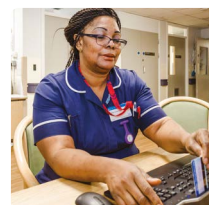
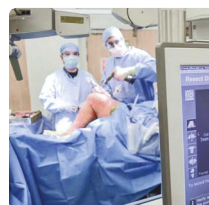




The year in review

2017/18



70 YEARS
OF THE NHS
1948 - 2018

*proud
to care*

Introduction

Chief Executive Lesley Watts and Chairman Sir Tom Hughes-Hallett



It's been an extraordinary year for Chelsea and Westminster Hospital NHS Foundation Trust. One in which we were incredibly proud to have been rated as 'Good' overall by the Care Quality Commission (CQC) at both our hospitals and in all five domains—safe, effective, caring, responsive and well-led. We were also awarded an 'Outstanding' rating for 'Use of resources' by NHS Improvement (NHSI). These are

fantastic results and a tribute to the hard work and dedication of our staff.

It's also been a challenging year with record-breaking demand. We are regularly handling more than 1,000 patients every day coming through our doors, as well as managing increasing budgetary constraints and pressure on beds. Sadly, there's been tragedy too as we have responded to three terrorist attacks and the devastating fire at Grenfell Tower. It's testament to the unfailing kindness, resilience and spirit of our staff who, during these difficult times, our performance has not faltered and we have consistently hit our national targets, making us one of the best performing trusts in the country.

We never lose sight of the fact we put our patients first and strive to deliver the very highest quality of care. Over the last year we have introduced rigorous monitoring of all our wards, significantly reduced infections, such as pressure ulcers, and the number of falls, and ensure we listen and act on the feedback from our patients and staff. We're in the top 20% of trusts where staff report they feel engaged and can contribute to improvement and innovation, and both our staff and patients recommend our Trust as a place to receive treatment and as a place to work.

We have made a strong start to 2018, successfully implementing the first stage of our electronic patient record system (CernerEPR) at West Middlesex University Hospital, which will help us deliver more efficient and co-ordinated patient care. There's an ambitious volunteering programme, supported by Helpforce, to have nearly 1,000 active volunteers by 2020, and thanks to the generosity of our community and our charity CW+, work is underway to transform our critical care facilities and create a state of the art department able to treat more than 2,000 seriously ill patients a year.

We would like to take this opportunity to thank all of our 6,000 staff who go above and beyond each day for the patients and communities we serve, and we look forward to the year ahead as the Trust goes from strength to strength.

A handwritten signature in blue ink that reads "Lesley Watts".

Lesley Watts
Chief Executive Officer

A handwritten signature in blue ink that reads "Sir Tom Hughes-Hallett".

Sir Tom Hughes-Hallett
Chairman

The Trust in numbers (2017/18)



Outpatients
treated

776,287

Patients
seen in A&E



306,048



Patients seen in
urgent care centre

98,933

Inpatients
treated



141,476



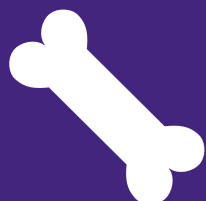
Babies
delivered

10,644

Operations in
theatres



36,140



X-rays, scans
and imaging
procedures

468,154

Staff including
our partners



6,601

Summary report

Our mission

Proud to deliver locally-based, high quality, accessible services enhanced by world-class clinical expertise.

Our strategic priorities

- Deliver high-quality, patient-centred care
- Be the employer of choice
- Delivering better care at lower cost

Our values—PROUD



- Putting patients first
- Responsive to patients and staff
- Open and honest
- Unfailingly kind
- Determined to develop

Our clinical strategy

The core of our strategy is to deliver the best possible experience and outcomes for our patients. This is supported by four key clinical priorities:

- **Focus on integrating local acute care services:** To provide better urgent and emergency care, efficient planned care, support for ageing well and those with multiple and chronic conditions
- **High quality specialised care:** In women's and children's, and sexual health and HIV services for all of North West London, and often more far-reaching
- **Innovation and research:** 'From bench to bedside', where our research helps deliver the best possible clinical care and patient experience
- **Education and training:** Use of multiprofessional training to develop and recruit staff

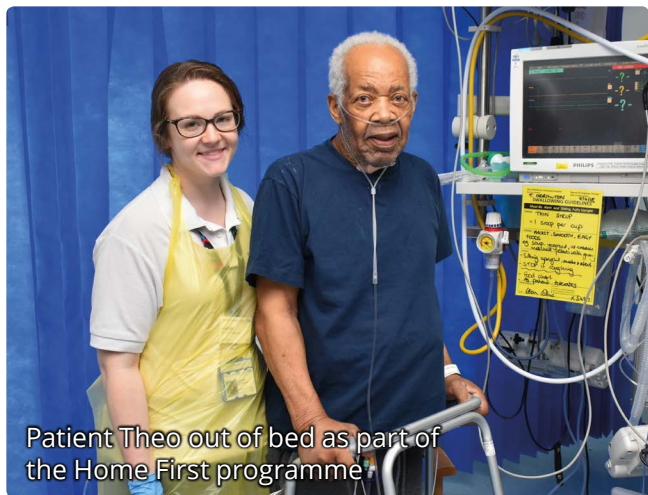
Our quality improvement journey

We have increased our grip on quality and safety by committing to an extensive and continuous improvement programme. So far these have included such initiatives as:

- **Ward accreditation:** All 63 clinical areas being assessed and graded, bronze, silver or gold
- **Electronic patient record system:** To facilitate more efficient and integrated care across North West London—launched at West Mid hospital this year and Chelsea site to follow
- **Clinical innovation and improvement fellows:** Aligned to each division
- **2B412 (two before twelve):** Additional discharge support
- **Red to Green:** Fast, multidisciplinary approach to resolving issues and delays
- **Home First:** Helping patients up and about, and home as quickly as possible
- **Perfect Day:** Non-clinical staff support their clinical colleagues in the delivery of front-line services for a day each month
- **Visibility management:** With weekly walkabouts/feedback sessions and quality checks



Members of our recruitment team



Patient Theo out of bed as part of the Home First programme

We set out seven quality improvement priorities last year:

1. Reduction in falls

- 38% decrease in falls with severe harm
- Trustwide launch of new falls risk assessment and care plan
- Falls strategy was revised and is being monitored through Falls Steering Group
- Clinical fellow working with West London CCG and Tri-borough Public Health to monitor long term outcomes and improve integration of falls prevention across sector.

2/3. Antibiotic administration and National Early Warning Score for sepsis

- Aim: all recognised sepsis patients to receive antibiotics administered within an hour of prescribing
- Implementation of Trustwide sepsis clinical guidelines and screening tool
- Extensive sepsis training programme introduced
- Additional staffing support to improvements
- All inpatients have clinical observations taken, recorded and charted on an early warning score chart.

4. National Safety Standards for Invasive Procedures (NatSSIPs)

- World Health Organisation standardised safety checklist implemented.
- World Health Organisation audit collection tool introduced to improve data collection and analysis

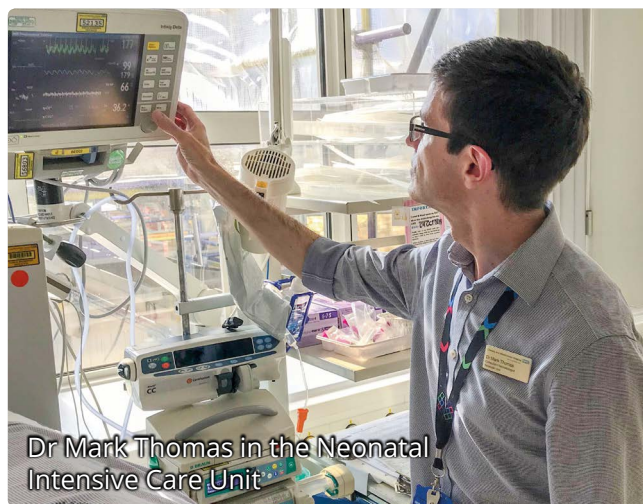
- Leads in Theatre, Anaesthetics, Surgery and Radiology bi-weekly meeting to monitor safety standards
- NatSSIPs webpage, videos and regulation communication in place to ensure Trustwide awareness of checks and safety standards.

5. Reduction in stillbirths

- Trust has below average number of stillbirths
- Implementation of intrapartum fetal monitoring guidance
- Near full compliance with training on cardiotocography (CTG) assessment

6. Focus on complaints

- Complaints team acknowledging complaint within 48 hours
- Weekly complaints meetings with divisions to answer complaints and track progress
- Monitoring of complaints process and progress
- Implementation of new complaints policy



Dr Mark Thomas in the Neonatal Intensive Care Unit

7. Friends and Family Test

- 90% of patients recommend the Trust as a place to receive treatment
- New methods for data collection of test, including tablets on all wards, paper-based collections and text service
- Behaviour insights study undertaken to identify improvement ideas and methods
- Each ward accountable for implementing improvement initiatives

Our five quality improvement priorities for next year:

1. Falls

- 30% reduction in falls

2. Serious incidents

- 90% reduction in serious incidents relating to invasive procedures

3. NHS resolution 10-point safety plan

- Ensure we meet the 10 safety actions set out by Clinical Negligence Scheme for Trusts (CNST) to improve patient safety for all those using our maternity services

4. *E.coli* infections

- Work towards the reduction of *E.coli* infections by 50% by 2021

5. Complaints

- Complaints acknowledged within 48 hours
- Full response within 25 working days



Our performance

We are one of the best performing Trusts overall in the country. The first few months of this year we have constantly met and often exceeded our national targets.

Indicator	2016/17	2017/18	National average performance
Patient stay in A&E less than 4 hours	92.4%	94.4%	88.4%
18-week referral to treatment	91.8%	91.7%	89.5%
Cancer 2-week waits	92.0%	93.9%	94.2%
Cancer 31-day diagnosis to treatment	99.0%	99.0%	97.6%
Cancer 62-day referral to treatment	87.1%	88.8%	82.1%



Our financial position

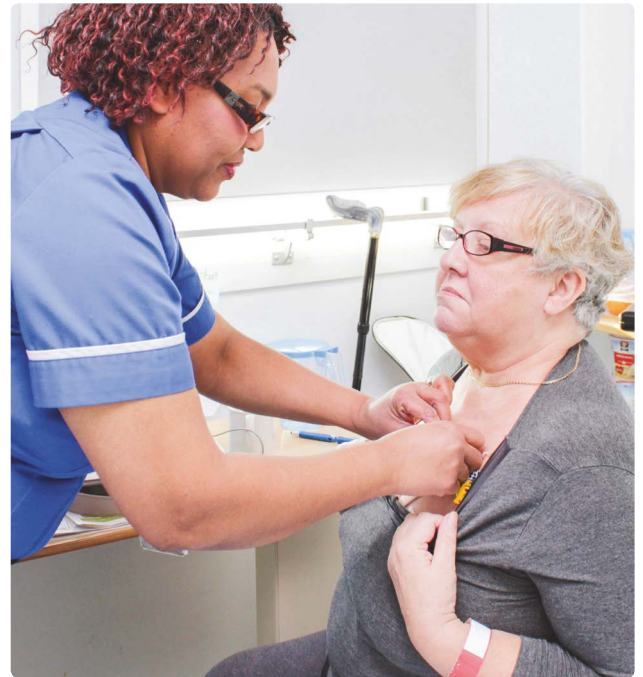
The Trust achieved a surplus of £38.4m for the year. After asset and revaluations adjustments, the surplus was £25.6m. This surplus includes sustainability and transformation funding and some non-recurrent items, which means our underlying position does show a deficit of £19.4m. It's expected we will be in surplus next year, and will deliver savings of more than £25m from cost improvement initiatives.

The year in review

April 2017



Launch of quality programme to drive improvements for patients such as our ward accreditation programme



Turning smartphones into portable heart monitors

May 2017



*proud
to care*

P utting patients first
R esponsive to patients and staff
O pen and honest
U nfailingly kind
D etermined to develop

Fantastic turnout at Chelsea and Westminster hospital Annual Open Day where we launched our Trust values

June 2017



Major incidents: Borough Market and Grenfell Tower tragedies

July 2017



Lewis Hamilton pops in to see young patients at Chelsea and Westminster Hospital

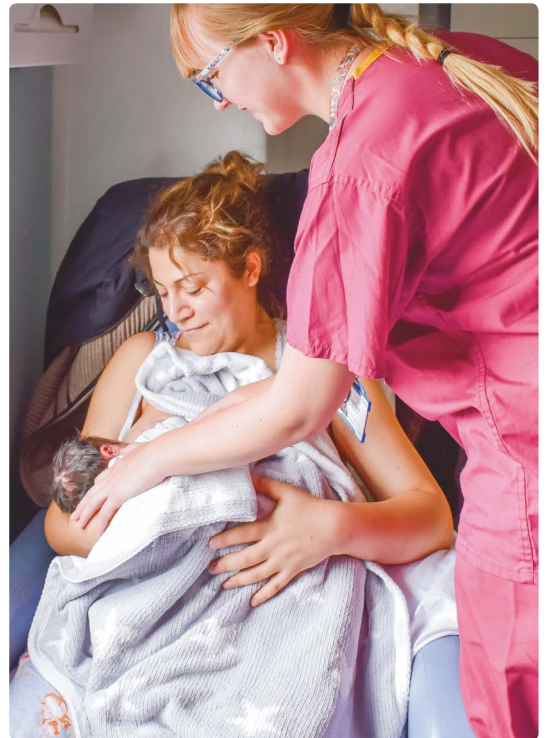


Transformational pledge received by our charity CW+ to help create new Intensive Care Unit at Chelsea and Westminster Hospital

August 2017



Cardiac centre at West Mid welcomes its 1,000th patient



West Middlesex University Hospital accredited as Baby Friendly by UNICEF UK

September 2017



Major Incident: Parsons Green bomb



CW+ Sun and Stars Appeal launches at West Mid



West Mid Open Day with our Occupational Therapy Team having some fun

October 2017



56 Dean Street announce 80% drop in new HIV diagnoses since 2015



Staff Awards—celebrating the achievements of our staff



£3m gift received by hospital charity CW+ to help create new Neonatal Intensive Care Unit

November 2017



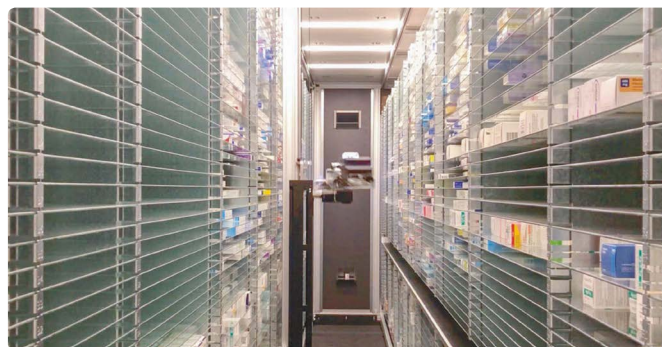
New hand therapy app, designed by staff and funded by our charity CW+



Our charity CW+ introduced *Pets as Therapy* service to the children's wards at West Mid



New sepsis toolkit introduced



New pharmacy robot at Chelsea

December 2017



England Rugby Sevens squad pay a Christmas visit to West Mid Hospital



Chelsea footballers stopped by to see patients at Chelsea and Westminster over Christmas



Hitting all our national performance targets—number one in the country in October for Cancer 62-day referrals

January 2018



Helping fight tooth decay—we launched Big Bites and Pearly Whites campaign with local authorities



100 days to the start of our electronic patient record, CernerEPR, system

February 2018



70% of our frontline staff vaccinated against flu



Introduction of wearable tech helps us monitor patients' vital signs, supported by CW+

March 2018



Former Secretary of State for Health Jeremy Hunt popped in to say thank you to our staff



Busiest ever day in A&E on 12 March—we saw more than 1,000 patients in just one day

April 2018



Our CQC result rating the Trust overall as 'Good' and 'Outstanding' for use of resources from NHS Improvement

Our long service awards (presented in May this year)



Chelsea and Westminster staff also enjoy their long service ceremony for 25 or more years' service

Staff with 25 or more years' service celebrate at the West Mid long service ceremony



Our history

- **1664:** A map shows 'The hospital in Little Chelsea' in London—later on the same site there was a workhouse, then an infirmary, before St Stephen's Hospital was founded in the late 1800s



- **1719:** Westminster Hospital founded as a voluntary hospital in a small house in Petty France, Pimlico, with just 10 beds
- **1860:** West London Hospital opened—in the early 1970s, the hospital was known for its women-centred maternity service
- **1880s:** An infirmary occupied the site of what had been the Kensington Workhouse, and St Mary Abbot's Hospital was founded there in the late 19th century



- **1896:** The Brentford Workhouse Infirmary opened on the site of West Middlesex Hospital
- **1907:** Westminster Children's Hospital built—originally in Vincent Square SW1, the hospital pioneered the treatment of malnutrition in infants

- **1920:** Brentford Workhouse Infirmary became officially known as West Middlesex Hospital



- **1993:** Chelsea and Westminster Hospital opened by HM The Queen on 13 May, bringing together the services of Westminster, Westminster Children's, St Stephen's and St Mary Abbots hospitals into a brand new, purpose-built hospital



- **2003:** West Middlesex University Hospital redevelopment
- **2006:** Chelsea and Westminster Hospital NHS Foundation Trust was founded on 1 October
- **2015:** Merger of West Middlesex University hospital and Chelsea and Westminster Hospital NHS Foundation Trust on 1 September
- **2018:** CQC rating 'Good' overall for the Trust, and 'Outstanding' for use of resources by NHS Improvement

Our charity



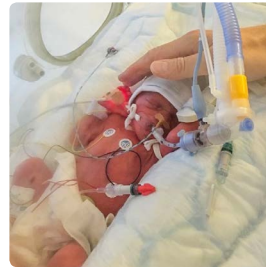
CW+ is the official charity of Chelsea and Westminster Hospital NHS Foundation Trust including our hospitals and clinics. To find out more about the charity visit www.cwplus.org.uk.

Critical Care Campaign

The critical care project is a £25 million state-of-the-art expansion and redevelopment of our adult and neonatal intensive care facilities at Chelsea and Westminster Hospital. It is being funded 50:50 between the Trust and CW+. It will allow us to treat around 650 more critically ill adults and babies every year in world-class facilities, which will benefit patients and their families.

Construction work will be ongoing from July 2018 and is expected to be complete in 2020.

Nicola and Andrew Hayes Hight, whose baby boy Frankie was born prematurely and was cared for in NICU, have supported the campaign: "Frankie was born at 28 weeks and 5 days, weighing 2lb, 7.5oz. We spent a total of 50 days in the NICU before making it home with our beautiful baby boy. Nine months on he is full of smiles and laughter. We can't thank you enough for everything you have done for Frankie and we will be eternally grateful."



Sun and Stars Appeal

Our children's inpatient wards at West Middlesex University Hospital care for more than 8,000 babies, children and young people every year.

Our hospital staff provide excellent care, however the ward environment needs an urgent refurbishment.

CW+ launched a £100,000 appeal to transform the wards into a bright, fun and welcoming environment for our youngest patients and their parents.



Thank you



Thanks to all the incredible staff who have fundraised for CW+ over the past year.

If you want to support your hospital, please get in touch with CW+ on 020 3315 6600 or charity@cwplus.org.uk or visit the Hub on the Ground Floor at Chelsea and Westminster Hospital.

Your Health Seminars

Your Health seminars are delivered by clinicians on health topics that are of interest to our membership community, providing helpful information and advice.

This gives members the opportunity to engage with the Trust in ways other than when attending hospital appointments, and also for governors to meet their constituents to ensure they represent their needs.

How robotics might help improve knee surgery

- **Tue 16 Oct, 5–6pm**—Gleeson Lecture Theatre, Chelsea and Westminster

Consultant knee and hip specialist Mr Arjuna Imbuldeniya will speak about his pioneering use of computer and robotic assisted knee surgery at the Trust for the last 3 years.

Diet, stroke and diabetes

- **Thu 22 Nov, 5–6pm**—Education Centre, West Middlesex

Specialist dietician Kushal Gor will speak about diet in relation to stroke and diabetes.

Please see www.chelwest.nhs.uk/yourhealth for further seminars.

Meet a Governor

Meet your elected representative on the Council of Governors at *Meet a Governor* sessions held at both main hospital sites. Please see www.chelwest.nhs.uk/meetgov for upcoming dates and times.

Public meetings

Both our Board of Directors and Council of Governors hold their decision making meetings in public and we encourage staff, patients and their families to attend. This is a great opportunity to come along, meet with staff, and ask any questions you may have about the Trust.

Council of Governors meetings

- **Thu 29 Nov 2018, 2–4pm**—Meeting Room A, West Middlesex
- **Thu 14 Feb 2019, 4–6pm**—Boardroom, Chelsea and Westminster

Please see www.chelwest.nhs.uk/govmeetings for further Council of Governor meetings.

Public Board meetings

- **Thu 1 Nov 2018, 11am–1:30pm**—Boardroom, Chelsea and Westminster
- **Thu 10 Jan 2019, 11am–1:30pm**—Meeting Room A, West Middlesex

Please see www.chelwest.nhs.uk/trustmeetings for further public Board meetings.



Chelsea and Westminster Hospital NHS Foundation Trust

Chelsea and Westminster Hospital
369 Fulham Road
London
SW10 9NH

Switchboard: 020 3315 8000

West Middlesex University Hospital
Twickenham Road
Isleworth, Middlesex
TW7 6AF

Switchboard: 020 8560 2121

Website: www.chelwest.nhs.uk

 @chelwest
@westmidhospital

 @chelwestft
@westmidhospital

 @chelwestft