CQC only inspect hospitals every three years, due to the intensity of the process, but we want to give our patients and public assurance of the quality of our services.

We will be holding our own peer review, based on the national process, to rate the standards of care we provide in March 2015.

Six new governors for Chelsea and Westminster

Elections to the Council of Governors took place, with votes cast over three weeks from 6 November, with six successful candidates due to take on this vital role at the Trust.

Two of these posts were for the positions of patient governor, one for public governor in the Royal Borough of Kensington and Chelsea Area 2 and one for staff governor in the ‘support, administrative and clerical’ class.

Two other candidates were elected unopposed. Therapy Services Manager Diane Samuels was elected unopposed to the allied health professionals, scientific and technical class of the management class.

Diane said: “I’m really looking forward to taking on the role of staff governor. It is vitally important that the contribution made by this staff group is recognised and promoted. “Allied health professional, scientific and technical staff have a vital role to play in the provision and development of health services and their contribution should not be underestimated.”

George said: “Becoming a staff governor gives me an opportunity to play a greater role in shaping the future of our Trust.”

“My current position has enabled me to develop strong relationships with a wide range of staff from nurses and midwives to senior management and the executive team.”

“I look forward to representing the views of as many staff as possible.”

Trust Chairman Sir Thomas Hughes-Hallett said: “Governors play a vital role in the success of the Trust and I look forward to working closely with these new governors, who bring a wealth of expertise and experience to the role.”

Voting closed on 27 November and the election results are available online at www.chelwest.nhs.uk/elections.

Nursing Times award for 56 Dean Street

CliniQ at 56 Dean Street won the Enhancing Patient Dignity category at the Nursing Times Awards on Wednesday 29 October. CliniQ is a holistic sexual health and well-being service for all trans* people, partners and friends.

Their trans-led team at CliniQ offer a safe, confidential space for those who may not feel comfortable accessing standard health and well-being services.

CliniQ runs on Wednesdays from 5.30–7pm at 56 Dean Street.

Falls and Fracture prevention seminar proves popular

On 13 November, Foundation Trust members were invited to our Medicine for Member’s seminar on ‘Falls and Fracture Prevention’.

Emer Bouanem, Clinical Nurse Specialist for Orthopaedics at Chelsea and Westminster Hospital, talked through the fragility fractures and falls prevention and Natasha Booton, Falls Therapy Link Worker for Central London Community Healthcare Trust, presented on how bone health can be improved.

Feedback from our attendees showed that 100% strongly agreed or agreed the event was useful and 100% strongly agreed or agreed the seminar was easy to understand.

Comments we received for the seminar included:

• “An amazing, helpful, interesting hour.”
• “Very good event—falls do change lives forever.”
• “Really informative”
• “Great Topic!”

The 2015 programme of Medicine for Members seminars will be advertised on our website www.chelwest.nhs.uk/med as well as in the January/February issue of Trust News.
Review of the year 2014

January
First operation using da Vinci robot
Surgeons performed the first surgical procedure using the UK’s only da Vinci robot, dedicated to babies and children bought by the charity, the Children’s Hospital Trust Fund for Chelsea and Westminster Hospital.

The state-of-art surgical robot, which cost more than £1 million, was used for the first time by the charity’s chairman, Consultant Paediatric Surgeon, Munther Haddad.

Mr Haddad led the surgical team and performed the removal of 13 year old Robert Drepaul’s gall bladder using the robotic surgical system.

Most improved weekend readmission rates says Dr Foster
Dr Foster Intelligence, the leading provider of healthcare information and benchmarking solutions in England announced in this year’s Good Hospital Guide that Chelsea and Westminster Hospital has one of the most improved weekend readmission rates in the country.

February
New Chairman joins Trust
Sir Thomas Hughes-Hallett was appointed by the Council of Governors as the new Chair of Chelsea and Westminster Hospital NHS Foundation Trust for three years, replacing Professor Sir Christopher Edwards who stepped down after six years leading the organisation.

Sir Thomas (Tom) brings a wealth of board experience to the Trust holding a number of important positions in health associated sectors with a focus and passion for improving patient care and quality as well as healthcare innovation.

From 2000–12 Tom was Chief Executive of Marie Curie Cancer Care and prior to that he had a career in investment banking latterly at Flemings where he ran global securities and asset management.

First baby born in new Birth Centre
On Wednesday 5 February Chelsea and Westminster Hospital opened a new, bespoke, midwife-led birth centre and witnessed its first delivery when a baby boy was born at 1:59 pm.

The birth centre offers spa-like facilities within the safety of the hospital and comprises of seven rooms, four with birthing pools and mood lighting. The centre has bespoke illustrations commissioned by CW+, formerly Chelsea and Westminster Health Charity. The team in the new unit includes midwives and doulas who together support women through birth.

Pioneering palliative care guidance published by Neonatal Team
Chelsea and Westminster Hospital published the first ever guidance of its kind to support staff caring for very young babies with life limiting conditions who need palliative or end-of-life care.

Practical guidance for the management of palliative care on neonatal units was formally launched on Thursday 13 February at a special event at Chelsea and Westminster Hospital.

Despite advances in neonatal medicine, sadly many babies will suffer from conditions that mean they will not survive longer than months, days or a few minutes.

The purpose of the guidance is to help clinical staff deliver care for babies that is of the highest quality, as well as providing families with the support they require.

March
The opening of Chelsea Children’s Hospital
Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall visited Chelsea and Westminster Hospital on Tuesday 18 March to officially open Chelsea Children’s Hospital.

Their Royal Highnesses were given a tour of the new paediatric facilities including Saturn Ward (day case surgery), paediatric theatres, Mercury Ward (inpatients) and the Chelsea Community Hospital School. While visiting theatres Their Royal Highnesses were able to try their hand at robotic surgery on a mannequin under the watchful eye of Chelsea Children’s Hospital’s team of paediatric surgeons.

After the tour Their Royal Highnesses joined guests for a ceremony where they unveiled the plaque to commemorate the opening.

April
Chelsea and Westminster top performing A&E for the second year running
Chelsea and Westminster Hospital was the top performing Trust in England for the national A&E 4 hour waiting time target for the second year in a row. The Trust met the national target of 95% of patients seen within four hours every week during 2013/14.

A £10m redevelopment of the emergency department began in November 2014. This will provide more space, more staff and state-of-the-art equipment to treat emergency patients.

Our current A&E was built 20 years ago and this expansion will accommodate the increasing number of people using our service and ensure the environment is the same high quality as the care we provide our patients.

May
Star awards winners revealed...and a ‘chelfie’
The Star Awards, now in its third year, recognise those staff who embody our Trust values of Respectful, Kind, Safe and Excellent.

Congratulations to all of our nominees and winners at this year’s ceremony which was supported by CW+, formerly Chelsea and Westminster Health Charity. We were very lucky to have the lovely Sophie Ellis-Bextor join us to present the awards which made the night extra special for all of our winners.
Review of the year 2014

June

Absolutely fabulous
Open Day 2014

This year’s Open Day on Saturday 14 June had a very special guest, Joanna Lumley, who helped bring in crowds of 2,000 people on the day.

The Open Day, supported by the Council of Governors, provided an opportunity for local people to visit the hospital, hear more about services and meet with staff who deliver healthcare to patients every day.

The theme of this year’s event was ‘keeping you well’. We offered advice to visitors on how they could keep themselves healthy and therefore out of hospital and provided health MOTs where visitors could get a quick check-up. We also offered advice on how to lead a healthy lifestyle, with everything from help to stop smoking to tips on eating healthily.

Culture Minister Ed Vaizey hosts launch of charity appeal

Culture Minister Ed Vaizey MP hosted the launch of the CW+ (formerly Chelsea and Westminster Health Charity) A&E&U appeal at the House of Commons.

Guests heard from musician and artist, Brian Eno, and Elizabeth McManus, Chief Nurse & Director of Quality at Chelsea and Westminster Hospital.

Absolutely fabulous
Open Day 2014

Goodnight Guide launched

Being in hospital is a very anxious time for patients and their loved ones, and we know that getting a good night’s sleep is important for recovery.

Hospitals are busy places and sometimes we need to disturb people during the night for their care and treatment, but we need to make every effort to ensure people can maintain their sleep pattern as much as possible.

We listened to what patients and staff told us and developed a ‘Goodnight Guide’ which helps us work together to enable patients to have the best possible night’s sleep.

Patients can find out more by speaking to staff on their ward.

October

Care Quality Commission report published

The Care Quality Commission, in their first announced inspection of Chelsea and Westminster Hospital under their new monitoring regime, gave the Trust an overall rating of ‘requires improvement’.

The report reflects the findings of the CQC inspection held in July 2014, highlighting 13 areas of excellence and some areas which need improvement and consistency.

The Trust has already been taking action on feedback outlined in the report including agency staff having access to IT patient records and care plans, robust medicines management led by matrons and supported by pharmacy, improving access to a specific area of outpatient highlighted in the report and recruiting 85 permanent nurses and midwives since July.

November

Six new governors for Trust

Elections to the Council of Governors have taken place for six new Governors, with votes cast over three weeks from 6 November.

Voting closed on 27 November and the results are available on our website at www.chelwest.nhs.uk/elections.

Emergency Care Pathway Programme—were winners in their relevant categories.

The team at 56 Dean Street won the Value and Improvement in the Use of Diagnostics for their new rapid access clinic. Dean Street Express and the Emergency Care Pathway Programme team won the Value and Improvement in Acute Pathway Redesign category for their work to improve patient flow between services.

Two HSJ Value in Healthcare Awards for Chelsea and Westminster Teams

It was two out of two for Chelsea and Westminster at the HSJ Value in Healthcare awards which took place on 23 September. Both Chelsea and Westminster teams shortlisted for awards—56 Dean Street and the

Cancer Emergency Care Pathway programme.

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Investing in Information management and technology systems

Introduction

More than £70m is to be invested over the next five years in information management and technology in order to provide better, more efficient services for our patients.

The potential acquisition of West Middlesex University Hospital NHS Trust provides an opportunity to update, transform and expand a whole range of information systems, with the core focus being to provide better care for patients.

An online staff survey has already been carried out to establish which systems are used at present, the reliability and quality of networks and services, and how easy it is to resolve problems. A survey of managers has also been carried out to gather views on the Trust’s IT strategy and whether it meets the needs of the organisation.

All staff have a vital role to play in ensuring these new systems are the best they can be, and a series of workshops are being set up on specific aspects of the programme.

What is changing?

A number of new systems are being introduced in order to improve services for patients, including:

• A patient portal, providing secure access to secure real-time information—regular users of Chelsea and Westminster Hospital services (who have internet access) have an opportunity to participate in the patient portal pilot. For more information or to sign up please send an email to patient.portal@chelwest.nhs.uk.

• A clinical portal, giving staff access to integrated information from all existing Trust systems and enabling better sharing of information.

• A patient relationship management system, enabling all appropriate staff to manage the whole patient pathway.

• New intranet, with a range of up-to-date functions including a full directory of services and staff.

• New website, providing access to all the information patients, the public and partner organisations need.

• New system of digital records for all patients.

• A new unified system for electronic patient records.

• A new Picture Archiving and Communication System (PACS) enabling X-ray and scan images to be viewed and stored electronically.

Apps

A number of new apps—available to the relevant patient and staff groups—are also being introduced. These include:

• Mother and Baby app with a wealth of information on emotional and physical well-being.

• Rhapsody app for a free art and music tour of the hospital.

• ThinkVitals vital signs app which is currently being trialled in the Acute Assessment Unit.

• Community midwives app.

• Champion antibiotics app.

• TESS: emergency surgery advice app.

• E-learning app for end of life care.

• GP advice request app.

What do the changes mean for patients?

• Streamlined services, such as making and changing bookings and accessing up-to-date information on their care.

• Reduced length of stay and treatment time.

• Better access to personalised information such as pre-operative and pre-assessment forms; advice, appointment details, directions and opening times.

• Access to secure personal information 24 hours a day, with real-time updates and the opportunity to provide feedback.

What do the changes mean for staff?

• Digital patient records and a better ability to share information between departments and with other organisations.

• A swifter, more efficient service with less duplication of time and effort.

• Better access to patient data, day-to-day information on services and the ability to analyse information and improve performance.

• More time freed to spend with patients.

Case study: Future of IT

Mrs Wilson, aged 60, suffers from diabetes and chronic obstructive pulmonary disease. She goes to see her GP with stomach pain and is referred to hospital with a suspected stomach ulcer.

Before her hospital appointment she is able to check the details, time and location using her personal login. She is also able to provide information and, as a result, feels comfortable and confident in her interactions with health professionals, who also know her history without having to repeat it. Mrs Wilson feels more in control of her own care.

GP

Mrs Wilson’s GP has access to her care plan. She feels prepared for consultations, has more time to focus on her patient and is confident that Mrs Wilson will receive the care she needs.

Community nurse

The community nurse, in her role as care coordinator, has access to appropriate health and social care information and data on Mrs Wilson’s whole care pathway. She knows she can rely on a new system which provides early alerts if Mrs Wilson’s condition deteriorates.

Hospital clinical team

Clinicians across multidisciplinary teams have access to Mrs Wilson’s care plan, allowing them to share the same relevant information and to focus on her care, rather than having to spend time managing information.

Hospital operations team

The hospital operations team have access to all the information and analytics they need. They are able to operate more effectively, allocating resources appropriately and avoiding duplication.

Single sign-on password reset

As part of the single sign-on system, which allows staff unified access to multiple systems, the IT Department has implemented a new self-service password reset facility for all Trust computers. This facility enables staff to reset their own password without having to go through the IT Service Desk.

It is a mandatory Trust requirement for staff to answer these four security questions to verify your identity—questions are chosen from a list.

For any questions or for further information please contact Rona Davis by emailing rona.davis@chelwest.nhs.uk.
Research and education

Research patient experience

Since last year, patients who have participated in a research study at our hospital are being asked to complete a survey about their research experience. Below is some of the feedback to date.

We asked: “Before being approached to take part in the research study, did you know that Chelsea and Westminster Hospital was carrying out research?”

Our patients answered:

• Yes: 80%
• No: 20%

We asked: “How would you rate your overall research experience?”

Our patients answered:

• Very good: 80%
• Good: 15%
• Very poor: 5%

We asked: “What was the most positive thing that came out of taking part in research at Chelsea and Westminster Hospital?”

Our patients answered:

• “The treatment for my Kaposi’s sarcoma cancer seems to be working. Professor Bower and his team are excellent. The most outstanding member of the team is Sarah Kelly who is my trial nurse. She is outstanding and deserves to be recognised.”

• “Having close contact with Laura [research nurse] for a long time. She called most weeks to check I was doing ok and would drop in and see me in arthritis clinic even on days when I was not coming in to see her for research. I feel blessed.”

• “Feeling like I had control and learning new information about my pain.”

• “I took part in a study whilst pregnant that was looking at my health and my baby’s health— it felt right and the midwife who I saw for the study appointment was fantastic. It was a pleasure.”

We asked: “How could we improve the services we offer to patients taking part in research at Chelsea and Westminster Hospital?”

Our patients answered:

• “Letting us know what else we can take part in, I don’t think people know that this is an option for them when they see their doctor.”

• “Have more studies for older people like me.”

If you would like to find out more about clinical research at Chelsea and Westminster, please contact us at research.development@chelwest.nhs.uk or 020 3315 6028.

Developing leadership in end of life care

Congratulations to Barry Quinn (Clinical Lead for End of Life Care), who has secured HENWL funding for further work to develop leadership in end of life care—this comes at a time when the palliative nursing team have also started providing a Saturday service to support patients.

HENWL funding has been secured for further work to develop leadership in our end of life care service.

Developing our leaders in end of life care will mean patients who have a year or less to live and their loved ones receive the support they need to live as positively as possible.

European Academy of Paediatric Societies meeting

Congratulations to A&E consultant Charles Stewart and 5th year undergraduate imperial medical students Natalie Lane, Wakana Teranaka and Charison Tay who represented Chelsea and Westminster Hospital at the European Academy of Paediatrics, Barcelona in October. They presented three posters:

• Natasha Lane: the low risk ankle rule can safely be applied to a UK paediatric population

• Wakana Teranaka: Prevalence of intercurrent illness in children aged 0–4 years, who present to paediatric A&E with minor head injury, and their management with regards to imaging

• Charison Tay: The management of paediatric clavicular fractures from A&E to fracture clinic

App assists staff to select antimicrobial treatment

The Antimicrobial Stewardship and Infection Control teams have launched an app called Champion (Chelsea antimicrobial prescribing and Infection control).

Champion has been developed in partnership with IT and Blue Diamond Internet Systems to provide a novel and comprehensive way to support the Trust’s antimicrobial and infection control strategies.

The app is available for iOS and Android devices and desktop computers running Chrome, Firefox or Safari browsers.

Champion has been designed to assist clinical staff in selecting the most appropriate antimicrobial treatment/ prophylaxis regimen for an individual patient based on specific patient parameters.

It also provides users with important information on local infection control practices at the point of care to ensure that safe, reliable care is provided to all patients.

The app includes dosing calculators along with contact information for relevant infection specialists.

Access to the app is controlled via a password which is available to all staff.

To obtain the password, please see posters around the Trust, the Daily Noticeboard or bleep the antimicrobial pharmacist on 2815.

For further information or if you have any questions, please email Nick Cooley (Clinical Lead Pharmacist, Microbiology) at nick.cooley@chelwest.nhs.uk or visit http://champion.apps.chelwest.nhs.uk.

Download the app

IOS devices

The link was not yet available when Trust News went to print—see champion.apps.chelwest.nhs.uk.

Android devices

Scan the QR code to the left or visit www.goo.gl/YzrdvU
A new look for the charity—CW+

CW+ was formerly Chelsea and Westminster Health Charity. The new identity was launched in November.

The charity has supported thousands of patients, staff and families visiting the hospital since it began.

In the last few years, the charity has dramatically expanded its impact and reach, helping even more people through research, innovation, art and design.

With the help of its generous partner, Brandhouse, our new identity was created—CW+, The Art and Science of Patient Care.

For further information on the work of the charity and to sign up to the newsletter visit www.cwplus.org.uk.

CW+ art and design programme

The CW+ art and design programme is transforming the hospital environment and experience for patients, families, volunteers and staff.

Read on for an update on the latest installations and projects.

Bringing the V&A to patients and families

The art and design team at CW+ is embarking on an exciting new partnership with the Victoria & Albert (V&A) Museum to provide patients, visitors and staff to the hospital with the opportunity to view inspiring digital artworks.

This will also include a special digital workshop to design interactive games which will be created by patients on the children’s wards.

The first piece, Process 18 (Software 3) by Casey Reas, can be viewed in the Lower Ground Floor Outpatients Department.

Improving stress and recovery in patients undergoing surgery

CW+ is working in the newly opened Surgical Admissions Lounge to pilot whether we can reduce stress and speed post-operative recovery through clever art and design.

CW+’s RELAX Surgical project will involve installing a series of visual and digital artworks, including pieces by internationally-acclaimed producer Brian Eno, on digital technology provided by Sonos inc.

We are studying the project’s impact with researchers from Imperial College.

The results of the study will help inform CW+’s innovations for patients in the A&E redevelopment.

Photography students bring nature to CW+ art collection

CW+ worked with six students to produce photographic works for its art collection in the hospital.

The students, who were studying photography at at Bath Spa, Newport, Cardiff and the University of the West of England were commissioned by the charity to produce specific works in consultation with staff and patients.

The 42 pieces are now installed and can be seen on Edgar Horne Ward, Diagnostics Centre, Phlebotomy Department, Labour Ward and the Surgical Admissions Lounge.

Investing to improve clinical outcomes for patients

CW+ is investing in financially sustainable innovations, facilities and technologies which improve clinical outcomes for patients.

Funding that matters from the people that know best

Last month, the charity launched its Small Change Big Impact initiative, a small grants fund which gives staff and patients—the people who know best—the power to make positive changes in the hospital.

Whether it’s medical equipment, support for patients, or enhancements to the environment, the grant can get your ideas off the ground. Grants can be anything from £1 up to £2,000.

If you have an idea which will improve patient care and support, the team at CW+ would be delighted to hear from you.

Do you have a sweet tooth?

With the festive season upon us, now’s the time to treat yourself to something delicious.

Sophie’s Steakhouse on the Fulham Road, is donating £1 from every dessert ordered at its Fulham Road restaurant. And what’s more, staff get a 10% NHS discount.

Having previously raised money to support the build of the new CW+ MediCinema, this latest fundraising effort will support the charity’s £600,000 A&E&U appeal.

What are you waiting for?

Thank you CLAHRC

N IHR CLAHRC NWL raised £100 on 31 October for Chelsea and Westminster Health Charity from their Halloween Cake Sale.

Outstanding Ofsted report for Chelsea Community Hospital School

Chelsea Community Hospital School, which is based on the first floor of hospital, was rated as outstanding in their latest Ofsted report.

Feedback included:

• The school is safe and welcoming. Pupils are cared for exceptionally well.

Would you like to join our fundraising effort?

For further information or to apply, email smallchangebigimpact@chelwest.nhs.uk.

New app for patients with HIV

CW+ and the hospital have funded a new app to support the health and wellbeing of people living with HIV through Enterprising Health Partnership.

The app includes the latest health advice and features engaging ways for users to manage their health and lifestyle goals, including arts-based incentives.

This app is being designed by physiotherapist Darren Brown and a team of HIV experts.

EHP supports innovative ideas from hospital staff to make a real difference to patients’ lives. To find out more visit www.chelwest.nhs.uk/ehp.
Moyo goes to Rwanda

Moyo Castano, who has worked at the Trust for five years, has taken on an opportunity to go to Rwanda with Christian charity Tearfund to help combat poverty.

The charity aims to help those in developing countries get themselves out of poverty and recover from conflict and genocide by focusing on sanitation, gender and child rights promotion, house-building, and promoting sustainable agricultural skills.

Moyo hopes to raise £800 by 5 December. All donations go directly to the programme. If you would like to make a donation please visit www.justgiving.com/Moyo-Castano.

In memoriam

Rachida Gabd

It is with great sadness that we announce the death of Rachida Gabd, Specialist Technician (HIV/GUM) Kodler Pharmacy, on 3 November. Rachida joined the Trust in 2000 and has given 14 years of outstanding service to the Trust, especially to patients of the Kobler Centre. We will miss a valued, warm and generous colleague. There is a book of condolence for Rachida in the Chapel on the 1st Floor by Lift Bank C.

Alex Geddes

Claire takes home gold

At the beginning of November Claire Emerson (Clinical Lead for A&E) competed in the British Veterans Gymnastics Championships and came away with one gold medal, one bronze, two team trophies and a lifetime achievement award!

A single step towards improving health and wellbeing

Stopping smoking is the single most important step to improve health and wellbeing. Chelsea and Westminster Hospital’s smoke free policy has been in place since 2005 with a smoking ban in 2007.

Smoking cessation support is available to all staff, patients and visitors. Clinics are Monday to Friday, with places for walk-ins as well as booked appointments. Easy referrals via Trust email or dedicated number—kevin.kennie@chelsewst.nhs.uk or 07718 201 520.

New policy amendments in 2014 include no smoking at the entrances and exits by staff, patients, visitors or contractors and a ban on e-cigarette usage within the Trust.

Help for thousands of patients to give up smoking

Stopping smoking, even for a short time, can deliver dramatic improvements for patient health. An estimated 2,100 maternity, 600 respiratory, 800 cardiac and 1,600 surgical patients would be eligible for the service each year.

If you would like further information email Kevin.kennie@chelsewst.nhs.uk or call 07718 201 520.

My Trust Benefits

With only one pay day left before Christmas, are you making savings on your Christmas purchases?

Why not drop by the My Trust Benefits site and have a look at the many ways you can make your Christmas budget go further?

Here are just some of the ways you can save:

- Save up to 5% on all your Festive Food at Sainsbury’s, Morrisons, ASDA, Iceland and M&S

- Save up to 7% at ToysRUs, Mothercare, ELC, Lego, Smyths, the BBC Shop and Argos for the little ones.

- Save up to 6% at Waterstones, Boots, Superdrug, Thortons, Mankind and IWOC and be sure to keep the adults happy.

- Or maybe check out your weekly Private Member Sale which has up to 92% off great brand names.

- From Fashion Houses to Exquisite Jewellery along with their great Gift Shop where you can make huge savings on all your festive gifts!

Please visit www.mytrustbenefits.co.uk, select Chelsea and Westminster and register or login today!

Christmas pay day

Please note that salaried staff who are paid monthly will be paid on Tuesday 23 December.

Congratulations

Dr Ian Gabriel

Dr Ian Gabriel has been appointed as a consultant haematologist.

Vanessa Sloane

Congratulations to Vanessa (currently Directorate Nurse for Neonates, Children & Young People) who has been appointed to the post of Deputy Chief Nurse.

Dr David Asboe

Congratulations to David Asboe (Consultant, HIV Medicine) who has been appointed as Clinical Director for HIV, GUM and Dermatology Directorate.

Mr Simon Eccles

Congratulations to Mr Simon Eccles (Consultant Craniofacial Surgeon) who has been appointed as Associate Medical Director (Strategy) for Maternal and Child Health Services.

Suzanne Scannell

Congratulations to Suzanne Scannell who has been appointed as Head of Procurement.

Farewell

Tracy Stevenson

Farewell to Tracy Stevenson (Lead for Nurse Education) who left in November 2014 after 14 years to take up a new post at Central London Community Health.

Michelle Das

Farewell to Michelle Das (Lead Nurse for Burns) who is leaving the Trust after 16 years.

Cherry Brennan

Cherry Brennan (Intrapartum Matron) is leaving the Trust after 16 years having been here for 6 years, in various Midwifery roles in the department.

Cherry is joining Barts Health Trust as Midwifery Manager for high risk care, based at Newham hospital in Plaistow.

Appointment

Karl Munslow Ong

Karl Munslow Ong has been appointed Chief Operating Officer at Chelsea and Westminster Hospital NHS Foundation Trust, a Board level role commencing on Monday 2 March 2015.

Karl has been Chief Operating Officer at the Chichester Hospitals NHS Foundation Trust since October 2012, with Board level responsibility for the management of the Trust’s clinical divisions. He has been a senior manager in a number of NHS operational management roles across London and has worked in a variety of other roles including at the Strategic Health Authority and in the private sector with one of the largest accountancy firms in London.

Karl said: “I am delighted to be joining Chelsea and Westminster at such an exciting time. The Trust has for a long time been known as an organisation that delivers great clinical outcomes, underpinned by strong operational and financial performance, and I am very much looking forward to contributing to its continued success.”
Friends Christmas Cheer Awards 2014

Nomination form

Dear Friend,

We are calling on all staff, volunteers or teams at Chelsea and Westminster Hospital who bring a cheerful, positive attitude to their work. Consider nominating someone who lives our Trust values of Safe, Excellent, Kind and Respectful.

Why not nominate them for a Friends Christmas cheer award? The winners will receive prizes at a special ceremony on Thursday 18 December from 11am – 12 noon in the main hospital atrium.

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

All you need to do is complete this form and return it to the Communications Department, 6 Verney House by 5pm on Wednesday 10 December.

Please return this form to the Communications Department, 6 Verney House by 5pm on Wednesday 10 December

Department/area:
Nominated by (name and job title):

Name of ward/unit/department:
Because:

I nominate (name and job title or team):

Contact number:
Contact name:

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Entry form

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Christmas calendar of events

**St Thomas’s Kensington**

**1 School Choir**

Mon 1 Dec, 4:15–5pm
Main Atrium, Ground Floor, Lift Bank B
Carol singing from St Thomas’s School.

**Friends Carol Service**

Tue 2 Dec, 6:45pm
Holy Trinity Church, Sloane Street SW1

The Friends of Royal Brompton Hospital, the Friends of Chelsea and Westminster Hospital and the Friends of the Royal Marsden Hospital join together to invite you on a Festival of Carols with ConQordia. Tickets £15 including wine and mince pies—purchase from the Friends office on the Ground Floor of the hospital. All proceeds to be divided between the three charities.

**The Friends of Chelsea and Westminster**

**Christmas Fair**

Wed 10 Dec, 10am–3pm
Main Atrium, Ground Floor, Lift Bank B
Home-baked goods, bottle tombola, gifts, books, toys—ticket details and further information about these events can be found on the Friends website www.chelwest.nhs.uk/Friends.

**Healthcare Carol Service**

Wed 10 Dec, 6:30pm
All Souls Church, Langham Place W1B 3DA
John Lennox (Professor of Mathematics at Oxford University) will be giving an address followed by a service led by Rector Reverend Hugh Palmer. Mulled wine and mince pies served afterwards. No ticket necessary—all are welcome.

**Westminster Boys’ Choir**

Thu 11 Dec, 1–1:45pm
Main Atrium, Ground Floor, Lift Bank B
Lunchtime Christmas carol concert from Westminster Boys’ Choir.

**Christmas at Chelsea and Westminster**

**Christmas Day**

Thu 25 Dec, 10am
Ground Floor, Chelsea and Westminster

The Chelsea Pensioners will be turning on our Christmas tree lights at 4pm and this will be followed by music, entertainment and refreshments.

**Chelsea and Westminster**

**15 Christmas Carol Service**

Mon 15 Dec, 1–1:45pm
Main Atrium, Ground Floor, Lift Bank B

We invite members of staff to join in and sing along to carols on the day. There will be piano accompaniment and you don’t have to know how to read music—we just need as many staff members as possible to sing along.

Words and music will be provided. RSVP to Ronald Cam by emailing ronald.kam@nhs.net.

**Christingle Christmas Service**

Wed 17 Dec, 11am
Chelsea Community Hospital School, 1st Floor, Lift Bank C/D

**Friends Christmas Cheer Awards**

Thu 18 Dec, 11am–12 noon
Main Atrium, Ground Floor, Lift Bank B

Winners will receive their prizes at this special ceremony.

**Light Up A Life**

Mon 22 Dec, 5–5:30pm
Hospital garden next to car park entrance

Join us for an annual event to remember our loved ones who are no longer with us.

**Christmas ‘Memory Lane’**

Weekly ‘Memory Lane’ sing-along with a Christmas theme.

**Services**

**St Stephen’s Chapel, 1st Floor, Lift Bank C**

**Sun 28 Dec**

28:30pm: Holy Communion

**Wed 22 Dec**

3–4pm: Neil Gwynne Ward
3–4pm: Edaer Horne Ward

**Sun 21 Dec**

12:30pm: Holy Communion

**Thu 25 Dec, 10am**

Christmas Day
10am: Holy Communion
11:15am: Christmas Mass

**Sun 28 Dec**

10am: Holy Communion

**Hair salon**

2nd Floor, Lift Bank D

Tue–Fri
10:30am–5:30pm

10% staff discount

020 3315 8681
07565 108 045