



**IMPACT REPORT 2020**

# WELCOME

**Like all of you, we at CW+ could not have foreseen the series of events that have so profoundly shaped and impacted our lives and our organisation over the last twelve months.**

In the spring, over a matter of weeks, the charity's strategy, priorities and working practices were radically redirected and CW+

needed to transform quickly into an organisation responding to a local and national emergency. It is a huge credit to the charity team that they were able to manage this shift so effectively. Thanks to these efforts and the enormous contribution also made by our Boards, Committees and external leadership groups, we were able to play our part in helping teams across Chelsea

and Westminster Hospital NHS Foundation Trust manage the extraordinary challenges presented by the COVID-19 pandemic.

However, none of this would have been possible without a truly remarkable response from our community. Old friends and new rallied unhesitantly behind us to help provide vital equipment, enhanced facilities and digital tools to care for the huge numbers of desperately ill patients being admitted onto our wards; meals, accommodation and wellbeing support for our hospital staff and frontline teams; and innovative technology and research to help us better understand, treat and test for the virus.

This outpouring of kindness and generosity not only had a direct impact on care at our hospitals – it provided hope and lifted the spirits of our patients and staff in the darkest of times. Never have we felt more fortunate or more grateful.

Despite the COVID-19 outbreak, we have still been able to mark some significant milestones. West Middlesex University Hospital celebrated its 100th birthday and we began a year of activities to commemorate this wonderful


anniversary; the first phases of the neonatal and adult intensive care units, made possible by the Critical Care Campaign, have opened and begun caring for patients; and our flagship CW Innovation programme completed a hugely successful first twelve months in bringing the latest advances in digital and clinical technology to our hospitals.

Looking at the year ahead, the pandemic has given an even greater sense of urgency to the charity's priorities – in particular our Best For You mental health programme that is looking to build new facilities and a new model of care that can be shared across the country to support young people in mental health crisis.

We look forward to keeping you involved and informed of our progress in this and all our projects in 2021, and wanted to convey our deepest thanks to you all once more for standing with us over the course of a truly extraordinary year.

**TONY BOURNE**  
CHAIRMAN

**CHRIS CHANEY**  
CEO



**COVID-19 HAS MADE A HUGE IMPACT ON LIFE AT THE TRUST IN 2020, WITH PATIENT EXPERIENCE AND THE WORKING LIVES OF STAFF CHANGED DRAMATICALLY IN THE FACE OF A HIGHLY CONTAGIOUS VIRUS.**

## CW+ IN NUMBERS

£5,646,000

RAISED IN GIFTS AND PLEDGES DURING  
OCTOBER 2019 - SEPTEMBER 2020

80

CW INNOVATION PROJECTS UNDERWAY

439

SESSIONS  
DELIVERED BY  
OUR ARTISTS IN  
RESIDENCE  
FROM JUNE 2019  
- MARCH 2020,  
REACHING  
10,668 PATIENTS

54

JUSTGIVING PAGES  
SET UP TO SUPPORT US

100

YEAR ANNIVERSARY  
OF WEST MIDDLESEX  
UNIVERSITY HOSPITAL

2,800

VIEWS OF VIRTUAL  
CONNECTIONS,  
OUR ONLINE ARTS  
PROGRAMME

25

COLLABORATIONS WITH  
RESIDENT ARTISTS AND  
LOCAL PARTNERS FOR  
VIRTUAL CONNECTIONS

24,000

LOCAL RESIDENTS  
TARGETED  
BY COMMUNITY  
BRIDGE

33

SMALL CHANGE BIG  
IMPACT (SCBI) GRANTS  
APPROVED AND  
AWARDED FUNDING

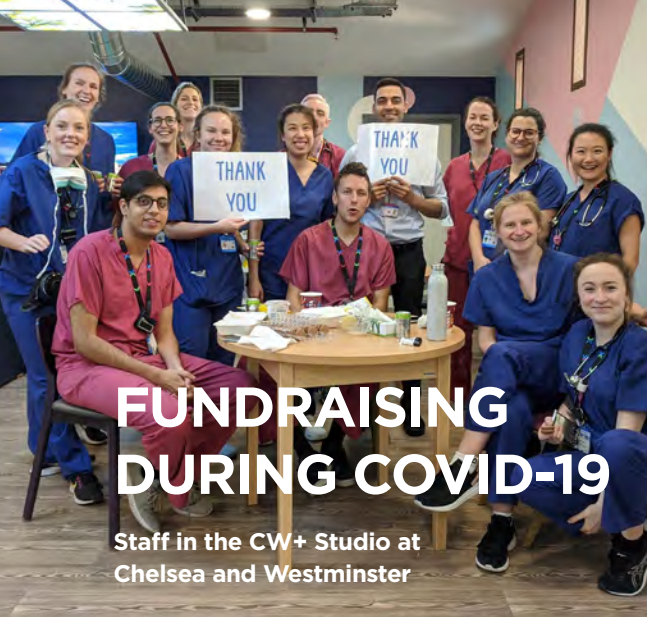
8,000

HOT MEALS  
DELIVERED TO  
WEST MIDDLESEX  
UNIVERSITY HOSPITAL  
DURING THE FIRST  
WAVE OF COVID-19

2,000

CRITICALLY ILL ADULTS  
AND BABIES TO BE  
TREATED EVERY YEAR  
IN OUR NEW INTENSIVE  
CARE UNITS



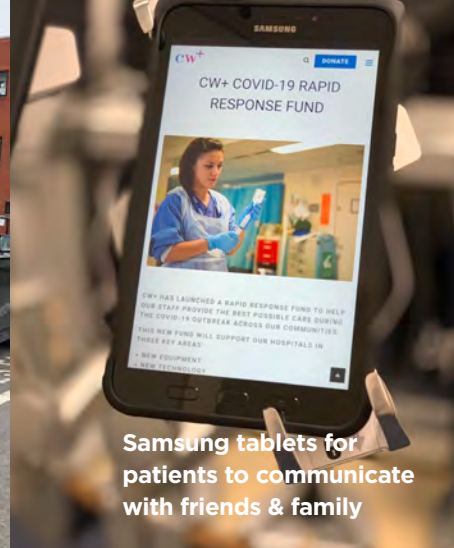


## FUNDRAISING DURING COVID-19

Staff in the CW+ Studio at Chelsea and Westminster



Volunteers with a donation from Buxton



Samsung tablets for patients to communicate with friends & family



Volunteers at West Middlesex



Activity packs for patients



Antibacterial wipes and hand gel from Dettol



Toiletries from The Body Shop for staff



Hot meals from London Irish Rugby



West Middlesex staff with donated hot meals



A volunteer giving out food and snacks to staff



Donation of silk flowers from Wildabout Flowers



# FUNDRAISING: COVID-19 RAPID RESPONSE FUND

**A few days before the national lockdown began in March 2020, we launched the COVID-19 Rapid Response Fund, which has raised more than £3.5 million to date.**

We were deeply moved by the incredible generosity and kindness from both existing and new donors, spanning large corporations through private individuals, to foundations and small businesses, and those who came forward to support us with either monetary donations or gifts in-kind. These donations can mainly be divided into four sections:

## 1) NEW EQUIPMENT

There were requests for specific new medical equipment, mostly to augment existing supplies on the wards, including ventilators, blood gas machines, portable workstations, wheelchairs, cardiac monitors, Echo probes, syringe pumps and more.

## 2) NEW TECHNOLOGY

New technology funded by donors included remote monitoring systems, improved digital infrastructure, and iPads and tablets enabling patients to contact loved ones unable to visit them.

Artificial Intelligence (AI) eye-tracking technology to detect delirium has also been introduced at the Trust. In the UK, nearly one third of patients who are admitted to an Intensive Care Unit (ICU) develop delirium, and up to 80% of ventilated ICU patients are affected by this condition. The innovative technology, developed by clinicians at Chelsea and Westminster Hospital, comprises a camera, which monitors patients' eye movements 60 times a second, and then compares results to normal eye movements using an algorithm to detect abnormalities, facilitating early intervention.

## 3) SUPPORTING FRONTLINE STAFF

Generous donations from our communities during the outbreak of the first wave of COVID-19 made a big difference to the health and wellbeing of frontline staff at both our hospitals. These donations helped us provide: health and wellbeing hubs; yoga and mindfulness; sleep pods; daily hot and cold meals; snacks and drinks; toiletries and cosmetics; hotel accommodation for hospital staff who lived far away or had families



at home who were self-isolating or shielding; overnight packs; tablets and more.

In line with the Trust health and wellbeing programme, we also funded a range of online support services for staff, including 1:1 counselling and exercise classes.

## 4) RESEARCH AND DEVELOPMENT

Thanks to donations to CW+, the PIONEER study launched in May 2020 with the aim to prevent patients with mild to moderate COVID-19 from becoming seriously ill. If successful, the PIONEER study could not only save lives, but also ease the huge additional burden that the outbreak has placed on the NHS and its staff.

The central drug in the study is favipiravir, an anti-viral developed and prescribed in Japan to combat severe influenza. Investigators are no longer restricted to enrolling patients in London; the National Institute for Health Research (NIHR)

approved the trial, enabling PIONEER to be implemented in other Trusts across the country, which are already equipped with the research staff and facilities needed to run such a study.

PIONEER has also been extended to our sister sites in Brazil, Mexico, and Chile, with enrolment underway initially in Rio de Janeiro, and regulatory approvals expected in autumn/winter 2020. A webinar on PIONEER took place in November 2020.

Chelsea and Westminster Hospital NHS Foundation Trust has also been involved in the worldwide quest to develop a vaccine against coronavirus. Most recently, the Trust has been recruiting 500 volunteers aged 18-84 to join the Novavax study of 9,000 people at 18 centres across the UK.



## Critical Care Campaign

# ADULT INTENSIVE CARE UNIT (ICU) REDEVELOPMENT

**In 2017, we launched a £12.5 million Critical Care Campaign to transform our Adult and Neonatal Intensive Care Units at Chelsea and Westminster Hospital.**

Thanks to the support of our donors, we achieved this target in 2019 and were able to open Phase 1 of the adult ICU in March 2020, in time to treat the increased number of patients during the pandemic. Having this extra capacity was particularly helpful during this challenging time, and patients continue to be treated in the new, state-of-the-art facility.

We carried out an in-depth evaluation of the old ICU in order to determine patient, staff, and family experience for the redevelopment, collating data on satisfaction with the environment, and aiming to lessen anxiety for all on ICU. We specifically designed this new unit to create a patient-focused environment, with more space, accommodation for families, bespoke lighting and privacy

glazing, along with the latest sensor technology to monitor patients' health, progress and environment. This new, innovative model of care and world-class environment will aim to improve clinical outcomes, reduce costs, improve efficiency and reduce risks for our patients.

Since opening the new unit, we have also introduced a new series of live music concerts, streamed digitally to ICU patients' bedsides. These concerts have enabled us to continue delivering our music programme, providing an escape for seriously ill patients.

Once the rest of the construction phases are complete, Chelsea and Westminster Hospital will house one of the leading Critical Care services in the UK, treating 2,000 critically ill adults and babies every year. We are also aiming to influence NHS guidelines and best practice nationally, and beyond.





## Critical Care Campaign

# NEONATAL INTENSIVE CARE UNIT (NICU) REDESIGN

**Phase 1 of the new Neonatal Intensive Care Unit (NICU) at Chelsea and Westminster Hospital opened in February 2020.**

Babies are now being treated in the state-of-the-art NICU, which features new technology and equipment, bespoke furnishing, specialist lighting and a 40% increase in space. This new unit was part-funded by generous charitable support from the Khoo Teck Puat UK Foundation and the Reuben Foundation towards our Critical Care Campaign.

The design of the new NICU has considered the needs of the babies and their families, as well as the staff and clinical teams. Staff have access to the latest technology and equipment to help facilitate the best healing conditions for the babies. This includes adaptive circadian rhythm lighting: artificial light that matches the needs of human biological cycles, which can be tailored for each baby.

Parents can now relax in a comfortable, specific family room which also caters for young siblings. The furnishings are modern and stylish but also comfortable and practical. The overall layout of the unit was co-designed with parents who can often spend many weeks in the unit. Cot spaces can be private if desired but are also part of a larger shared nursery space, so that parents can seek support from one another.

The second phase of the redevelopment was completed in November 2020, with the opening of the High Dependency Unit (HDU), and the final expansion, due to be completed in 2021, will allow our hospital to provide life-saving care to 1,000 babies each year.



# THANK YOU TO OUR DONORS

**We are extremely grateful to all our supporters who have made our work possible over the last year, including our anonymous donors, those who sent in gifts in-kind, or delivered them to our hospitals in person. We would particularly like to acknowledge the following:**

## INDIVIDUALS AND FAMILIES:

Roman Abramovich  
Kyri and Catherine Antoniadis in memory of Theo  
Patricia Brolly  
John and Kate Carrafiell  
Raj Chandegra  
Cllr. Samia Chaudhary  
Didem and Turgay Ciner  
Leigh Collins  
Vanessa Dekou and Maurizio Tassi  
Ex and Natasha de Mallmann  
Alexey Drobot  
Maryam, Ed and Alex Eisler  
Brian and Angela Henderson  
Frank and Christine Lampard  
Leanne and Andy at Wildabout Flowers  
Anne McIntosh and John Harvey  
Simon and Nicole McWilliams  
Julian and Fiona Mylchreest  
Jeffrey and Caroline Paduch  
Cllr. Will Pascall  
Julien and Stephanie Petit  
Jonathan and Triny Pugh-Smith in memory of Chloe Grace  
Julian Dwek and Denitza Roussinova  
Master Tarek Saïd  
The Sedler Family  
Judith Skillington  
John and Toni Terry  
Richard Titherington  
Martin and Katy Thorneycroft  
Mimi Waterbury in memory of Richard Waterbury  
The White Family

## CORPORATES, COMPANIES AND TRUSTS

Ageas Insurance Limited  
The Aitken Family Charitable Trust  
The Andrew and Belinda Scott Charitable Trust  
Ardea Partners International LLP  
Arts Council England  
Bank of New York Mellon  
The Body Shop  
Buckingham & Lloyds  
Burdett Trust for Nursing  
Cadogan  
Chelsea Football Club  
The Children's Surgery Foundation  
The Corona Care Challenge  
The David and Claudia Harding Charitable Foundation  
Dettol  
Digital.Health.London Accelerator  
The Dr Mortimer and Teresa Sackler Foundation  
The Drayson Foundation  
Entourage Sports & Entertainment  
Feed NHS  
Feed Our Frontline  
Freepoint Commodities Europe LLP  
The Friends of Chelsea and Westminster Hospital  
Frontline NHS Fund  
Gilead Sciences Europe Ltd  
Golden Bottle Trust  
GSK  
The Harlequins Foundation  
Heritage Lottery Fund  
IKEA UK & Ireland  
The Irfan Mowjee Foundation  
Islamic Relief UK  
Jamieson Corporate Finance LLP  
John Lewis Partnership  
Julia and Hans Rausing Trust  
Kensington + Chelsea Foundation  
The Khayami Foundation  
Khoo Teck Puat UK Foundation  
Ku Bar  
Kusuma Trust UK  
Ladurée  
Lansdowne Partners  
The Linbury Trust  
Lindt & Sprüngli (UK) Ltd.  
LMAX Group  
London Irish Rugby Club  
MAC AIDS Fund  
Make a Difference Trust  
The Martin Charitable Trust  
Mealforce  
Nestlé UK & Ireland  
NHS Charities Together  
Oliver Bonas  
pladis Global  
Public Health England  
Reuben Foundation  
Richmond Parish Lands Charity  
Right to Thrive Grants  
Rosetrees Trust  
The Sackler Trust  
Sloane Square Hotel  
St Nicholas Fund  
Syon House  
T&J Meyer Family Foundation  
The True Colours Trust  
ViiV Healthcare  
Whole Foods Market  
XTX Markets Limited



THANK YOU TO OUR FUNDRAISERS





The COVID-19 pandemic created a need to innovate at pace and the CW Innovation programme, which celebrated its first anniversary in September 2020, enabled us to respond to the evolving needs of patients and staff almost overnight. Thanks to CW Innovation - a joint programme between Chelsea and Westminster Hospital NHS Foundation Trust and CW+ - we have fast-tracked a raft of innovations, digital systems and platforms that have changed the way we care for patients and the way we run our hospitals.

The rapid and transformative progress achieved is monumental. As part of the CW Innovation programme, we have integrated into our day-to-day functioning new technologies and innovations that: better care for patients with long-term conditions; rapidly reduce the time to diagnosis and treatment; ensure new mums and their babies' return home to their families sooner; and more accurately monitor our most seriously ill patients.

Over the last 12 months, we have also partnered with a growing number of leading, external organisations who are working with us to test and scale innovations that address the ever-changing challenges we face within the NHS. We have also welcomed new members to our external, expert CW Innovation Advisory Group, who are supporting our internal entrepreneurs to bring their ideas and innovations to fruition.

**In response to the pandemic and in the shortest possible time, we introduced a range of innovations, digital systems and platforms into our day-to-day functioning.**

## **PATIENT CONNECTIVITY**

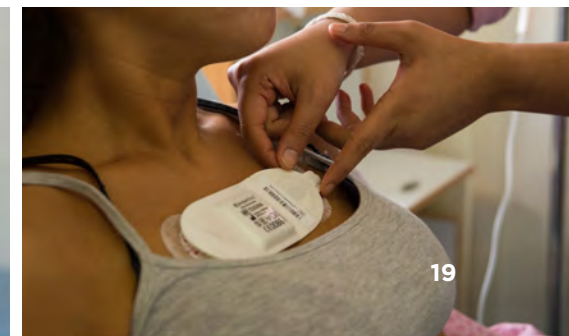
We have revolutionised the way we connect with our patients, including rearranging in-person appointments at the hospital to at-home video consultations with Attend Anywhere. With the right technologies in their hands, our patients can now manage their health more effectively from home with our digital platforms such as DrDoctor and Care Information Exchange/Patient Knows Best. These solutions enable access to online health records, reporting of symptoms and, importantly, scheduling and enacting appointments.

We are also piloting ISLA technology to enable patients to share securely and conveniently images of rashes, wounds and other skin related conditions with clinicians, to help further reduce visits to the hospital in response to COVID-19.

## **REMOTE MONITORING**

We are increasingly providing care outside the walls of the hospital, including the implementation of a number of novel sensor technologies to monitor acutely unwell patients remotely, and to identify patients at high risk of deterioration/sepsis.

With one of our partners, Sensium, we are using remote digital monitoring in the community at a temporary facility near Heathrow Airport to monitor the respiratory rate, temperature, and heart rate of travellers from abroad being quarantined for COVID-19. The Sensium sensors, which are already in use in the Trust, are attached to the individual's chest, and measure key vital signs every two minutes, compared with current monitoring standards which are deployed by a healthcare professional every 4-6 hours.





## MAXIMISING AI

With leading partner organisations, the use of Artificial Intelligence (AI) and other data-mining tools have rapidly expanded to help us work smarter and deliver better care. Over the last 12 months, we have seen real-time data and analytics support clinicians and managers to ensure that diagnoses are accurate the first time. One example is Visual DX, handheld AI enabling clinicians to diagnose difficult to identify skin conditions and disorders.

Another example is the use of AI in the treatment of COVID-19 patients. In collaboration with our partner, Sensyne, critical care clinicians can make decisions with near real-time risk prediction for three outcomes: risk of ICU admission, the need for mechanical ventilation, and in-hospital mortality.

We are also working with IPSoft's 'Amelia', the industry's most-human digital AI colleague, to codevelop cutting-edge AI technology that aims to improve patient outcomes and experience, drive operational efficiencies, and create a better experience for staff.

## ACCELERATING INNOVATION

We are a founding partner of the DigitalHealth.London Accelerator programme and are proud to have been a part of the success stories of so many of their Accelerator companies including Patchwork Health, DrDoctor, MeeTwo, and Lumeon.

Lumeon started working with us in 2018 on what has become an award-winning postnatal digital discharge system. We have recently codeveloped additional capabilities to meet the needs of new mums during COVID-19, who are leaving hospitals more quickly and are less likely to have face-to-face contact with their community midwives or health visitors. Now, new mothers receive a digital postnatal discharge report they can share digitally with their community professionals so everyone caring for them has the relevant guidance relating to ongoing postnatal care and concerns.

This technology is one of several maternity innovations created by the Trust, including the award-winning Mum and Baby app. The app has been adopted by five other Local Maternity Services across England and is rapidly becoming the maternity app of choice.

We continue to test and scale startups from the DigitalHealth.London Accelerator programme including Concentric, who is working with us to deploy remote patient consent, which had been paper-based and in-person but was swiftly digitised at the Trust to avoid unnecessary visits to hospital.

In other DigitalHealth.London news, we are delighted that two of our Trust staff gained a place on their Digital Pioneer Fellowship; Phoebe Allen for her role in testing and scaling Concentric, and Felix Vaal for his role in the NHS Test Bed programme.

The Test Bed programme tests digital technologies to positively transform the way healthcare is delivered for patients and carers, and has been a huge success at the Trust. We have been working with partner organisations such as Huma to reduce unnecessary visits to the emergency department, reduce unnecessary inpatient bed days, and improve both patient experience and patient self-management.

## The First Year of CW Innovation In Numbers

80

Innovation  
Projects

11

COVID-19 Rapid  
Response  
Digital Platforms

9

CW Innovation  
Team Members

19

New Partnerships  
with External  
Organisations

Nearly  
100

New Companies Met

19

CW Innovation Expert,  
External Advisory Group  
Members

6

Innovation Award  
Nominations

Over  
£2m

Funds Generated and  
Invested in  
CW Innovation  
Projects

# 100 YEARS OF WEST MIDDLESEX

**In September 2020, we marked the centenary of West Middlesex University Hospital. Over the next 12 months, we are exploring the hospital's past, present, and future.**

With in-person events on hold due to the COVID-19 pandemic, we are sharing the fascinating stories of West Middlesex on our website, on social media, and in the press. An exhibition is also in the works, with our Heritage Officer working to explore West Middlesex's rich history.

Celebrations began on 17 September 2020, West Middlesex's 100th birthday, with the release of a short film in which some of the hospital's key leaders, staff and supporters came together to acknowledge West Middlesex's remarkable achievements. We have also shared a longer film, uncovering the hospital's role during the First and Second World Wars, its ties to Norway, and its international pioneering staff, who continue to transform patient care at West Middlesex and beyond.

**"West Middlesex University Hospital is a hospital that sits at the heart of its community and is treasured by patients and staff alike.**

**We look forward to celebrating the hospital's centenary and sharing our history and heritage with everyone involved"**

Lesley Watts, Trust CEO

We are working to create a legacy coronavirus mural, in partnership with The Surface Design Studio, to mark the efforts of West Middlesex's staff, volunteers, and supporters during the COVID-19 pandemic, when the hospital was transformed into a field hospital in a matter of weeks. Staff provided selfless care to patients, often going beyond their comfort zone and fields of expertise, while the community donated money and a range of gifts-in-kind, including meals, snacks, toiletries and more.

Over the next year, we will discover more about the hospital's changing landscape and how staff have contributed to innovation in the healthcare sector. Projects for West Middlesex's development are taking shape, with plans being explored to create a new state-of-the-art diagnostic treatment centre and many other world-class medical and community facilities – the expansion will anchor West Middlesex firmly at the heart of the Hounslow community.







## ARTS IN HEALTH

**Chelsea and Westminster Hospital NHS Foundation Trust is a pioneer in the Arts in Health movement. Our arts programme encompasses exhibitions, installations, participatory arts, creative activities, music, and more.**

### ARTS FOR ALL

In 2019, we launched Arts for All, bringing together our Care of Older People, Performing Arts and Paediatric Participation programmes, in response to our own research, the NHS Long Term Plan, and the National Institute for Health and Care Excellence (NICE) recommendations. These stress the importance of immersive arts for all patient groups, through social prescribing and delivery in hospitals and in our communities.

The programme extends beyond arts participation to incorporate support services and information for patients, their families and carers, in partnership with community providers and external partners. Delivered daily, our Participatory Arts programme is based on long-term artistic residencies with artists, commissioned in collaboration with staff and patients.

Read more about Arts for All on pages 30-31.

### EXHIBITIONS

We have housed numerous physical and virtual exhibitions throughout the year. Chelsea Arts Club, Kensington + Chelsea Art Week, and our Arts for All Community Bridge exhibition (read more on page 28), supported by The Worshipful the Mayor of the Royal Borough of Kensington and Chelsea, Councillor Will Pascall, are just a few examples of our cherished partnerships. These exhibitions were held alongside our ongoing installations of new artwork throughout the Trust's sites, including works by David Ferry, Rebecca Gilpin, and Tim Woolcock.

Generously supported by the Tavolozza Foundation, artist Anouk Mercier was commissioned as our Drawer-in-Residence in 2019. Using drawing as a research tool to study hospital life throughout the year, the residency resulted in Anouk's 50 Nurses, drawing sketches from historical photographs, while attempting to identify her subjects using hospital and local archives. We have also commenced residencies with prolific artists Simon Heijdens, who works with custom technology to create stunning digital environments, and Bettina Hubby, who harnesses the power of language to inform her paintings.



# INSTALLATIONS

## ALPHABLOTS

After being approached by clinicians to improve their environment, we commissioned artist Sarah Lewis (Alphablots) to create a series of prints for the Neurophysiology department at Chelsea and Westminster. Sarah's use of playful imagery and bold colour, combined with themes taken from patient consultations, creates a welcoming atmosphere to what was a very clinical unit, where many paediatric patients on the autism spectrum are in need of distraction and anxiety relief.

## SAN DIEGO ZOO

We have installed four screens for our collaborative project with San Diego Zoo Kids, the children's division of San Diego Zoo. They have been placed in Mars Ward, the Nuclear Medicine Scanning Room, Children's Outpatients and the Paediatric Emergency Department at Chelsea and Westminster Hospital, the first hospital in Europe to receive the content.

Donated by the Zoo, content includes more than 40 hours of footage of animals, plus fun interviews with zookeepers.

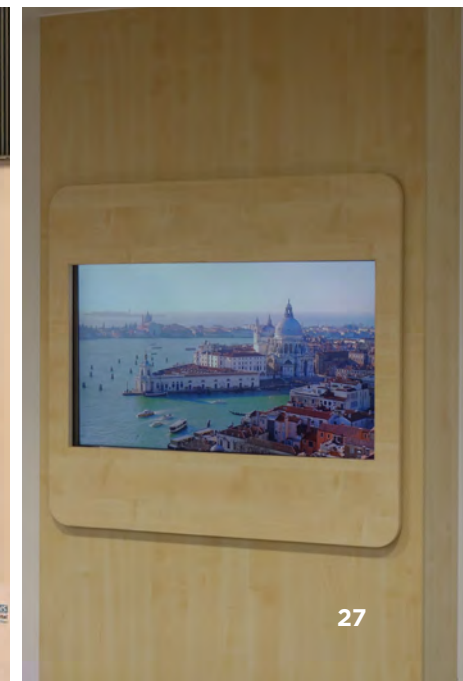
## SOUNDSCAPES

In 2019, we commissioned the first 'soundscape' for Chelsea and Westminster, which is now in the main waiting area of the hospital's Imaging Department. The silence of the waiting area is frequently punctuated by sudden noises such as speech, metal trolleys, and a loud automatic door mechanism. The new soundscape helps to mask noise by using natural sounds, which studies have shown to have numerous benefits for patients.

For this project, we partnered with Coda to Coda – an internationally-recognised and award-winning sound and design

consultancy – to record and create natural soundscapes to accompany 'RELAX Digital' landscape films. Sounds are delivered through eight ceiling speakers, each with a separate audio channel, replicating a surround sound system. Sounds can be heard moving around the room as they travel from one speaker to another, creating a three-dimensional audio space of nearby flying birds and distant rolling waves.

Early feedback from patients indicates that this kind of natural soundscape – the first of its kind at the hospital – offers a pleasant sound mask, effectively covering up disturbing noises.





# ARTS FOR ALL

## COMMUNITY BRIDGE

In June 2019, we were honoured to be chosen as Charity of the Year by The Worshipful the Mayor of the Royal Borough of Kensington and Chelsea, Councillor Will Pascall. As part of this partnership, we opened an exhibition at Kensington Town Hall to showcase our work and promote Community Bridge, a programme developed to bridge the gap between discharge from hospital and the community, in the hope that we can ultimately reduce emergency re-admissions, pressures on GP practices, and social isolation.

Initially launched to help older people, Community Bridge is expected to reach more than 24,000 local residents, consisting of both inpatients and outpatients, and around 7,000 carers. Community Bridge aims to:

- **Encourage social interaction in local communities**
- **Promote healthy ageing**
- **Improve health and wellbeing**
- **Connect with community and charitable services**
- **Support people living independently**

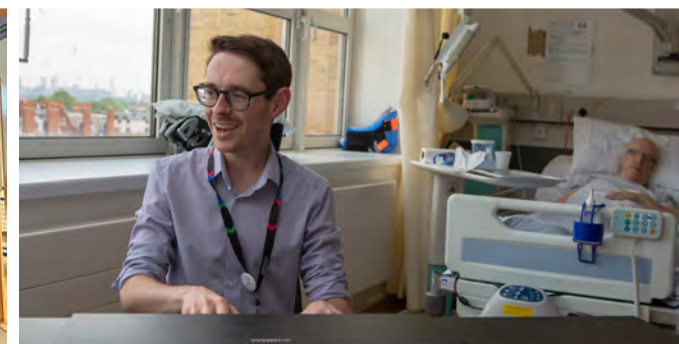
The programme was officially launched in January 2020, with a launch event at the Mayor's parlour.

## CW+ STUDIO

The CW+ Studio was created as a base for the Community Bridge programme, conceived as a bespoke space on Level 2 at Chelsea and Westminster Hospital, that would become a hub of cultural activity. Coincidentally, this was the original performance space when the hospital first opened in 1993.

The Studio was designed to meet the mental, physical and social needs of our most vulnerable patients with a simple, uncluttered layout, to avoid problems with mobility and navigation, particularly for patients with neurological conditions and such disorders as autism, dementia and ADHD (Attention Deficit Hyperactivity Disorder). Acoustics and lighting were also carefully designed to meet these needs. Designs and illustrations used biomorphic imagery, bringing in the feel of nature, with the aim of relaxing patients, improving and expediting recovery, and reducing stress and anxiety.

The CW+ Studio was temporarily transformed into a wellbeing hub for Chelsea and Westminster Hospital staff as a result of the COVID-19 outbreak. At the peak of the pandemic, it was open 24



hours a day, providing a welcoming environment for staff to relax, chat with colleagues, reflect, and refuel, with refreshments, toiletries, and phone-charging points. We continue to offer yoga, exercise areas and tutorials for staff via the Virtual Connections programme.

## VIRTUAL CONNECTIONS

Launched in May 2020, Virtual Connections was created in response to the COVID-19 pandemic as a digital version of our Arts for All programme. The online arts programme allows us to support the health and wellbeing of our patients,

staff, and those self-isolating in the wider community, with new videos from many of our resident artists and local partners.

We also launched live-stream music for patients in Chelsea and Westminster Hospital's Intensive Care Unit (ICU). CW+ Music and Sound Research Consultant Andy Hall played patients' songs of choice from his piano at home, in addition to other music, spanning 1920s jazz-era tunes to Elton John and Fleetwood Mac favourites. Patients can watch performances on their televisions in our new, state-of-the-art ICU.

# DESIGN AND ENVIRONMENT

**Throughout the year, we have been working to refurbish and enhance our wards, and to transform both clinical and non-clinical areas into healing environments for patients, staff, and visitors.**

In June 2020, we started a major project to refurbish several wards across both sites. Many of these works have now been completed, while we continue to renovate others. Across all wards, we are installing adaptable lighting, signage, sound systems, and colour-coding to help patients navigate the wards.

**“My sincere gratitude to the Trust management & CW+ for the great work done ... The whole ward looks different and gives a warm, friendly feeling of a clean and safe environment. Well Done! it is really appreciated.”**  
Staff response to feedback survey.

We started to install artwork by Supermundane in November 2019, throughout the children's inpatient wards at West Middlesex, as part of our ongoing Sun and Stars Appeal. Supermundane worked closely with our young patients to design a fun and functional environment, creating bright bespoke wall art, signage, and colour schemes.

In October 2019, we installed Kew Gardens-inspired artwork by Olivia Healy in the Phlebotomy waiting area at West Middlesex, transporting patients' minds into a calm, natural environment.

We worked with Projects Office to create sensory trolleys for Saturn Ward at Chelsea and Westminster, installed in November 2019. The trolleys were specially designed for young patients with autism, providing them a space to play with interactive lights and music.

The team at St Mary Abbots Ward at Chelsea and Westminster applied for a Small Change Big Impact grant to refurbish their new day room, and we supplied new furniture, plants, and artwork in March 2020. Department manager Anne Dede said: “Thank you so much, it looks great and we really appreciate your support!”

We commissioned artist Annu Kilpeläinen to create artwork for the Doctors' Mess at West Middlesex, which was installed in September 2020, along with new furniture, prints and a music system for the space.





# FUTURE HOSPITAL

**Working with a range of health technology partners, as well as renowned and emerging artists, architects and designers, we are aiming to elevate patient care and empower our staff with our Future Hospital studies.**

Since October 2019, CW+ has been collaborating with Queen Mary University of London (QMUL) to create a new musical instrument designed specifically to support upper limb exercises and rehabilitation. The QMUL Augmented Instruments Lab has a track record of using innovative technology to create flexible and accessible new instruments, and, with the support and experience of the CW+ Arts for All team, they are perfectly placed to create a unique and engaging music therapy tool for neurology patients.

The new instrument was developed into a prototype and is played by touching the brass rods on the surface, each producing a different note. Its size and shape make it accessible to patients with a wide range of upper-limb abilities, incorporating full arm extensions and intricate finger work, and it is compliant with hospital infection control protocols.

## PARO

PARO is an advanced interactive robot seal developed by AIST, a leading Japanese industrial automation pioneer. PARO has five kinds of sensors: tactile, light, auditory, temperature and posture, allowing it to perceive people and its environment. When interacting with people, PARO responds as if it were alive, moving its head and legs, and making sounds which imitate the voice of a real baby harp seal. We are currently undergoing a feasibility trial with PARO in our older patient wards.

## SENSORS IN INTENSIVE CARE

Research demonstrates that physical surroundings have a direct impact on recovery. With new lighting, layout, furnishing and equipment in the new ICU, the patient's brain, body and senses will rest far more effectively. Anxiety, pain and stress will be reduced, and immune response will improve significantly.

We have developed technology with Sensyne and Sonitus to measure data recorded from individual patients' beds in ICU in real-time. We hope to combine this technology with our electronic patient data systems. If successful, this will prove significant in



measuring the impact of music and visual imagery, which we are planning on implementing to improve the patient experience in critical care units.

## VIRTUAL REALITY

Sleep is a major contributing factor to intensive care associated illnesses, such as post-intensive care syndrome (PICS), and delirium, and remains a prominent complaint among patients discharged from critical care settings. One study including a sleep analysis on ICU showed that 42% of overnight stays were disturbed by noise.

We are working with the ICU team at Chelsea and Westminster Hospital on a Sleep Study to review using Virtual Reality (VR) in an ICU environment and how this can impact sleep quality and,

in-turn, psychological and physical symptoms.

We are also facilitating further VR studies in the Cardiac Catheter Labs, which are often a place of considerable anxiety for patients.

An additional evaluation of the effects of VR in a paediatric environment was completed this past year to examine the effect it has on pain and anxiety in a busy Paediatric Emergency Department. This is a subject of concern for the NHS, as high levels of patient pain and anxiety can negatively affect appointment times, patient cooperation, recovery and staffing needs.

Analysis found that the integration of VR reduces stress, anxiety and pain levels during medical procedures.

# HIV & SEXUAL HEALTH

The Trust's leading sexual health clinic, 56 Dean Street, is committed to eliminating HIV transmission in London's gay community and supporting LGBTQ+ health and wellbeing.

## GENERATION ZERO

Since 2015, HIV diagnoses at 56 Dean Street have dropped by more than 80%. However, we have not yet seen a reduction in cases among gay men under 25. Generation ZERO, a campaign to inform this community and create an AIDS-free generation, was launched in late 2019 with a short animation narrated by singer Will Young, which reached over 55,000 views on social media. We also set up a fund to offer free PrEP (HIV preventative pill, taken daily) for young gay men who are unable to afford it. Generation ZERO was generously supported by MAC AIDS Fund, Make a Difference Trust, and the wider LGBTQ+ community, including those who took part in the Red Run, and Jeremy Joseph and his team at G-A-Y.

THAT'S HOW WE'LL GET TO  
**ZERO**

## TEST NOW, STOP HIV

Test NOW, Stop HIV was launched at the start of the first national lockdown in March 2020, using the unique circumstances of COVID-19 and ongoing social distancing rules to encourage men who have sex with men (MSM) to test for HIV. The project has been a great success: to date, over 17,000 searches for tests have been made, and social media impressions reached over 750,000. We also had fantastic media coverage from The Sun, BBC, Guardian, Metro, The Telegraph, and BBC News, and the campaign template was replicated in New Zealand, Paris, Berlin, Washington DC, and Belgium. This project was generously funded by Gilead Sciences Europe Ltd.



## EDUCATION AND OUTREACH

The Trust's HIV/Sexual Health Directorate has been working with ViiV Healthcare to welcome clinicians from across the world to our global outreach education and training programme, which began in late 2019. The programme shares our pioneering knowledge and innovative treatment methods, combatting HIV and revolutionising treatment for at-risk HIV communities. Although the programme is currently paused because of COVID-19 restrictions, we plan to include outreach to Russia and other Eastern European countries, the Middle East, and Africa. A conference supported by Gilead Sciences Europe, 'A New ERA in HIV prevention and care', will also be delivered when restrictions permit.

## TRANS BOOTCAMP

Trans BootCamp is an empowerment programme for trans women, designed and delivered by trans women, in collaboration with 56 Dean Street, 56T (Dean Street's trans health and wellbeing service) and CW+. The project was designed and is led by trans activist Rebecca Tallon de Havilland, Ireland's first transgender woman. Over the last year, Trans BootCamp has supported 30 trans women, providing them with a toolkit of health, wellbeing, and practical support to allow them to be their authentic selves, and to challenge and overcome discrimination. Trans BootCamp is supported by Thrive LDN's Right to Thrive grants, Gilead Sciences Europe Ltd, Ku Bar, and the wider LGBTQ+ community.



# GRANTS

**We continue to run our grants programme, supporting staff health and wellbeing, funding training opportunities, and transforming patient care and experience.**

## **SPECIAL FUNDING CALL 2019**

We held our annual Special Funding Call for nurses, midwives, and allied health professionals, which culminated in a Dragons' Den style event. Finalists were invited to pitch their ideas to a judging panel, including Vineeth Rajkumar from the Rosetrees Trust.

The winning project, 'Buddy Bags', was proposed by Play Specialist Rebecca Taylor. This £3,600 initiative was kindly funded by the Rosetrees Trust, and provides essentials to children and young people who enter our hospitals with few possessions, including pyjamas, toiletries, toys, and other age appropriate items.

## **SPECIAL FUNDING CALL 2020**

This year, our Special Funding Call final was moved online due to the COVID-19 pandemic. Finalists presented their projects on Zoom, and we were delighted to have special guests on our panel: Ann Berger, Chief Executive of the Rosetrees Trust; Kate Brintworth, Regional Chief Midwife for London, NHS England and NHS Improvement;

Martin Machray, Joint Regional Chief Nurse and COVID-19 Incident Director, NHS England and NHS Improvement; and Pippa Nightingale, Chief Nurse at the Trust. Our four panellists were joined by our CEO, Chris Chaney, in judging the projects and awarding funding.

The winner was announced as Hand Therapy: The Exercise Prescription App, led by Occupational Therapist Hayley Fay. Funding will contribute towards improving our existing app, originally funded by CW+ and developed by Imagineear, with new functionality and an extra 50 videos. The app provides patients with bespoke exercises prescribed by their therapist to aid recovery, and already contains a library of more than 80 instructional videos and audio tutorials, which patients can follow and replicate at home. Thanks to support from the Rosetrees Trust, our seven finalists will all have their projects funded.

Hayley Fay, winner of the Special Funding Call 2020



# OTHER GRANTS AWARDED

The Cepheid Machine, a testing solution that can identify those with positive HCV RNA within 60 minutes, facilitating the diagnosis and early treatment of chronic liver disease in people experiencing homelessness.

The award-winning Hounslow atrial fibrillation project, the first real-world test of a novel artificial intelligence or machine-learning algorithm to identify and target patient at risk of strokes.

## SWAG

Staff Wellbeing and Amenities Grant



Up to £500 per staff area to fund functional support to improve staff wellbeing

## BIG IDEAS

Patient-focused grants up to £100,000



Grants up to £100,000 to fund larger projects which transform patient care

A major Proof of Concept project to introduce IPSoft's Amelia, a cognitive artificial intelligence agent, to the Trust, aiming to demonstrate cost and efficiency savings.

Visual DX, an educational app which provides clinicians with dermatological diagnoses once signs and symptoms have been inputted, as well as peer-reviewed, expert clinical information and photos, encouraging evidence-based medical practice.

## SCBI

Small Change Big Impact



Fast-track grants under £2,000 to improve patient care

## TED

Training, Education and Development Fund



Up to £2,000 for staff education or development opportunities

The Joint Research Committee, a research awards programme we support every year. Our grant of £220,000 will be used to support staff development, fund innovative research studies, push for positive changes to clinical practice, and provide an opportunity for patients to engage in local research.

Funding for a Foetal Medicine Subspecialty Trainee to expand the service and ensure the Trust is recognised as a foetal medicine site of excellence, where junior doctors are trained in foetal medicine.

A major proof of concept project to introduce IPSoft's Amelia, a cognitive artificial intelligence agent, to the Trust, aiming to demonstrate cost and efficiency savings.

In total, we spent £31,924.98 on some 33 Small Change Big Impact (SCBI) projects for ward enhancements, recreational projects, non-essential equipment, and others including weekly exercise classes for people with chronic pain, older adults handling equipment, and a scanning cradle for neonatal hip scans. We supported 25 Training, Education and Development (TED) grants for staff, totalling £19,956.94, and funded 7 Staff Wellbeing and Amenities Grants (SWAG), with £2,874,67 awarded.



# THE YEAR AHEAD

**Over the next year, we will be launching new partnerships and programmes, completing several ward transformations and campaigns, and continuing to improve staff and patient experience at our hospitals.**

We will mark the completion of the Critical Care Campaign for ICU and NICU and hope to invite our generous supporters and dedicated staff to celebrate with us – whether in-person or through a virtual celebration.

The Best For You programme will launch with a multi-million fundraising campaign, aiming to redesign the clinical pathway for adolescent mental health across north west London - read more about Best For You on pages 42-43.

We are continuing to celebrate the centenary of West Middlesex University Hospital until September 2021, when we hope to hold an in-person event in the adjacent Syon Park. Events will include films, exhibitions, competitions and historic storytelling, marking the hospital's impressive heritage. At West Middlesex, we will embark on a fundraising campaign to redevelop the children's outpatients' ward and complete work on improving the environment in our Breast Care Clinic.

We aim to expand our fundraising efforts to further support research and innovation for COVID-19, including our PIONEER trial.

We are currently planning an Ideas Hub at Chelsea and Westminster Hospital, which will accommodate CW Innovation staff; visitors and associated technology early stage start-ups and inventors; researchers to explore and test new ideas; and other technology and digital-centric individuals to enable them to develop and test their ideas.

# THE YEAR AHEAD

## A NEW MODEL OF CARE FOR YOUNG PEOPLE IN MENTAL HEALTH CRISIS AND THEIR FAMILIES



Currently, the treatment of a young person in mental health crisis differentiates between physical and mental health assessment. This leads to delays both in the delivery of appropriate care and onward referral, at a time when these young patients are at their most vulnerable.

**BEST FOR YOU** will ensure patients are transferred immediately to a dedicated Young People's Assessment Unit where they will be examined by a multidisciplinary team who will attend concurrently to their physical and mental health needs. This Unit would be a 72-hour admission ward, providing crisis care and next-stage referral without the need for a handover between services.

Linked to the Unit, a multipurpose Day Centre will also be established where patients may continue their rehabilitation as outpatients, accompanied by their families. This will provide patients and their parents with:

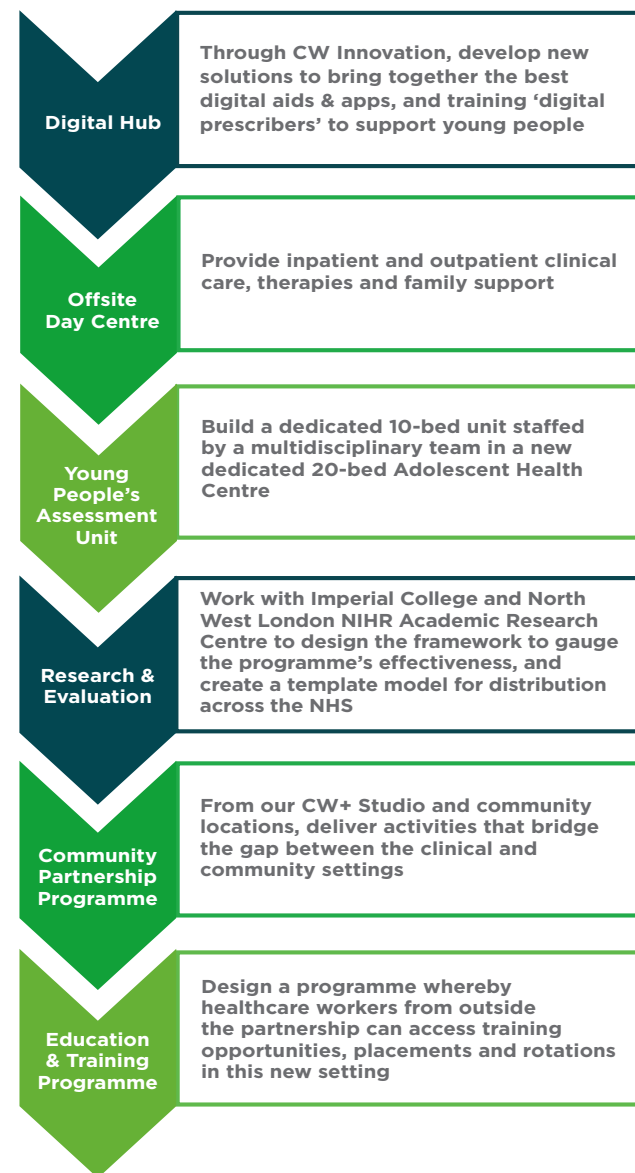
- continuity of care
- signposting to accredited community resources

- access to the latest tested and evaluated digital aids and apps
- greater collective support in a safe and welcoming environment, staffed by health workers and specialist peer volunteers
- providing early interventions to help reduce hospital admissions

The **BEST FOR YOU** model will capitalise on the research and innovation expertise of the clinical organisations and their research partners at Imperial College and the National Institute for Health Research (NIHR). CW+ is currently identifying and engaging with an initial group of partners, service users and supporters, who will contribute to the success of **BEST FOR YOU** and help safeguard and maintain the mental health of our young people in these challenging times.

For more information on the **BEST FOR YOU** initiative and to find out how you can help, please contact Kerry Huntington at [kerry.huntington@cwplus.org.uk](mailto:kerry.huntington@cwplus.org.uk)

## PROGRAMME OBJECTIVES 2020 - 2023





# BOARDS AND COMMITTEES

WE WOULD LIKE TO THANK OUR BOARDS  
AND COMMITTEES FOR THEIR CONTINUED SUPPORT:

## TRUSTEE BOARD:

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Warwick Hill  
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Stephen Rockman  
Liz Shanahan  
Tom Shutes  
Adrian Weller  
Dr Justin Whatling  
Mark Wippell



# THANK YOU

**These last twelve months have undoubtedly been the most challenging in our recent history. The COVID-19 pandemic has taken a great toll on our community, with many thousands of families, patients, and staff affected and many still either trying to cope with the aftermath of the disease, or trying as best they can to protect themselves and others from what remains a very real and present danger.**

It is important that we take this opportunity to relay our most sincere thanks and gratitude to our own staff across Chelsea and Westminster Hospital NHS Foundation Trust who have stepped up and shown the most remarkable courage, skill and compassion in the face of the pandemic.

We must also extend this thanks to our community who, through CW+, have played such a vital role in helping us not only care for our patients and teams on the ground, but have also enabled us to accelerate our knowledge of the virus and how to manage it through the innovation and deployment of state-of-the-art testing technology and groundbreaking research that is helping patients in hospitals, not only in the UK but across the world.

The pandemic has reminded us just how fortunate we are to have such a remarkable and dedicated community of supporters. When we needed you the most, your generosity and passion helped us remember we were not facing this threat alone and lifted us all beyond measure.

Now there is light beginning to emerge at the end of the COVID tunnel, we must also remember to celebrate the achievements our generous donors have made possible – new world-class intensive care facilities for adults and babies, enhanced clinical environments across both our West Middlesex and Chelsea and Westminster sites and fantastic progress in the first twelve months of our CW Innovation programme, to name just a few highlights.

As an organisation, we were founded over three centuries ago thanks to charitable donations from individuals, organisations and families from across London. What this year has shown us is that the public's commitment to supporting our health service –

both at a local and a national level – is as strong as ever. For the NHS, the months ahead will undoubtedly be challenging. However, with your continuing generosity and support, we are confident that 2021 will be a year of progress, opportunity and achievement at Chelsea and Westminster Hospital NHS Foundation Trust.

## LESLEY WATTS

CEO, Chelsea and Westminster Hospital NHS Foundation Trust

## SIR TOM HUGHES-HALLET

Chairman, Chelsea and Westminster Hospital NHS Foundation Trust





020 3315 6600  
charity@cwplus.org.uk

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