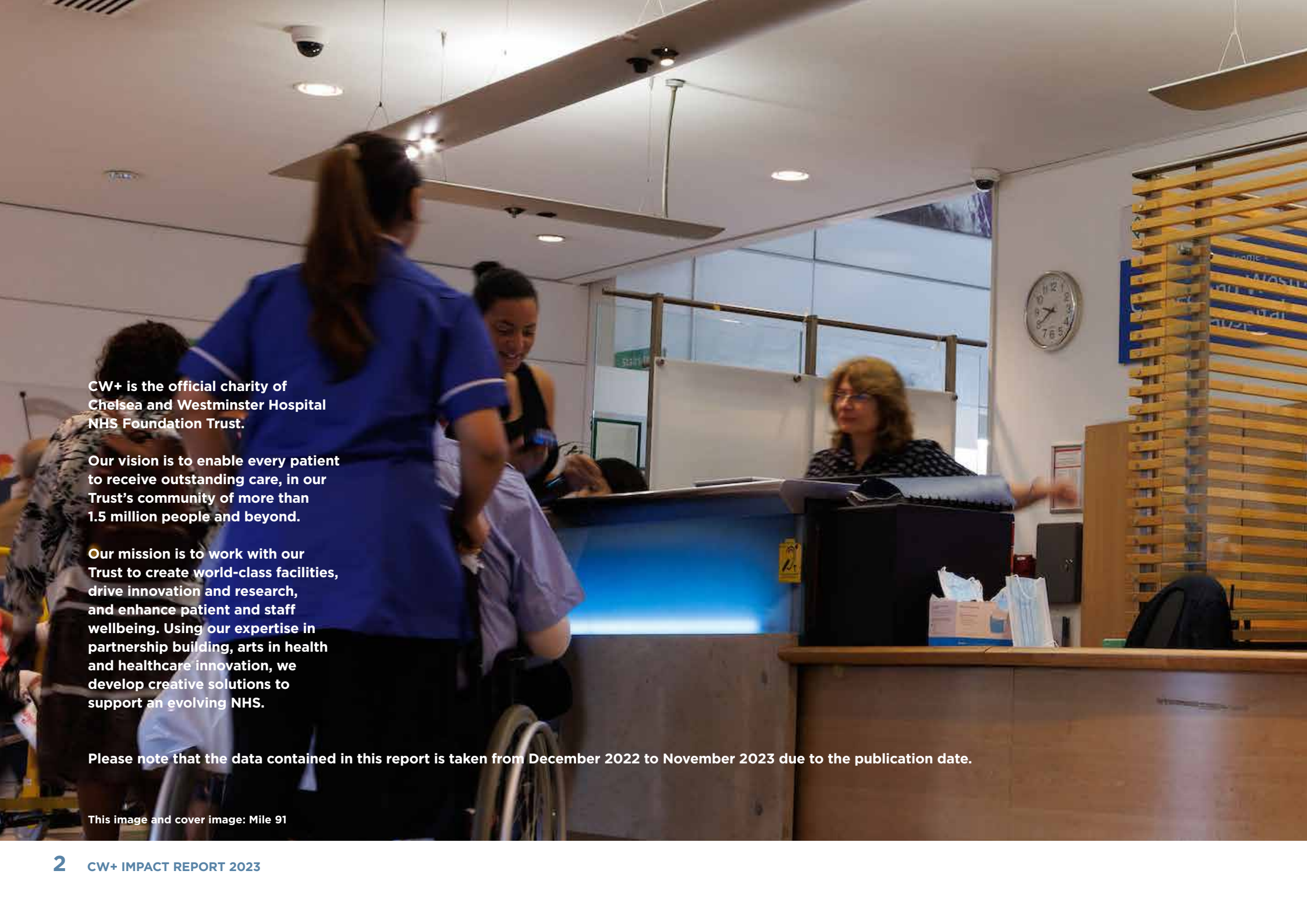




Supporting Chelsea and Westminster  
Hospital NHS Foundation Trust





**CW+ is the official charity of Chelsea and Westminster Hospital NHS Foundation Trust.**

**Our vision is to enable every patient to receive outstanding care, in our Trust's community of more than 1.5 million people and beyond.**

**Our mission is to work with our Trust to create world-class facilities, drive innovation and research, and enhance patient and staff wellbeing. Using our expertise in partnership building, arts in health and healthcare innovation, we develop creative solutions to support an evolving NHS.**

**Please note that the data contained in this report is taken from December 2022 to November 2023 due to the publication date.**

**This image and cover image: Mile 91**





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**Welcome to the CW+ 2023 impact report. We are delighted to be able to share with you, in the pages that follow, the many ways in which we make a real difference to our patients, staff and community.**

CW+ is proud to be the official charity of Chelsea and Westminster Hospital NHS Foundation Trust, which encompasses Chelsea and Westminster Hospital, West Middlesex University Hospital and all our community-based services, and serves a population of more than 1.5 million people.

The incredible staff in our Trust continue to provide excellent care to our patients, and CW+ continues to work hard to

support them in a number of important areas (many of which you will read about in this report). We are immensely grateful to all the supporters, partners and friends who make this work possible.

2023 marked the start of an exciting and ambitious period for CW+ with the launch of a new three-year strategic plan alongside Thirty at Thirty, our biggest fundraising campaign to date, spread across several major appeals and projects (see pages 6-7 for a summary of these). With £9m in gifts and pledges already secured, much of our focus this year has been on building the momentum the campaign needs for us to reach our £30m target.

Our Trust remains one of the highest-performing in the country, and its achievements were recognised in November when it was Highly Commended in the coveted Trust of the Year category at the 2023 HSJ Awards. It can't be denied, however, that the NHS is grappling with significant challenges including staff recruitment and retention, the increasing demands of an aging population, and the long-term effects of the global pandemic. It is our role as a charity to draw on our unique skills and expertise to help our Trust to create an outstanding health and care environment, and to test and scale new ways of working that may resonate well beyond our immediate community.

With this in mind, our strategic priorities – creating world-class facilities, driving innovation and research, enhancing patient and staff wellbeing, and supporting our community, our region and the national care agenda – take on an even greater sense of urgency and clarity of purpose.

On behalf of all our patients, their families, and our staff, we would like to say a huge thank you. We hope you will continue to follow our progress at this pivotal point in our evolution.

**Tony Bourne**  
Chair

**Chris Chaney**  
Chief Executive

# THIRTY AT THIRTY

## Creating world-class facilities, driving innovation and research, and enhancing patient and staff wellbeing

**This year, we launched our most ambitious fundraising campaign to date, to coincide with the 30th birthday of Chelsea and Westminster Hospital.**

Thirty at Thirty aims to raise **£30m** to support the Trust in the ongoing delivery of outstanding care to the communities it serves. Our fundraising efforts are focused in three key areas:

### Creating world-class facilities

The **Treatment Centre**, which provides day and short-stay surgery at our Chelsea site, urgently needs redeveloping. £16m has already been committed by the NHS for this project; CW+ is looking to raise a further **£10m** to establish a

best-in-class unit, which will include two brand-new operating theatres and a new 23-hour recovery process.

We're raising **£8m** to help address the growing and urgent crisis in young people's mental health. Having already reached a key fundraising milestone with the successful opening of Arc (see pages 18-19), our focus is now on a new **Young People's Centre**, which will include the UK's first 72-hour Rapid Assessment Unit.

Work will begin in the spring on a brand-new £75m **Ambulatory Diagnostic Centre** at West Middlesex University Hospital, which will house oncology, renal and dialysis treatment and diagnostics. To support this

Right: architectural rendering of the Ambulatory Diagnostic Centre at West Middlesex University Hospital



project, CW+ is raising **£1.5m** for a programme of enhancements that humanise the space and create the best possible environment for patient care and recovery.

### Driving innovation and research

Studying immune responses to infection and evaluating the effectiveness of vaccines and drugs can help us prepare for and respond quickly to future pandemics. In collaboration with Imperial College London, we are proposing to develop a 12-bed state-of-the-art facility for **Human Infection Challenge** to accelerate this vital work.

Our **CW Innovation** programme has already achieved national recognition. By nurturing the

talent in our Trust and continuing to expand our network of world-leading partners, we are looking to design and deliver the next chapter in health and care innovation.

Central to the delivery of these workstreams is the creation of an **Ideas Hub** at our Chelsea site – a convening point for our diverse innovation ecosystem. This new space will support onsite co-working between partners and NHS teams, and offer a flexible space to engage companies, entrepreneurs, patients and staff in product development and service innovation.

To make these projects a reality, we are looking to raise a total of **£8.5m**.





## Enhancing patient and staff wellbeing

Our pioneering **Arts in Health** programme focuses on the link between human health and the environment, building on the robust body of evidence that outstanding design and engagement with the arts can improve physical and mental wellbeing. We want to ensure the continuation and further development of this work.

Our frontline staff are often the people best qualified to identify where improvements can be made, health inequalities addressed, and wellbeing and training needs met. The **CW+ Grants Programme** has already funded a wide range of projects that have resulted in better care



for patients and a better working environment for staff. We want to make funding quicker and easier to access, ensuring that more members of staff at all levels of our Trust can receive the support they deserve.

In addition, we are committed to continuing our support of the **Trust Volunteering Programme** over the term of the campaign, as well as working with partners to expand the **Neonatal Palliative Care Programme** at what is a very challenging time for this specialty.

To fund this important work, we're hoping to raise **£2m**.



## Getting our Thirty at Thirty campaign off to a flying start with help from our incredible staff and community

**In May, we launched the Thirty at Thirty appeal at a staff event celebrating the 30th birthday of Chelsea and Westminster Hospital.**

Celebrations opened with a performance by the Chelsea Pensioners, followed by speeches by the Trust's CEO, Lesley Watts, and CW+ Chief Executive, Chris Chaney. As part of the celebrations, CW+ hosted a sponsored abseil down the side of Chelsea and Westminster Hospital. Nearly 60 members of staff harnessed their inner daredevil, raising an incredible £42,000 and paving the way for a series of fundraising events taking place over the next three years as our campaign gathers pace.

In June, we held a launch dinner at Royal Hospital Chelsea, with many of our most loyal friends and supporters in attendance. We showed the premiere of our [Thirty at Thirty](#) campaign film, which captures in a few minutes the essence of what makes our hospitals so special, and the positive impact our work has on patients, staff and the wider community.

We're delighted to have already secured £9m towards our target in gifts and pledges and are very excited about what the next three years hold.





“

**We're asking our friends and community to help us with this vital work, and enable Chelsea and Westminster Hospital NHS Foundation Trust to deliver exceptional care to even more people**

”

Chris Chaney, Chief Executive, CW+



Frances Marshall

# Fundraisers

**Celebrating the amazing members of our community who fundraise for us**

## Staff fundraisers

Nicola Rose, Divisional Director of Nursing, ran the Hampton Court Half Marathon in March, raising **£1,300**. She also ran the Ealing Half Marathon in September, with colleagues Pauline, Bishnu and Anju from the Critical Care Team at West Middlesex University Hospital. And as if that weren't enough, Nicola was also one of the staff members who completed the Thirty at Thirty abseil!



Emergency Department (ED) Consultants Shashank Patil and Julia Burkert completed the London-Essex 100 with friend and supporter Neil Turner, raising more than **£600** towards a sleep pod for the ED staff.

Archana Dixit, Consultant Obstetrician and Gynaecologist and Trust lead for Cultural Diversity and Antenatal Services, helped to mark South Asian Heritage Month at both hospital sites with events that included music and dance performances, henna tattoo workshops and the sale of South Asian food. In November, Archana organised a Bollywood-themed show with live musicians and singers, including many of our talented trust staff, which was supported by the Mayor of Hounslow. The event raised **£6,000** in support of the Trust's Cultural Diversity and Awareness programme.





## Community fundraisers

Business student Alec Deneef-Matthews held Fund of Cars, a car show dedicated to children living with long-term health conditions, which raised **£2,750** for CW+.



Marisa Milbank and her boyfriend Josh completed the Dorney Triathlon for Syon 2 Ward (respiratory medicine) at West Middlesex University Hospital in memory of Marisa's grandmother, raising an amazing **£10,000**.



Jonathan Wallach, whose daughter was looked after in Chelsea and Westminster's Neonatal Intensive Care Unit (NICU) when she was born prematurely, raised **£18,000** when he ran the Paris Marathon in March. This is part of a wider challenge to raise £80,000 for a NICU travel incubator.



Man vs Mountain racer Oli Horton raised more than **£6,500** for West Middlesex University Hospital's ICU after his wife was admitted with septic pneumonia and received life-saving care in the unit.



Rebecca Nizar held a sale of her paintings to thank the NICU staff at Chelsea and Westminster Hospital for looking after her daughter India, who was born four months prematurely. She raised more than **£9,000**.



Hannah Galis, who finished treatment for leukaemia at Chelsea and Westminster Hospital in 2022, raised more than **£1,500** for our Play Team for her seventh birthday in June. Instead of receiving presents, Hannah asked for donations as a thank you to the team who cared for her.

We were delighted that the Mayor of Hounslow chose to name us as his Charity of the Year. The Mayor attended our campaign launch and is an enthusiastic supporter of the work of CW+, especially in relation to West Middlesex University Hospital and the forthcoming plans for a brand-new Ambulatory Diagnostic Centre on the site.



Kirsti Bircher raised **£1,450** for our NICU in November, when she ran the Gouda Half Marathon. Kirsti wanted to give back to the neonatal unit after her two godchildren were born there in 2004.



## Paving the way for new ideas – and new ways of using existing ideas – that will improve patient care, patient experience and the way our hospitals and clinics are run

**This year, CW Innovation, our flagship programme run jointly with the Trust, has celebrated its fourth anniversary. Its growing portfolio of innovative solutions and models of care has generated national recognition for the Trust as an emerging leader in innovation and an early adopter and designer of transformative, next-generation services and care tools.**

### **CW Innovation projects**

We remain focused on delivering new and improved methods of care for our patients and community. Highlights of the year include:

—Establishing a first-of-its-kind hyperemesis virtual ward at the Trust. The SIPS (Sickness Information, Pregnancy Care and Self-evaluation) app, built on the Luscii platform, provides reliable information to women with nausea and vomiting in

early pregnancy, also helping to improve their management and care. Women can self-monitor, which cuts down hospital attendances and allows staff to focus on more urgent cases. To date, more than 100 patients have benefited from this virtual ward.

—Implementing a digital care pathway for atrial fibrillation (AF) patients using remote monitoring. AF, the most common cardiac arrhythmia, poses a significant public health burden. This



pathway enables patients to be effectively triaged remotely, allows health deteriorations to be recognised early, ensures that they receive timely medical attention or emergency care, and reduces the likelihood of subsequent ED reattendances. 144 patients with poorly controlled AF have so far been managed in this way across both hospital sites.

—Continuing our work with Kiin, using Virtual Reality (VR) technology (left) to provide immersive learning experiences for Trust staff in equality, diversity and inclusion training. We have also developed VR Civility and Respect training, which has been funded by NHS England. For this pilot, we have recruited 150 participants across three north-west London NHS Trusts. 45 out of 50 respondents could now more easily identify situations of unfair treatment due to bias.

### **New Horizon and anniversary events**

A series of CW Innovation 'New Horizon' roadshow events took place throughout the year for Trust staff to find out more about funding, business support and proven 'test and scale' environments that could help them to get their ideas off the ground quickly. They included presentations from Trust clinicians about virtual hospitals, remote monitoring, immersive technologies and other innovative projects that the programme supports.

We also hosted special staff-focused events at both hospital sites to celebrate the fourth anniversary of the CW Innovation programme. Those present were among the first to watch the new CW Innovation film, which showcases the latest innovations at the Trust and features interviews with senior leaders and



the CW Innovation team. [You can watch our CW Innovation film here.](#)

### DigitalHealth.London Accelerator

As a founding partner of the DigitalHealth.London (DH.L) Accelerator, CW+ was part of the selection process for the seventh round of applications



from health tech SMEs (small- and medium-sized enterprises) for the 12-month programme. Seventeen companies were selected, with solutions ranging from apps to AI robotics and remote monitoring to diagnostics. The DH.L Accelerator programme has supported some of the most effective digital innovations now being used by the NHS.

### Accelerating FemTech

CW Innovation is proud to be a partner of the Health Innovation Network (HIN)'s Accelerating FemTech programme, which is designed to support clinicians, entrepreneurs, academics and patient groups interested in developing innovative technology solutions to women's health needs. As part of the programme, we hosted Accelerating FemTech at Chelsea and Westminster Hospital, which brought together leading experts and innovators.

## Spotlight: Dr Lucy Thomas, Consultant Dermatologist



**'We have been working closely with Skin Analytics since April 2022 to use its Artificial Intelligence (AI) tool, DERM, to support our urgent skin cancer pathway at Chelsea and Westminster Hospital.'**

'Urgent skin cancer referrals across the UK have been increasing, which puts huge pressure on hospital departments.

Many of our routine patients with severe eczema or psoriasis are seeing long delays in treatment, which negatively impacts patient outcomes.

'The use of AI DERM technology involves attaching a special dermoscopic lens to a smartphone, which captures an image of the patient's skin lesion. The image is immediately assessed by the AI technology and classed as high or low risk. Based on the outcome of the assessment, patients are then directed to the right level of care.

'Since we implemented the AI solution 18 months ago, we have seen significant benefit across our urgent cancer service. More than 4,000 patients have been seen and 20% have been immediately discharged back to their GP without using Trust clinician capacity. We have also seen a 10% reduction in surgical requests and a 13% reduction in routine appointments. Importantly, over 80% of patients would recommend the service to friends and family.'

'CW Innovation has supported this project from the start, not only with funding but also with expert guidance, for which we are very grateful.'

## Horizon Fellowship Programme

The first year of the Horizon Fellowship Programme, run by CW Innovation in partnership with DigitalHealth.London, came to an end in February. We celebrated the achievements and learnings of the first cohort of Fellows at a showcase event at Chelsea and Westminster Hospital.

The 2022/23 Horizon Fellows' projects are estimated to have impacted more than 13,000 patients over the year, bringing much-needed change for staff and patients across the Trust. Solutions that were developed included the implementation of cutting-edge AI to predict organ failure, and the use of immersive VR technology to reduce pain. Several projects promoted a digital-first approach to healthcare, including online triage and booking, self-management of acute and long-term conditions,

and patient-initiated follow-up. Such projects help to address the growing demand on our services and lay the foundations for the healthcare systems of the future.

## NHS Clinical Entrepreneur Programme

As London's only recognised NHS test and evaluation partner site, we were again selected to support the NHS Clinical Entrepreneur Programme, which is the world's largest entrepreneurial training programme in healthcare. Trust staff were encouraged to apply to the one-year programme, which provides the opportunity to develop and scale ideas for patient benefit.

## Life Sciences event

Alongside our Trust, we were proud to host a special Life Sciences event at Chelsea and Westminster Hospital in November. The event, which



focused on driving momentum in all aspects of clinical research, brought together researchers, life science and commercial partners, donors, and academics.

An illustrious panel, including Lord James O'Shaughnessy, author of HM Government Review of Commercial Clinical Trials, and Matthew Swindells, Chair of North West London Acute Provider Collaborative, discussed how a robust and prosperous life sciences industry can be cultivated in the UK. It was also an opportunity to

reinforce our commitment to driving progress and growth across the sector, including by creating a world-class clinical research facility for Human Infection Challenge.





## Spotlight: Jess, Operating Department Practitioner (ODP) and Horizon Fellow



**'I began the Horizon Fellowship with the aim of making ODPs a permanent part of the resuscitation team, because resus teams that include ODPs have been found to have better patient safety than those without.'**

'During the Fellowship, I realised I would need to influence resuscitation policy to bring about change. I took my campaign to the top of the Trust, and eventually to NHS England. My work was recognised when NHS England chose the Trust as a pilot site for its ODP Advocacy Project, which aims to increase awareness of the ODP role among other clinical groups and theatre staff. ODPs' work is imperative to the safe undertaking of surgery and general anaesthesia, but our role and skills aren't always recognised or even fully understood.'

'This summer, I was invited to attend a round table event with Will Quince, Minister of State (Department of Health and Social Care). We discussed the need for development opportunities and career progression pathways for allied health professionals, and the future of the profession. It was a valuable opportunity to inspire high-level change.'

'Being on the Horizon Fellowship Programme ignited my passion for allied health professionals. It has shaped my career prospects.'



# Arts in Health

## Promoting engagement in the arts to improve the health and wellbeing of our patients and staff

**For 30 years, CW+ has provided an inclusive and diverse co-designed Arts in Health programme that includes visual art, participatory workshops and performances, a design and environment programme to enhance clinical and non-clinical spaces, and much more.**

This year, we have continued to build on this programme, as well as making important progress in the planning of several key capital projects.

### Arts for All

Our Arts for All programme provides creative opportunities for patients and staff through sessions on the wards, classes in the CW+ studio, and workshops at both our hospital sites.

On the wards, our artists and partners have continued to deliver new and inventive ideas, including puppet-making

workshops to express emotions, creative movement sessions focusing on rehabilitation exercises, bedside gardening to bring patients closer to nature, and digital music-making for adolescents.

### CW+ Studio

The bespoke CW+ Studio at Chelsea and Westminster Hospital has hosted a varied programme, including artist residencies and health-related support groups. In 2023 there were more than 800 timetabled sessions in the studio across 47 different activities.

Our aim is to offer the best care during a hospital admission, and to support people to stay well in their communities once discharged. We work with several community partners to deliver specialist sessions for older adults. These include singing with Opera Holland Park, and stretching and line dancing with





“

**When I hear music, I cry with joy. You have given me so much to think about. You have brought my emotions back**

”

Patient, Chelsea and Westminster Hospital

Age UK. Sing Out London, a partnership between The Royal Marsden and CW+, uses the studio for weekly choir rehearsals and performs regularly in the main atrium. A survey question asked participants how the studio session had affected their mood; after more than 700 responses, 81% said it had made them feel better (70% much better).

### **MediCinema**

In 2023, the CW+MediCinema hosted nearly 3,000 patients, their visitors and staff at more than 250 film screenings, thanks to hundreds of volunteer sessions. CW+MediCinema Manager Simon Hickson expanded its reach and impact by hosting tailored screenings for specific outpatient groups including child and adolescent mental health and elderly patient support groups.

Highlights this year included pre-release screenings of

Dungeons & Dragons: Honour Among Thieves, and Paw Patrol: The Mighty Movie. There were also special staff screenings for International Nurses Day, International Women's Day, South Asian Heritage Month and LGBT+ History Month.



## **Spotlight: Emily Chilvers, Arts for All artist**



**‘I’ve been part of the Arts for All programme for about six years now. In previous years I’ve worked a lot with older people as this was my background, but more recently I’ve focused my Art of Conversation workshops on the children’s wards.**

**‘We connect through art-making, but the creative process also opens up some wonderful conversations. The places you go when you’re with children! It’s amazing to see how their imaginations take off when they’re presented with the simplest of materials. The sessions are open-ended and sensory, with an emphasis on tactile material exploration.**

**‘I love bringing that sense of escapism to the wards. Creating something together gives the children a sense of calm, distracts them from their situation and gives them a special keepsake to take home. This work really gets to the heart of what’s important. It provides comfort and allows patients to be themselves when they’re at their most vulnerable.’**

“

**This work really gets to the heart of what’s important. It provides comfort and allows patients to be themselves**

”

“

**I am aiming to highlight the unsung heroes of the hospital. These workers should be celebrated – I hope to make them feel seen and appreciated through my pencil and their own words**

”

Mereida, Drawn in Residence Artist

### **Drawn in Residence**

For our 2023 Drawn in Residence programme, we commissioned seven artists from the University of the West of England and Kingston University to document hospital life through drawing. This was the first time our artists have worked at both hospital sites.

The residencies have resulted in a wide range of work, from capturing our CW Innovation programme to working with stroke recovery patients at West Middlesex University Hospital. The residency has been a hugely valuable way for graduates in the creative arts to gain real-world experience of a paid residency and be supported to shape, develop and deliver a project in a healthcare setting.

### **Staff wellbeing**

This year we have increased our delivery of staff-focused classes and workshops. Our staff choir, the ChelWest Singers, rehearses in the CW+ Studio, and we hold weekly yoga sessions. Alongside artist Adam Stanley, staff helped to design a mosaic for the Cheyne Child Development Service at Chelsea and Westminster Hospital, and staff at West Middlesex University Hospital created cyanotype prints that now feature in a courtyard sculpture by metalwork artist Heather Burrell, funded by NHS Charities Together. A number of Trust staff also took part in the annual NHS staff football tournament, hosted by our friends at Chelsea FC and the Chelsea FC Foundation to promote staff wellbeing.

Zheyuan Zhang continued his PhD research project on using design to improve mental health and wellbeing among healthcare providers. He is working towards a second version of his digital artwork *Rippling Senses*, which uses AI to create live-generated artwork, and has conducted research with more than 230 staff to inform the design of a new digital intervention to reduce stress and burnout. He also oversaw the installation of new sleep pods in the Sky Garden and Greenhaven at Chelsea and Westminster Hospital, which provide a space for staff to relax, helping to combat fatigue.

### **Design and environment**

In October we reached an important and much-anticipated

milestone – the opening of Arc, a purpose-built space in SW10 that is home to Arc Day Programme. Find out more about this important programme for young people with an eating disorder on page 24.

Arc was co-created following extensive consultation with young people, family members and carers, and clinicians. With wellbeing always at the fore of our thinking, we focused on creating a welcoming and safe environment that would support patient-centred care and destigmatise mental illness.

The former office space presented significant design challenges, but in partnership, we have created a bright space that has bespoke





elements including feature lighting, comfortable furniture and artwork co-created by young people and artists Anna Jane Houghton and Carlos Peñalver.

Much of our attention and energy this year has been focused on developing the arts strategy and commissioning approach for several large capital projects in the making, in line with our Design Standards Guide. As part of this process, patients and staff have been consulted to ensure that their ideas and feedback are reflected in our proposals. Our Arts Coordinator, Emily Thomas, has used drawing as a tool for collecting some of this information (right). You can find out more about these major projects on page 6.



## Spotlight: Andy Hall, Head of Impact and Evaluation at CW+



**'In June, two years on from the official opening of the Adult Intensive Care Unit (ICU) at Chelsea and Westminster Hospital, we published an evaluation of the redevelopment, highlighting the positive impact of the environmental enhancements to the unit.'**

'Improvements for patients include reduced sound levels, warmer temperatures and a huge increase in daytime light levels – floor-to-ceiling windows have made the new ICU more than eight times brighter than in the old unit, contributing to a healthy circadian rhythm and potentially reducing the risk of delirium. In a focus group with ICU staff, the experience of relatives was also highlighted as an area of great improvement, with more spacious bed areas allowing for greater privacy and expanded overnight facilities.'

'Benefits to staff include more space, facilitating the movement of patients and equipment, and a significant reduction in the level of background sound. New respite and training spaces have also had a positive impact on staff experience, as has the Sky Garden. Some said that the environment had even influenced their decision to choose the unit as a place to work.'

'We are grateful to the Julia and Hans Rausing Trust and other generous donors, whose support made this project possible.'

## Our year in numbers

**£1.3m**

Total grants funding **(+71%)**

**196**

Number of grants awarded **(+75%)**

**265**

Number of grant applications received **(+64%)**

**3,002**

Artist visits  
to wards

**23,059**

Patients reached  
through the  
Arts for All  
programme  
**(+52%)**



**10,544**

Staff engagements with the  
Arts for All programme **(+42%)**



Income raised

**£4.31m**

km walked: 79  
km run: 203  
km cycled: 563  
m abseiled: 2,121

**74**

Staff and  
community  
fundraisers

**CW+**

**6,579**

Social media fans and followers

**1,071**

Social media posts created

**3,169**

Visits to the Thirty at Thirty  
webpage since it launched in May

**£10m**

Received from NHS England to manage  
Volunteering For Health (see page 34)

Best For You

**55,835**

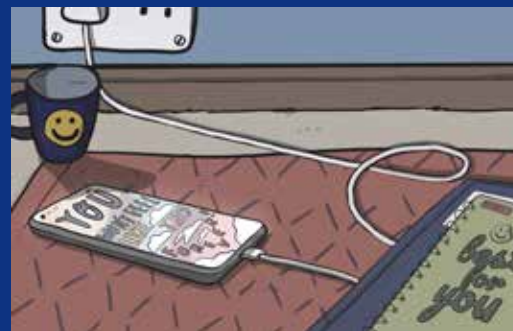
Users found the Best For You website  
through a search engine

**857**

Social media posts created

**4,537**

Searches on the Best For You app library





## Developing mental health services for young people in north-west London and beyond

**Launched in 2021, Best For You is a new approach to mental health care designed for – and in consultation with – young people and their families.**

The programme is run in partnership by Central and North West London NHS Foundation Trust, Chelsea and Westminster Hospital NHS Foundation Trust, West London NHS Trust, and CW+. It is being evaluated by academic experts at Imperial College.

The role of CW+ in the partnership includes raising the seed funding required to deliver the programme, and supporting several key areas including digital content, wider partnership working, the design of physical

spaces, and non-clinical leadership. Clinical partners carry out all young people- and patient-facing interactions.

Together, we have achieved a lot in 2023, expanding our digital resources, developing community partnerships (including two exciting new programmes with Chelsea Football Club), opening Arc (the first of our state-of-the-arts NHS spaces), and supporting the launch of Best For You Denmark.

### Digital wellbeing resources

In 2023, we welcomed 69,000 users to the Best For You website, which brings together information and resources around mental health. Some of the most popular pages this year include

blogs about how to make a self-soothe box and an app to help anxiety, as well as landing pages for ADHD and anxiety.

Best For You maintains a presence on Instagram, X (formerly known as Twitter), Facebook and YouTube to reach young people, families and carers, and clinicians. In 2023, our Instagram profile reached 356,000 users, while our Tweets were seen 62,000 times and our Facebook page was seen 48,000 times. Across our social media accounts, our engagement rate remains above the industry averages for both non-profit and health and wellness accounts.

We continue to work with the Organisation for the Review of Care and Health Applications





James Porter, Director of Campaigns and Major Programmes at CW+, was a panellist at YouTube's first UK health conference



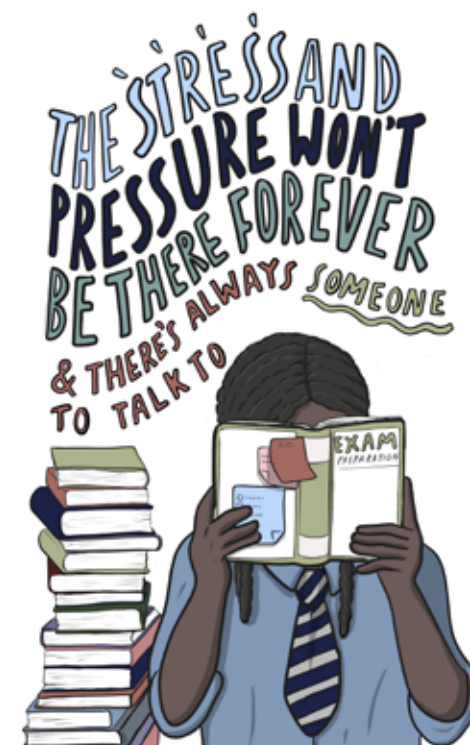
(ORCHA) to provide the Best For You app library. In 2023, there were 15,032 page views on the ORCHA website (more than twice as many as last year). This autumn, we welcomed updates to make the library more user-friendly. Young people, family members and carers, and professionals such as teachers and youth workers can now find shorter lists of free, recommended apps for topics including low mood, sleep and anxiety, with improved app descriptions to help them find the digital tool that's right for them.

### Community partnerships

CW+ brings expertise in partnership building to Best For You. In addition to its core partnership with NHS organisations, Best For You connects organisations beyond the NHS to improve young people's access to information and early intervention support, including through initiatives that help young people on NHS waiting lists to 'wait well'.

Our work with Word on the Curb and its community of more than 10,000 young people from a diverse range of backgrounds revealed that over 75% of young people commonly engaged with YouTube, making it the second most popular social media channel for our audience.

As a result, we work with YouTube as one of its UK Health Partners to make sure that young people can access accurate information about mental health and wellbeing, alongside information about the resources and support available through Best For You. This year, we have gained verification, meaning our videos are labelled as being 'from a trusted source', and are eligible for inclusion on health shelves (a panel containing trusted videos, which are given prominence at the top of search results for health-related terms on YouTube). We have continued to publish videos and YouTube Shorts as part of the work commissioned by YouTube, including creating our first animation.





“

**We know that young people have been made safer through our digital services, including 24/7 text-based NATTER crisis support, delivered through a partnership with Shout**

”

Johan Redelinghuys, North West London Provider  
Collaborative Clinical Director for Child and Adolescent  
Mental Health Services (CAMHS)

We're also pleased to report that our work with local football clubs, including Chelsea Football Club, has progressed this year.

Together, we run a mentoring programme for young people on waiting lists for NHS treatment, and a social prescribing programme around physical activity. These programmes are possible because of joint working – with football clubs providing mentors and physical activities, and Best For You NHS trusts supporting mentors, recruiting peer mentors, and offering overarching support to ensure the safety of young people.

Phil Hastings, Head of Community Programmes at Chelsea FC Foundation, said: 'It has been a

great start to our partnership with Best For You. We have developed one-to-one and group mentoring programmes and are really excited to progress these together so that we can continue to support local young people with their mental and emotional wellbeing.'

### **Arc and Arc Day Programme**

In 2023, Best For You opened Arc – a new purpose-built space in north-west London, made possible by generous donations and collaboration between CW+, the North West London CAMHS Provider Collaborative, CNWL Health Charity and NHS England. To find out how we co-created Arc alongside young people, families, carers and clinicians, see pages 18-19.

Arc is home to Arc Day Programme, a first-of-its-kind community-based service for young people with an eating disorder, clinically and operationally managed by Central and North West London NHS Foundation Trust (CNWL). Arc Day Programme provides a new and much-needed level of care for young people in north-west London that sits between community services and specialist inpatient treatment with the aim of reducing hospital admissions. The innovative model of care provides family-based therapy alongside nutritional, medical and psychological care for young people, while empowering parents and carers to support their young person's recovery.

As we continue to work with clinical partners, we will expand the out-of-hours offers at Arc. A social prescribing programme in partnership with Chelsea FC Foundation will start in February; in April, this will be expanded out to a volunteer-led service supporting young people and their families and carers to access help when they need it, either individually or via community and group settings.

### **Beyond north-west London**

From the inception of Best For You, the intention was that it would support young people beyond north-west London through the sharing of knowledge and best practice. We're delighted that in 2023, Best For You has





**Arc Day Programme opened in November**

made a difference on an international level.

Initial discussions through which CW+ shared learnings to support a foundation in Denmark have led to a formal partnership, and Best For You Denmark launched in October 2023. In September, a team representing the organisations behind Best For You visited the Danish Embassy to meet with delegates from Aalborg Psychiatric Hospital, the Danish Center for Clinical Health Services Research and the Department of Health Science and Technology at Aalborg University, among others. In November, Dasha Nicholls, who leads the evaluation of Best For You, visited Copenhagen to speak about Best For You at a child and adolescent psychiatry conference.

In 2023, conversations also took place in cities across the UK (including Oxford and Manchester) and around the world, with Best For You presenting in Madrid (at La Paz University Hospital, the biggest hospital in Spain) and Toronto (at Toronto SickKids).

We are very grateful to everyone who has supported this important work.

## Spotlight: Frances Connan, Clinical Director, Eating Disorder Services, CNWL NHS Foundation Trust



**‘Young people and their families attend Arc Day Programme five days a week for between three and six weeks. During this time, they access specialist nutritional, medical and psychological care, including through family-based therapy and family mealtimes.’**

‘Arc Day Programme is profoundly important for young people and their families living with an eating disorder, because for the first time it offers a middle ground between community treatment and admission to a specialist eating disorder unit.

The Day Programme thus provides an opportunity to avoid admission to hospital, with all the associated negative impacts such as isolation from family and friends. Furthermore, the Day Programme is a family-based intervention that empowers family members to help their loved one get and stay well.’

“

**Arc Day Programme is profoundly important for young people and their families living with an eating disorder**

”

# Grants

## Funding equipment, ward improvements, staff wellbeing, training and development, and more

**The CW+ grants programme awards funding to Trust staff for a wide range of projects, ranging from ‘quick fixes’ that help to improve patient experience and care to large-scale service development and transformation projects.**

We regularly conduct special calls to target specific themes and staff groups. One such call for nurses, midwives and allied health professionals was held in the autumn. Finalists took part in a Dragon’s Den event in November, at which they pitched their ideas. The winner was a proposal to pilot the use of mobile devices for nursing on wards. This removes the need for large computers on wheels, which can act as a barrier between nurses and patients.

In 2023, we focused on raising awareness among Trust staff of our grants programme. The Grants Team promoted

CW+ grants in general – and small grants in particular – by proactively attending department meetings and visiting wards to talk to staff face to face.

This approach resulted in a substantial increase in staff engagement and a surge in grant applications from teams who had not previously applied. We awarded £60,995 in small grants to support projects such as a pilot for a Discharge Ready Lounge for the Lampton Ward at West Middlesex University Hospital, which creates a less clinical space for patients who no longer need medical care but are not yet ready to go home. Of the staff surveyed following receipt of their small grant, 88% felt that the award had made their job more effective and 90% felt it had improved patient care.

Training and development grants are also available to support staff



career development, and in 2023 we awarded £17,037 for this purpose.

Our commitment to staff wellbeing is reflected in the

£27,230 we awarded for staff wellbeing projects, with applications increasing from just 9 in 2022 to 67 in 2023. We funded projects such as team-building activities that help to foster better communication and collaboration, and enhancements to staff respite rooms.

In an attempt to reach staff in junior and patient-facing admin roles, we launched an exciting new Booster Grant. The Grants Team visits departments in person, taking applications on the spot for items that will improve patient experience. Applications so far have resulted in the purchase of radios, sensory items, books, magazines and children’s games.

During the year we also funded larger bids, including the role of a Shared Decision-Making Facilitator, who supports staff in identifying areas of development and improvement within their



working areas; and an Admiral nurse to support both patients living with dementia and their carers at Chelsea and Westminster Hospital.

### Research funding

Staff seeking support for postgraduate education or research projects can apply for a grant via the annual Joint Research Committee (JRC), which is jointly funded by CW+ and Westminster Medical School.

This year's PhD award of £77,300 went to Dr Anand Tana, for his research on chronic obstructive pulmonary disease (COPD) and the new treatment of metered cryospray. This new treatment aims to remove damaged airway lining caused by smoking and regrow a healthier lining without scarring, leading to a potential reduction in the symptom burden of people living with the condition.

“

**The JRC funding has provided me with the opportunity to bridge the two worlds of clinical practice and lab-based research. Having this dual perspective has enhanced the way I look at clinical work, not only seeing the needs of patients but also relating these to lab work that might find new ways to meet those needs**

”

Dr Anand Tana, recipient of the JRC PhD award

## Spotlight: Marie, Mulberry Centre complementary therapist



**‘Thanks to a CW+ grant of £23,840, since April the Mulberry Centre (an independent charity that supports people affected by cancer) has been able to offer reflexology treatments as part of a suite of complementary therapies for patients having chemotherapy at West Middlesex University Hospital.**

‘The treatments can provide a sense of calm and relaxation, helping to alleviate stress and anxiety. Patients are often having chemo for several hours, so our services can also be a welcome distraction when they’re feeling bored or in need of company, which in turn helps to reduce pressure on hospital staff.

‘By mid-November we had seen 99 people, some up to 10 times. More than 90% of the patients who completed our feedback survey at the six-month mark reported a significant improvement in areas including anxiety, sleep problems, nausea, fatigue and headaches, and 80% of patients have reported a significant improvement in their overall wellbeing. I feel privileged to be able to bring a soothing touch and some reassurance to patients at a time when they can be feeling overwhelmed.’

# Volunteering

## Providing invaluable support every day to our staff and patients

**As part of its Grants Programme, the charity also funds the Trust Volunteer Service. We are grateful to those who donate their time so generously.**

This year, more than 400 volunteers have contributed almost 32,000 hours of volunteering at the Trust (a 9% increase on last year) across both hospital sites.

Volunteers perform a wide variety of roles that enhance patient experience and support Trust staff. These include providing refreshments to patients waiting in A&E and for outpatient appointments; helping on wards during mealtimes, which frees up staff time and helps patients to eat and drink more; sitting with patients in their last days of life; and providing moral support to families. Pets as Therapy volunteers visit the hospital with their dogs, providing patients

with some much-needed comfort and company. This year we're also very pleased to have taken on our first two horticultural volunteers, who will help to maintain our garden spaces at West Middlesex University Hospital.

Volunteering is also a valuable opportunity to develop skills and improve employability. A particular highlight of this year is the successful pilot of the Volunteer to Career project, which aims to provide pathways for volunteers to progress into paid roles. During the three-month pilot, seven volunteers progressed into paid work at the Trust.

The Volunteering Service recently concluded its annual survey, and volunteers reported a satisfaction score of 4.6 out of 5 (an improvement on last year's score of 4.4).

## Spotlight: Sana, Volunteer



**'I started volunteering at West Middlesex University Hospital in February 2021, when I was 17. I have since logged more than 270 hours. Nearly three years on, I have recently got a job as a Paediatric Healthcare Assistant at Chelsea and Westminster Hospital.'**

**'I thought my first job would be in retail or something, but I was determined to hold out for a role at the hospital so I'm delighted that my application was successful. I was so shy when I started volunteering but that has changed drastically. Being in the hospital environment and spending time with patients has helped to build my confidence, so it's easier for me to communicate in public now. Before, I really struggled to talk to new people.'**

“

**I was so shy when I started volunteering but that has changed drastically**

”



# Digital inclusion

## Providing access to digital literacy training to address health inequalities

**As part of the NHS Charities Together Stage 2 (community partnerships) COVID Recovery Programme, CW+ has funded three pilots in north-west London over the past two years with the aim of improving digital inclusion for vulnerable people.**

Two of the pilots provide devices, data and skills training to participants, with DigitALL (led by Open Age) targeting older adults and adults with learning disabilities, and Powering Recovery (led by West London NHS Trust) working with patients to provide greater choice between digital and face-to-face health services. The third pilot, Hiyos Live Channel (led by Hiyos GP practice) delivers online content on topics relevant to addressing health inequalities, starting with work experience sessions on NHS careers.

The pilots have reached hundreds of people in north-west London and beyond, with the DigitALL and Powering Recovery programmes seeing an overrepresentation of people from the global majority and Hiyos seeing an overrepresentation of the most deprived postcodes in the country.

DigitALL saw the greatest improvement in both confidence and frequency of internet use, with the proportion of participants using the internet weekly or daily increasing from 20% at the start of support to 100% at the end of support. Powering Recovery also registered improvements in frequency of internet use, albeit from a higher baseline (65% to 100%). Participants also became more confident in using health services.

## Spotlight: Tiblez, DigitALL learner

**‘Although I tried to attend Adult Community Learning courses in the past, I found it difficult because I have a visual impairment and I also only had a basic device. When I was contacted about the DigitALL project it felt too good to be true – a new device and someone who could help me use it!’**

‘I’m from Eritrea so my priority was learning about WhatsApp, email and video calls so I could keep in contact with family and friends. The thought of being able to see their faces for the first time in years was so exciting.

‘My tutor was so patient with me. He kept everything to my learning speed. He made the screen and font bigger so I could see the words, and we practised typing out emails together until I could do it on my own. In my final session we had a video call with my nephew back home – it meant everything.

‘This project changed my life. I feel less lonely. I can talk to my family and order things online – and when I can’t do it, I know where to get help. All I can say is thank you to those who made it happen.’



# Neonatal Palliative Care

**Supporting families at the most challenging time of their lives**



The True Colours Trust

The Neonatal Palliative Care programme is jointly funded by CW+, The True Colours Trust and Chelsea and Westminster Hospital NHS Foundation Trust. An emerging specialism, neonatal palliative care focuses on the comfort of the baby and quality of life for the family, however long their time together may be. It gives healthcare professionals the skills, support and resources to provide collaborative care for babies and their families, which improves the experience and outcomes for families when their baby is not expected to survive, or when a baby has multiple complex health needs with an uncertain future.

Following a successful pilot across London, the expansion of

the programme across the South West, North East, and Yorkshire and the Humber regions began in 2021 and reached completion in 2023. Over the course of the year there were over 1,300 attendances to training sessions across 52 neonatal units (to end September). In the South West we have successfully transitioned the running of the service to a local lead.

We have also continued to work on the supporting infrastructure and evidence base for this vital work. This year we have published new teaching modules on the International Children's Palliative Care Network learning platform, and supported key work being undertaken by the

British Association of Perinatal Medicine (BAPM).

The project is led by Alex Mancini, a former Matron at Chelsea and Westminster Hospital and the country's first National Lead in Neonatal Palliative Care. In September, Alex won an Outstanding Contribution to BAPM award at the BAPM Gopi Menon Awards.







istock: Diego Cerro Jimenez

## Spotlight: Martin, parent

**'In 2012, my wife gave birth to twin boys at 22 weeks and 6 days. We were told we would experience a rollercoaster, and that the boys might not make it. When we lost our first born, we struggled to make sense of it – nurses and doctors spoke to us, but nothing was sinking in.'**

'We spent a lot of time with our son after his death. Although there was some psychological support, the subject of how to let him go was never broached. Looking back, if someone had discussed this with us as a couple, it would have been an enormous help.'

'Similarly, when it came to the logistics and legal requirements, there was no one in the hospital to turn to. We were trying to organise a funeral while desperately worried about our surviving son. Our first trip out of the hospital was to simultaneously register two births and one death. We were completely unprepared for the impact it would have on us. It made everything so real, so permanent. Access to more information and an opportunity to talk through this process before leaving the hospital would have helped us to manage our emotions so much more effectively.'

'We are immensely grateful to the neonatal team who looked after our surviving son – they were so dedicated to his care and will always be in our hearts. But I'm so pleased that this amazing training is now addressing the needs of parents like us. I hope our story helps to highlight why it is so needed and so valuable.'

# HIV, sexual health and gender

Supporting our Trust to deliver world-class care and outcomes to more than 200,000 patients a year

**CW+ is proud to support the Trust's HIV Sexual Health Directorate, which is recognised as a global centre of excellence and collectively forms the largest and busiest HIV and sexual health centre in Europe.**

## In the community

**Connect to Care** is a new project providing vital support to 500 hard-to-reach people living with HIV – a mix of those testing late and those who have never properly engaged with HIV services and care. Our clinics partner with specialist HIV charities including Sophia Forum and Positively UK to deliver a bespoke peer support model that helps people adjust to a new diagnosis, optimise self-management and overcome barriers to engagement in care. We are grateful to Gilead Sciences Europe for funding this project.

Over the past 12 months, the **Project Respond** team has been studying Black women living with HIV to analyse the effects of COVID-19 on their physical and mental health with a view to creating holistic, empowering and tailored services, and ultimately addressing equity of care.

Historically, poor adherence and linkage to care in this group is higher than in other groups living with HIV. The study, funded by Gilead Sciences Europe, was presented in October at the 19th European AIDS Conference in Warsaw.

The Trust's award-winning Domestic Abuse Team is using augmented reality technology to train clinicians to ensure that more victims and survivors of domestic abuse and sexual violence can be safer sooner. The **Authentic Voice Project** uses Microsoft HoloLens technology to

train participants to feel more confident in identifying and referring victims. One person who took part in the pilot training said that they were 'literally standing in the shoes of the survivor'. Another described the session as 'a profound experience'.

Now in its third year, **Project BootCamp** continues to support the health, wellbeing and social needs of trans and trans femme women. The project, which is supported by TransPlus, the Trust's trans and non-binary service, has supported 112 trans and trans femme women with 60 workshops and over 300 one-to-one sessions this year. New programme activities include a fitness and wellbeing partnership with Chelsea FC Foundation, funded by the Premier League. Project BootCamp was also successfully rolled out in Dublin this year.

## Education and training

This year, CW+ has helped to administer and produce five weeks of HIV/Sexual Health conferencing and educational programming for 75 delegates from Mexico, the Gulf States, the UAE and the UK. The overseas delegates joined our clinical teams to learn more about the latest methods of HIV prevention, treatment, management, education and training. Cross-country collaboration and networking are key to ending HIV/AIDS by 2030. The UK delegates participated in self-development workshops and lectures led by esteemed Faculty of HIV/Sexual Health clinicians. We are grateful to ViiV Healthcare for its support.

## Awareness and prevention

The Trust's portfolio of HIV/sexual health clinics are the largest providers of **PrEP** in Europe, supporting more than 40,000 people. PrEP is a pill taken



daily that prevents people from catching HIV.

Now in its third year, the Trust's **HIV PrEP Awareness Week** (27 Nov to 3 Dec), funded by Gilead Sciences Europe, takes place as this report goes to print. Via a cross-media campaign it aims to drive greater awareness of PrEP, especially in hidden groups and among the general population. Last year, the campaign had an estimated reach of 10 million, thanks to our campaign partners, musician Olly Alexander, and the BBC for its coverage.

**Desi POV** is a project designed by South Asian clinicians at the Trust. It has produced 12 short animated videos in multiple South Asian

languages to raise awareness of the cultural barriers, stigma and taboos around sex and the poor uptake of sexual health services by South Asian people in the UK, which leads to late diagnoses and the slowest rates of decline in HIV numbers. The videos have had over 100,000 views. The project won the highly commended project prize at the 2023 British Association for Sexual Health and HIV (BASHH) conference.



## Spotlight: Project BootCamp graduate



**'I would absolutely recommend Project BootCamp to trans and femme individuals who need support, or who simply want to be part of a lovely group of people. It's an excellent opportunity to learn about yourself and others, as well as to acquire useful new skills.'**

**'As a trans woman in the earlier stages of my transition, I have found the practical advice and group discussions so enlightening, and the friendships I've made have been so important.'**

**'I felt very isolated before I started Project BootCamp – I had been living in London for four years, but I barely had any access to support from the trans community. Thanks to Project BootCamp, I have become more self-confident. I've met lots of amazing people who energise me and lift me up whenever I feel low or am going through difficult times.'**

“

**I have found the practical advice and group discussions so enlightening, and the friendships I've made have been so important**

”



# Looking ahead

## Striding forwards with Thirty at Thirty and developing creative solutions to support an evolving NHS

**In 2024, our collective focus will be on ensuring that we remain on track to hit our £30m fundraising target, as well as helping to deliver a new national volunteering programme. We will also further develop the way in which we evaluate and communicate our work.**

The new year will see our fundraising team expand to meet the demands of our Thirty at Thirty campaign, with new colleagues playing a critical role in its planning and execution as we proactively work to grow our supporter base and diversify our fundraising portfolio.

Building on the success of this year's abseil, we will be inviting Trust staff and our wider community to get involved in a range of challenge events throughout 2024 to help raise money for their hospitals and clinics.

In May, we will be holding a major fundraising evening in support of Thirty at Thirty. This gala event at Mansion House will bring together more than 200 of our friends and supporters to enjoy drinks, dinner and an auction in celebration of our focus on the arts.

With work scheduled to start on the new Ambulatory Diagnostic Centre at West Middlesex University Hospital in the spring, a key focus for the charity will be on raising the funds needed to fulfil our planned programme of patient enhancements. Supporting the redevelopment of the Treatment Centre on our Chelsea site, which has a target completion date of spring 2025, is also an urgent priority.

In collaboration with our Trust, research and innovation will continue to be a cornerstone of our work as we push forward with a range of projects and

programmes that will keep our hospitals at the cutting edge of healthcare. Our ambition to create a dedicated Human Infection Challenge space that will allow our Trust to conduct more – and larger – clinical trial studies is just one example of a project that will not only benefit the community we serve but could also advance healthcare, nationally and internationally.

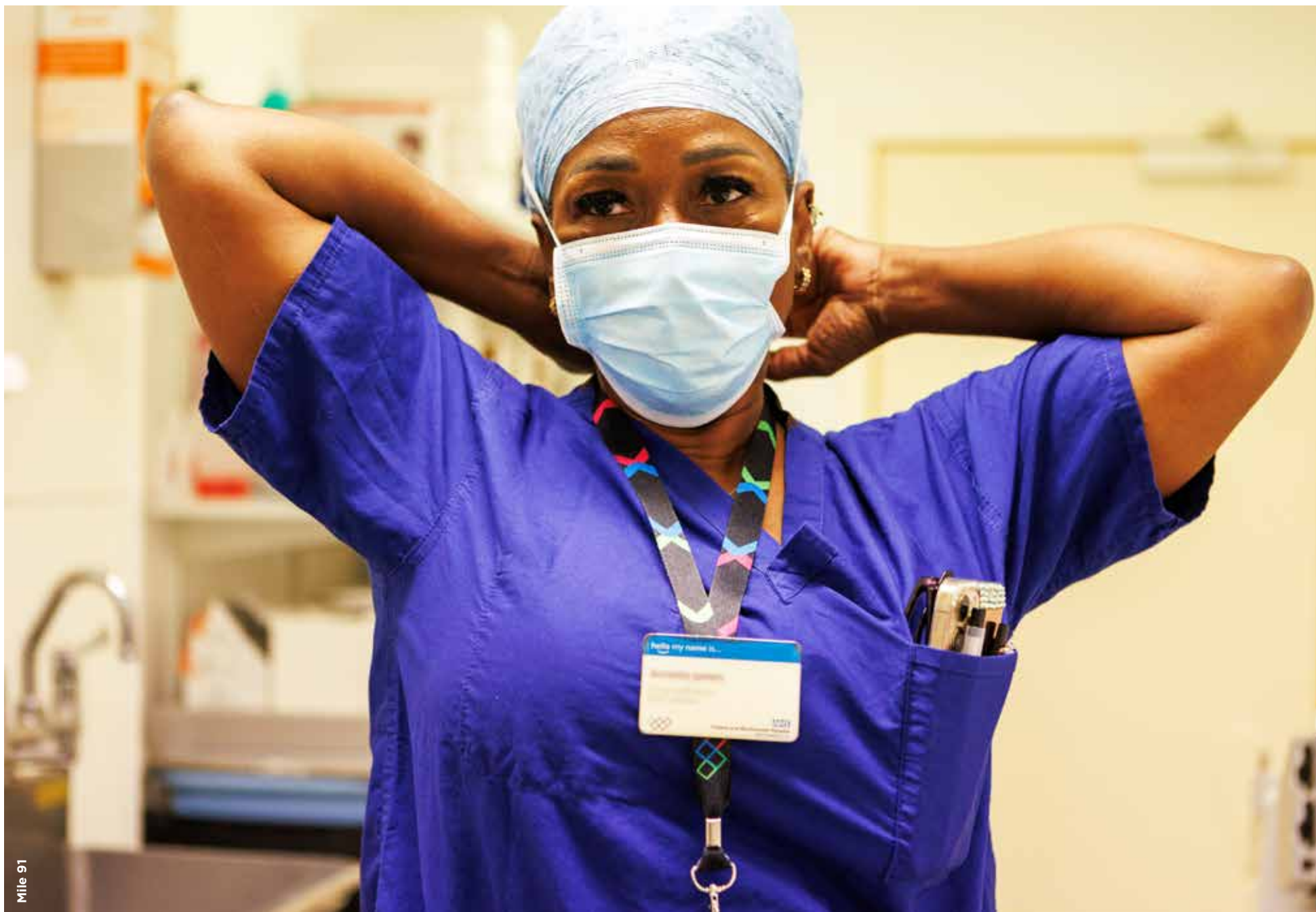
As always, patients and staff will be at the heart of everything we do. By supporting the wellbeing and professional development of our staff, we can help them to provide the best possible care to our patients.

We will also be providing leadership and management to support Volunteering For Health, a £10m programme being delivered in partnership with NHS England and NHS Charities Together.

Designed to deliver the recommendations of the NHS Volunteering Taskforce published in June 2023, Volunteering For Health will provide grant funding to around 15 local systems to develop robust volunteering infrastructure, break down barriers and test new volunteering models.

Volunteering For Health will also use learning from grant-funded systems to increase understanding of the impact of volunteering on healthcare delivery, influence national and local policy-making, and develop guidance and best practice for all systems.

We look forward to meeting the challenges ahead and working with our Trust to create an outstanding health and care environment for our patients, staff and community.



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# Our donors and fundraisers

**Much of our work is only possible thanks to our generous donors and fundraisers. Those who gave or raised £1,000 or more between December 2022 and November 2023 are listed here – we are grateful to you all**

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