About Chelsea and Westminster Hospital NHS Foundation Trust

Chelsea and Westminster Hospital NHS Foundation Trust is one of the highest performing acute teaching trusts in the country, providing healthcare services in central London to more than 360,000 patients a year, locally, nationally and internationally. We are proud of our success as a Trust: our A&E performance is the best in the country, we have some of the most improved weekend readmission rates, and we meet more London Adult Emergency Services Standards than any other Trust.

Opened by Her Majesty The Queen in 1993, the Trust has a modern hospital environment situated on Fulham Road in the heart of Chelsea.

We have an exciting vision for the future. We want to provide the best possible experience and outcomes for our patients, and intend to do this through:

- Excellence in providing high quality clinical services;
- Improving population health outcomes and integrated care;
- Delivering financial sustainability and
- Creating an environment for learning, discovery and innovation.

We are ambitious and visionary and our strategic objectives reflect this. This year alone there are a range of important developments and opportunities taking place at the hospital and beyond including:

- Acquisition of West Middlesex University Hospital;
- Strong focus on the health and well-being agenda with integrated care being the enabler for its delivery in conjunction with primary care, community and mental health partners;
- Other potential service partnership opportunities;
- Utilising the unique opportunity the Trust has by using its location and reputation to develop the private patients agenda.

We are a strong, values-based organisation. Those values, which were developed with the involvement of hundreds of members of staff, our patients and governors, underpin everything we do, including our recruitment processes. They are:

- Safe—“I will do everything I can to make our hospital as safe as possible for patients, relatives, carers and staff”
- Kind—“I will notice when you need help and go the extra mile”
- Excellent—“I aspire to be the best in all my actions and interactions”
- Respectful—“I will treat people as I wish to be treated myself”
More than 3,000 people work in the hospital, including staff employed directly by the Trust, facilities staff employed by contractors, and in addition we have a strong and supportive group of hospital volunteers. We are consistently rated by our staff as being a good place to work both in the NHS Staff Survey, Staff Friends and Family Test and have won a range of awards in respect of work-life balance.

The Trust has for the past three years been in the top 20% of Trusts recognised for good levels in staff engagement and this has been supported by an open and communicative culture. Ways in which we communicate and listen to our staff, governors, members and local communities include:

- The Trust’s annual Open Day, known as a flagship event across the NHS, sees an average 2,000 people through its doors to find out more about the hospital, take part in health checks, enjoy arts and entertainment and learn how they can improve their own health. This year’s Open Day was hosted by Joanna Lumley;
- Trust News, our bi-monthly publication for staff and patients, with three editions posted to each of our 15,000 members each year;
- A strong relationship with local, regional, national and international media;
- The introduction of monthly Schwartz Rounds at the Trust to support staff to deliver compassionate care;
- Good internal communications mechanisms where staff feel supported and listened to, with opportunities to share good practice and highlight areas of improvement directly to the Executive Director team. This was used to great effect when staff from across the organisation came together to discuss the national quality and safety agenda following the publication of the Berwick, Francis and Keogh Reports and what we need to do to learn from these issues.

We have more than 15,000 Foundation Trust members including patients, members of the public living in the four local boroughs of Kensington & Chelsea, Hammersmith & Fulham, Westminster and Wandsworth. Our Council of Governors includes elected representatives of patients, members of the public and staff, and nominated representatives of key local stakeholder organisations.

Our services include a full range of inpatient, day care and outpatient services. There is a strong focus on bringing NHS care out of the hospital setting and into the community including innovative and award winning sexual health services based at Dean Street Soho and the Charing Cross Hospital site. We have a large A&E service with approximately 300 visits each day. This number will increase once the Shaping a Healthier Future (SaHF) consultation changes are implemented. There is also a co-located paediatric A&E service providing specialist 24/7 expertise in the emergency treatment of children.

We provide a range of specialist services including paediatric and neonatal surgery, one of the biggest HIV and sexual health services in Europe, complex maternity care for women with high risk complications, the treatment of adults and children with burns and bariatric weight-loss surgery. The recent £40m development of Chelsea Children’s Hospital, housing most of our children’s services on the first floor of the main hospital site, was officially opened this year by TRH The Prince of Wales and Duchess of Cornwall. Our specialist designated services serve patients from central and greater London, the South East and beyond.
Chelsea and Westminster patient numbers:
- 112,000 A&E attendances
- 77,100 inpatient admissions (elective and emergency)
- 33,400 day cases
- 5,800 births (5,200 NHS patients)
- 527,800 outpatient consultations, plus 121,700 for HIV/sexual health services totalling 649,500 (this includes physiotherapy, direct access radiology and phlebotomy attendances)

We became a Foundation Trust in October 2006 and have had a sound financial record, achieving a surplus of £13m in 2012/13. Our operational performance has been consistently good for some years (for example we were the country’s top rated Trust in 2013-14 for the national A&E four hour waiting time target, as we were the previous year), and we are currently rated ‘green’ and ‘4’ by Monitor. We have one of the most improved weekend readmission rates in the country in the latest Dr Foster Hospital Guide, are one of the CHKS 40Top Hospitals for 2014 and will soon be confirmed by the HSJ as one of the top 100 places to work in the NHS. We are currently in the CQC’s lowest risk banding, band 6.

Our standards of hygiene, food, privacy and dignity are positively rated by our Patient Led Assessment of the Clinical Environment (PLACE) assessors who include patients and we met all six essential standards of quality and safety assessed by the Care Quality Commission during their 2013 inspection. 89% of adult inpatients rate their care as ‘Excellent’, ‘Very good’ or ‘Good’ in the latest National Inpatient Survey and 96% of women rate their care during pregnancy as ‘Excellent’, ‘Very good’ or ‘Good’ in the latest National Maternity Patients Survey.

Research and education is an important part of the Trust’s activity and Chelsea and Westminster is a campus of Imperial College London School of Medicine. The Trust is one of the founding members of Imperial College Healthcare Partners, which is an organisation that has been set up to improve the health and social care of the population of North West London across all providers through shared working and innovation. The Trust is increasing its commercial industry focussed programmes and building on its long term objectives to increase translational research.

As a high profile, high performing teaching hospital for undergraduate and postgraduate medicine, nursing, midwifery and Allied Health Professionals, with strong partnerships with both Imperial and Kings Colleges our ambition is to become an outstanding national and international educational provider. Our newly established education structure supports the delivery of a wide programme of learning and development activity to ensure we are building a workforce of the future, which is competent and confident in meeting the changing needs and expectations of our patients and in embracing new technologies and new models of care.

We are delighted to have the support of many charities. Fundraising activities in 2012/13 included helping the hospital purchase the UK’s first surgical robot to be used solely for children’s surgery at a cost of over £1 million. This robot—named Pluto—will allow surgeons to perform more intricate surgery on babies and children with greater precision, quicker recovery times and smaller scars. This is one of a range of investments in children’s services, culminating in the opening of the Chelsea Children’s Hospital in 2014.

Chelsea and Westminster Health Charity, one of four charities supporting the Trust, works to help us deliver in our quest to provide patients and staff with the best possible hospital experience. This includes our Hospital Arts Programme, their support in transforming our A&E environment, the development of MediCinema and their Borne Appeal which supports research and education activities to prevent premature birth, heart disease in pregnancy and cerebral palsy.
For more information please see:

http://www.chelwest.nhs.uk/


http://www.healthiernorthwestlondon.nhs.uk/

Local strategic context

The following local (London/NWL) factors will inform the Trust’s future direction and plans:

- The acquisition of West Middlesex and other partnership opportunities to strengthen the designation of world-class services e.g. HIV;
- Impact of SAHF on our capital and revenue plans to take forward a new A&E department development for 2015/16;
- Exciting developments around accountable/integrated care, being part of a healthcare management organisation;
- Challenges that the location of the hospital will bring in respect of expansion;
- Developments of services e.g. elective surgery.

The Board of Directors has undergone significant change in order to ensure that there is the sufficient talent and experience available to lead the organization during this time of opportunity. The Chairman, in post six months, has appointed five new Non-executive Directors who each can bring their expertise to add value to the Trust’s strategic direction and accountability.

Internally the Trust has recently restructured its clinical divisions and work is ongoing to shape the organisational development that will be needed to support and embed the new structures, develop strong leadership in all areas and more broadly underpin the transformation that lies ahead for the Trust.