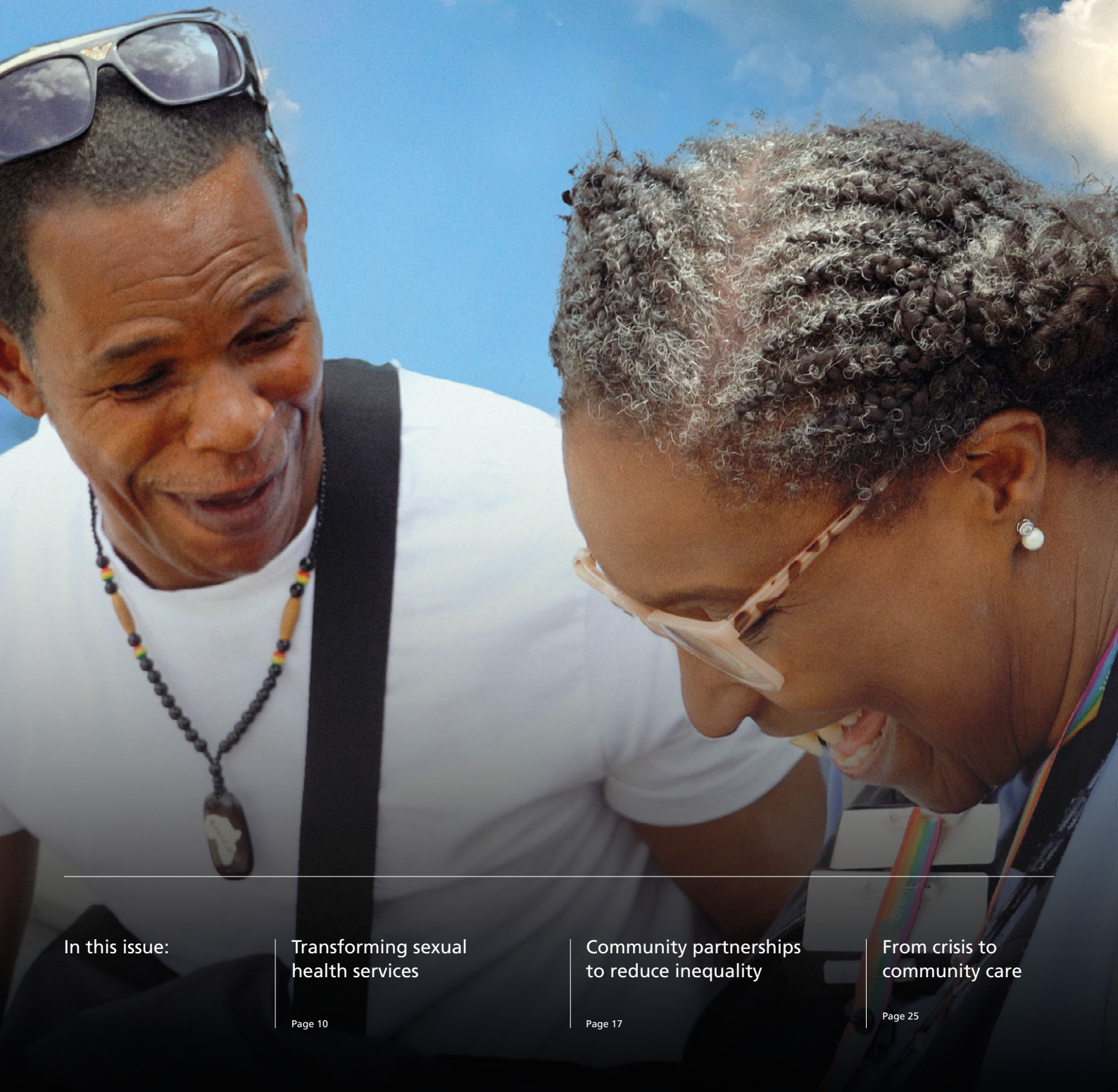


Great care closer to home

Community Matters
Annual Review Magazine 2024



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Page 25

Hello and welcome to our 2024 Annual Review

Amid record demand for NHS care, helping people of all ages to stay well, live independently and thrive in their own homes and communities is crucial.

We have learned several lessons over the last five years and are a much stronger and more resilient organisation now than we have ever been. This is thanks to our strong communities and patients who help us deliver care in partnership.

But with an ageing population and more people living with long-term health conditions, there is still much to do.

This magazine is packed full of inspiring examples of how faster innovation and closer collaboration with our partners is helping to improve care for patients, deliver benefits for staff, and reduce health inequalities for millions of patients and their families across London and Hertfordshire.

Learn how our sexual health services in south west London and Hertfordshire are using technology to help more people access clinical advice, information and appointments on page 10.

Find out how our work with community champions, voluntary groups and local authorities is helping to bring health checks to hundreds of people in Brent and Harrow who face barriers to accessing healthcare on page 17. Discover how our strategic partnership with West London NHS Trust is helping us to go further and faster to achieve our sustainability goals on page 18. Read about our collaborative work with Central and North West London NHS Foundation Trust in Barnet, which is helping to reduce ambulance call outs for care home residents on page 20.

Our staff do phenomenal work, often under difficult circumstances, and their time and talents are immeasurable. Read about the range of wellbeing initiatives we run at CLCH (page 22) to help staff feel supported, fulfilled and rewarded.

As we look to the future, we are excited to see how even greater collaboration with partners across healthcare, local authorities and the third sector will deliver the very best health outcomes to all our patients, all of the time, no matter where they live.



Tom Kibasi
Chair-in-Common



James Benson
Chief Executive Officer

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News in brief



Merton 0-19 children's service



Wandsworth and Richmond health visiting teams

Clinical research standards recognised by international body



Research and development team with Vice President of the IAOCR Chris Flood

CLCH has been awarded Bronze Workforce Quality Accreditation from independent verifier, the International Accrediting Organisation for Clinical Research (IAOCR). The quality mark evidences that the Trust is operating at the highest global standard for its clinical research workforce and helps to build confidence for patients that the research they take part in at CLCH is safe, effective and carried out to global best practice standards.

CLCH health visitors go for gold with prestigious UNICEF accreditation

Three of CLCH's health visiting teams have been awarded the prestigious UNICEF Baby Friendly Initiative accreditation. Health visiting teams covering Westminster, Hammersmith and Fulham, and Kensington and Chelsea have retained Gold accreditation status for the fifth year in a row, whilst health visiting teams in Wandsworth, Richmond, Merton and Ealing have successfully achieved Stage 3 accreditation. Brent currently holds stage 2 accreditation and will be assessed again later this year for the next stage. The accreditation recognises exceptional care and support for babies, parents and families.

CLCH enhances its patient safety culture



Patient safety team

CLCH has successfully embedded the Patient Safety Incident Response Framework to help to continue to embed a culture of learning from patient safety incidents. The framework represents a significant shift in how the NHS responds to patient safety incidents. It increases focus on understanding how incidents happen and the factors that contribute to them and then uses this learning to improve patient safety going forward. It also sees patients, carers, families and other partners more involved in the review of incidents so that their experiences can be listened to and acted upon.

About us

We provide community health services to more than four million people across 11 London boroughs and Hertfordshire.

Our vision is to deliver great care closer to home. Every day, our professionals provide high quality healthcare in people's homes and local clinics, helping them to:

- stay well
- manage their own health with the right support
- avoid unnecessary trips to, or long stays in, hospital.

We support our patients at every stage of their lives, providing health visiting for new-born babies through to community nursing, stroke rehabilitation and palliative care for people towards the end of their lives.



Where we work

We operate in

5

place-based divisions:

Across

760+

service locations

Outer North West

Brent, Ealing, Harrow

Inner North West

Hammersmith & Fulham, Kensington & Chelsea, Westminster and Hounslow

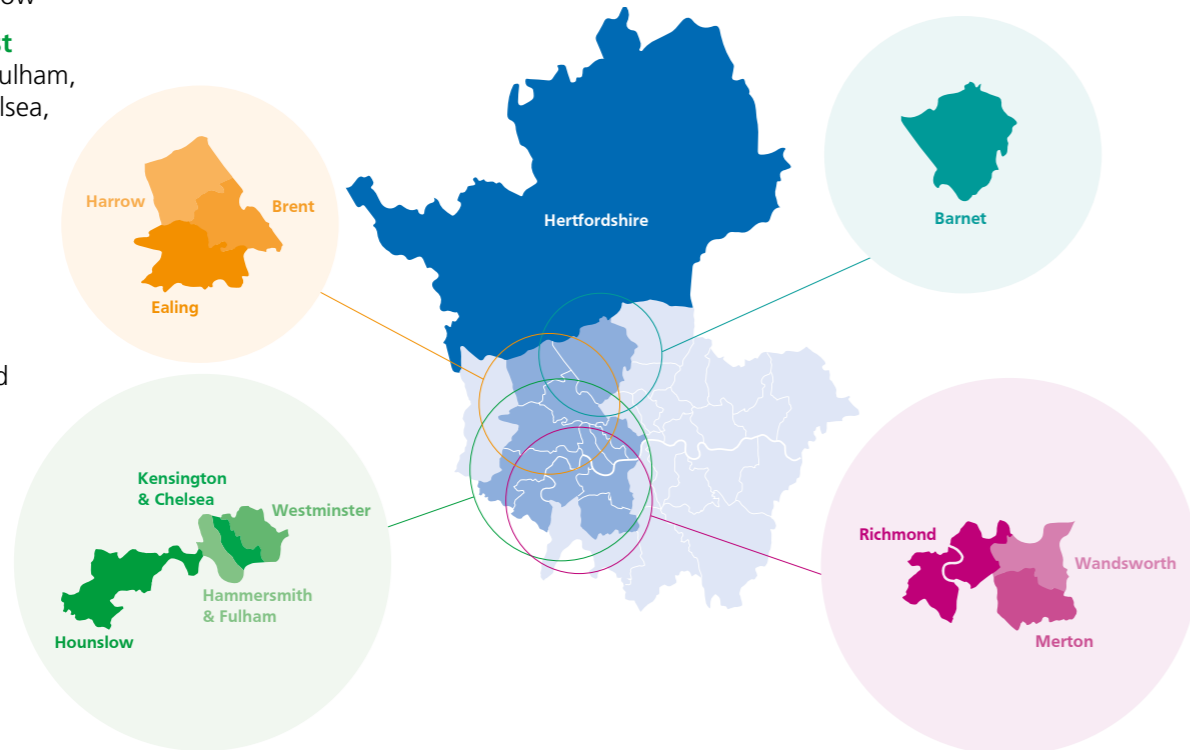
Hertfordshire

North Central

Barnet

South West

Merton, Richmond and Wandsworth



Caring for patients, carers and families

4.1 million

people served across London and Hertfordshire



3.7 million

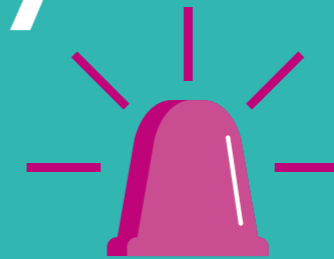
patient contacts

A contact is providing a patient with treatment, observation, comfort, direct assistance, evaluations, and any other action that involves or allows direct physical contact



16,317

emergency visits within 2 hours (rapid response)



1,469,803

home visits



74,468

days caring for patients in bedded units



99.5%

felt our staff treated them with dignity and respect



98.1%

felt our staff took the time to get to know them

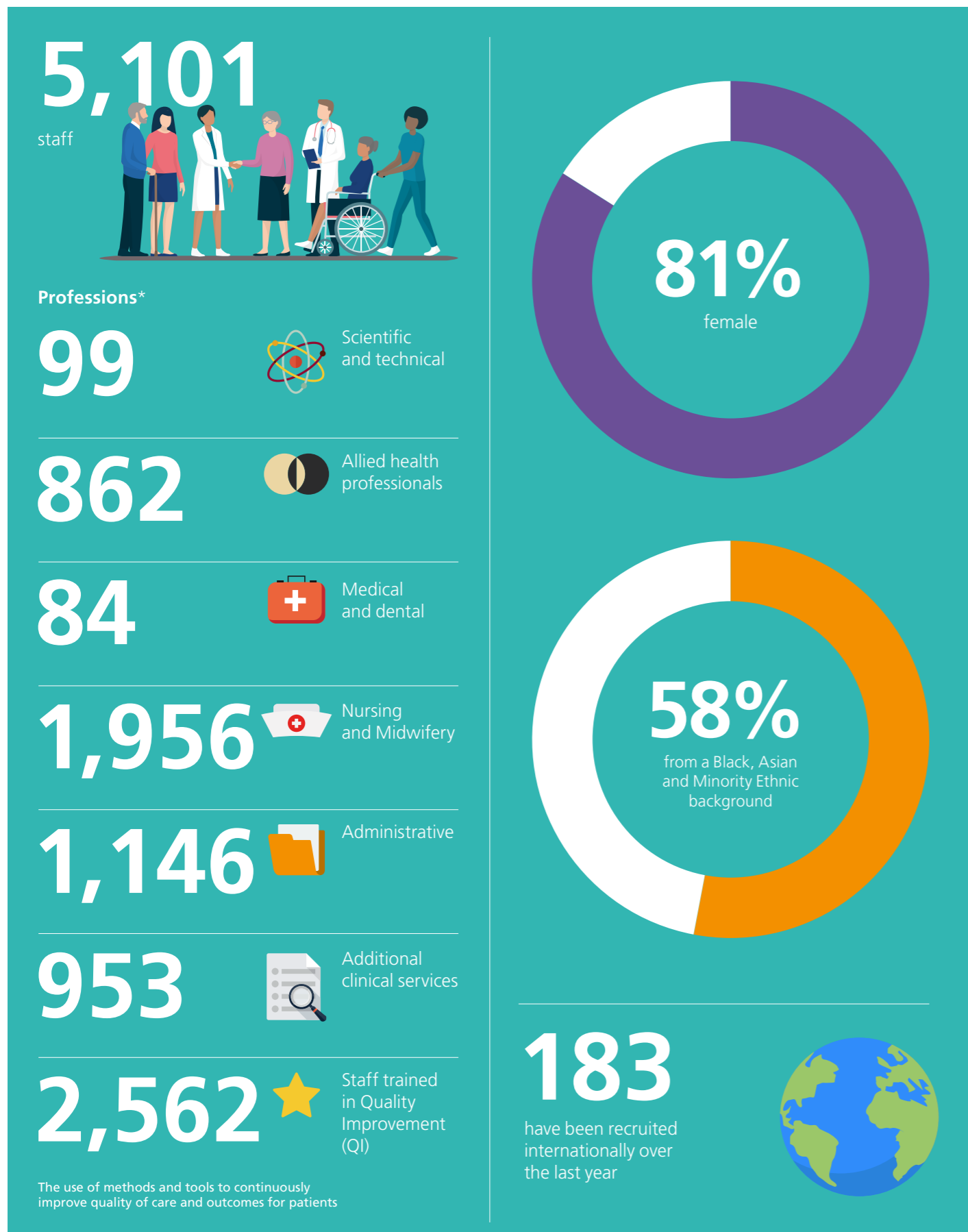


160+

volunteers supporting patient care



Our people



Building the workforce of the future

The CLCH Academy is at the epicentre of our education, training and development offer for staff, supporting them to develop professionally and reach their goals.

As experts in community healthcare, we recognise our responsibility for embracing new ways of working so that we can retain our staff and ensure our services run seamlessly. This ultimately improves the experiences of the patients we care for.

At the heart of this is the CLCH Academy, which works with Trust staff and healthcare partners across London and Hertfordshire to provide skills, training and education to thousands of staff and potential recruits. Here are some of the highlights from the past year →

- Delivered holistic, patient-centred nursing care and clinical skills training for over 400 international recruits
- Arranged work experience placements for 55 young people, earning a silver award from NHS England for the quality of our work experience offer
- 2,612 staff trained to support care home staff and other health professionals to recognise when residents may be deteriorating or are at risk of worsening health
- 150 community and primary care nurses completed 'cancer in the community' training, designed to improve knowledge and understanding of cancer care
- Supported more than 40 placements for trainee nursing associates in primary care and 112 placements in community and hospital settings
- Supported our healthcare partners to upskill hundreds of NHS staff in areas including rehabilitation, long term conditions and falls prevention
- Delivered clinical and non-clinical training to 344 trainees from other NHS trusts
- Worked with the NHS in Hertfordshire and West Essex to design and implement a new programme to ensure diverse and inclusive leadership
- Partnered with London South Bank University to develop three specialist community health and social care post-graduate modules
- Secured funding for the 'Volunteer to Career' programme to nurture local talent and identify employment opportunities.



Staff taking part in both classroom and practical training at the CLCH Academy in Soho, central London

If you're interested in learning more about the CLCH Academy, visit clch.nhs.uk/academy

Frailty ‘Hospital at Home’ in Hertfordshire helps patients heal at home



The lives of hundreds of patients living with frailty in West Hertfordshire are being transformed through a service that provides hospital-level treatment and care safely and conveniently in people’s homes.

CLCH’s Frailty Hospital at Home is run by highly trained clinical practitioners who deliver treatments such as rehabilitation, intra-venous medication, physiotherapy and speech and language therapy in the community.

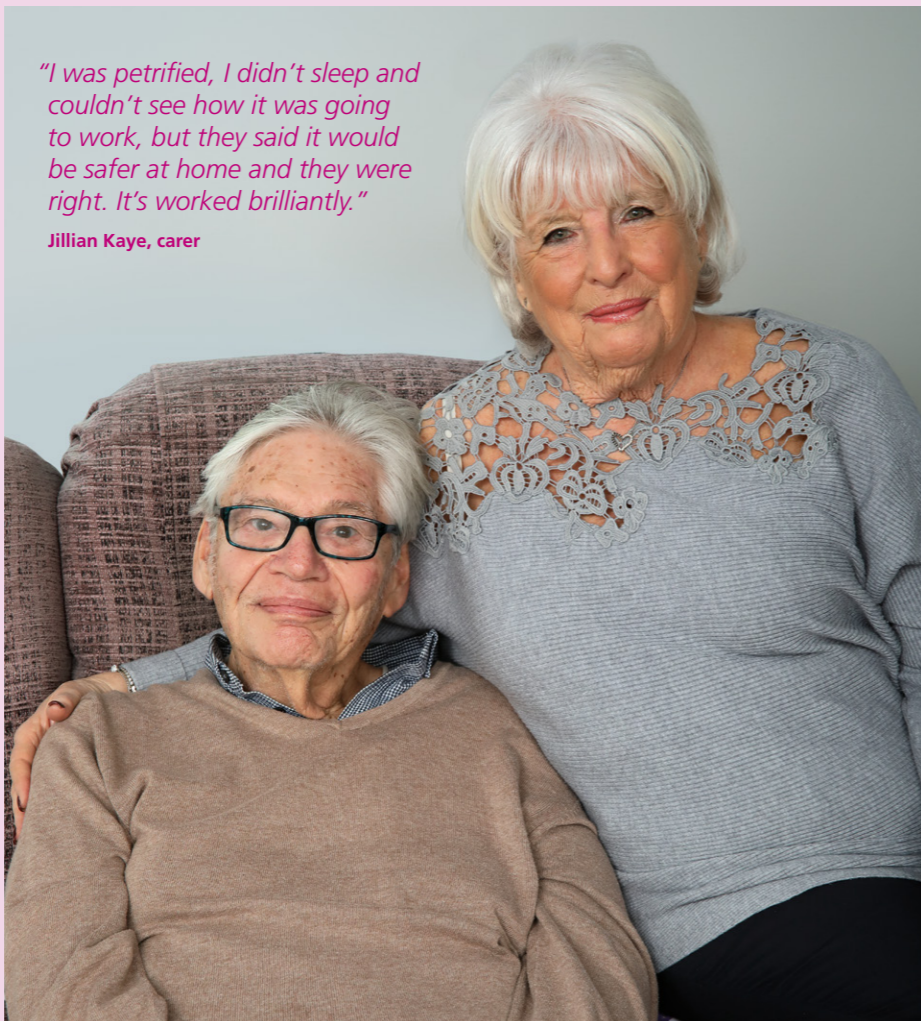
The service provides specialist care to patients in their own home for up to 14 days. Some patients are referred from our partners West Hertfordshire Teaching Hospitals NHS Trust following a hospital stay and assessment. Others are referred from community services such as GPs or social workers in an attempt to help the patient avoid a hospital admission in the first place.

Seventy-nine-year-old Stephen Kaye, who has Parkinson’s disease and lives with frailty, was referred to the service following a hospital stay due to a fall and urine infection. Speaking about his experience, his wife and carer Jillian Kaye said: “I was tearful, I thought there was no way I was going to cope when he’d had a whole team looking after him. I was petrified, I didn’t sleep and couldn’t see how it was going to work, but they said it would be safer at home and they were right. It’s worked brilliantly.”

Head of Clinical Services for Unplanned Care and Neuro in West Hertfordshire Francesca Pepper said: “Our community staff have a unique insight into the lives of the patients we care for, which extends beyond the day-to-day practicalities of their medical conditions and this enables us to deliver more holistic care. So far, we’ve been able to

support almost 500 patients at home, who previously would have needed to be in hospital. This is generally a less stressful experience for them, reducing the risk of picking up infections and the pressure on local NHS hospital services.”

Hospital at Home continues to thrive, with future plans to expand the service for patients who are at the end of their lives and collaborate even more closely with social care service to offer more seamless care for patients.”



Patient Stephen Kaye and his wife and carer Jillian

“I was petrified, I didn’t sleep and couldn’t see how it was going to work, but they said it would be safer at home and they were right. It’s worked brilliantly.”

Jillian Kaye, carer

Empowering the stammering community



A stammering group has been piloted in Hertfordshire to support adults who stammer to share experiences and build confidence.

A support group, named “The Stavengers: Confidence Academy” by its participants, has been set up by speech and language therapists in West Hertfordshire to support the local stammering community.

The group, which was piloted in October 2023, provided an opportunity for attendees to talk openly about their stammer, including the impact it has on them and the challenges they face as a result. The sessions, which ran every other week for a total of ten sessions, were an opportunity for the eight participants to share their hopes and wishes for living well with their stammer. They also discussed how they could develop in areas such as confidence and openness and better manage feelings like anxiety and embarrassment. Creating a supportive environment for open and honest conversations was crucial to enabling participants to fully contribute. Goals were also given for members to work towards outside of the group.

Group member Henry Mera said: “I discovered I wasn’t alone in avoiding conversations, struggling to express myself clearly in crucial moments, or missing out on opportunities due to fear or embarrassment. Joining The Stavengers Academy was a turning point for me.”



Patient and member of the Stavengers Confidence Academy, Henry Mera



“Joining The Stavengers Academy was a turning point for me.”

Henry Mera

Attendees completed questionnaires before and after the group so that their progress could be measured. Overall, the results showed that group members had improved in various areas of their stammer, including confidence, awareness, understanding, and participation.

The Adult Speech and Language Therapy Service hopes to continue to run the group in the longer-term to empower and reshape perceptions about stammering, one meeting at a time.

Transforming sexual health services

Our sexual health services are transforming the way they work to make sure patients can access the support and treatment they need, whenever they need it.

Our sexual health services in south west London and Hertfordshire have implemented new digital services to improve access and health outcomes for seldom-heard groups.

Both services have introduced a chatbot called Chat to Pat onto their websites, providing automatic answers to basic sexual health queries 24/7. The chatbot offers service-specific information such as opening times and advice on STIs and contraception.

From July 2023 to March 2024, the South West London Sexual Health Service recorded 3,176 conversations and a total of 11,899 messages via the chatbot. Meanwhile, the Hertfordshire service noted 6,124 conversations and 16,335 messages between June 2023 to March 2024.

Additionally, both South West London and Hertfordshire Sexual Health Services have upgraded their online booking systems for a more seamless

patient experience. During booking, patients answer simple questions to better understand their needs and ensure they book the correct type of appointment.

Emma Tomlin, Clinical Services Manager for Sexual Health South West London, said: "By asking patients simple clinical questions during booking, we ensure they see the right clinician at the right time and receive the right care. This also helps us maximise walk-in-clinic capacity, so we see patients with the most urgent needs."

In Hertfordshire, a free text message advice line called 'Chat Sexual Health Herts' has launched, allowing residents a quick and easy way to speak anonymously and confidentially with a health advisor about their sexual health. This text-based service is more convenient for those unable to attend a clinic in person or speak on the phone.



Information leaflet and contraception

Gillian Miles, Head of Clinical Services for Sexual Health Hertfordshire, said: "We know that attending a walk-in clinic doesn't suit everyone. There is still a stigma attached to visiting a sexual health clinic, and some people may worry about bumping into someone they know. Chat Sexual Health Herts offers everyone in Hertfordshire a way to easily access expert, confidential sexual health advice from their mobile phones, five days a week."

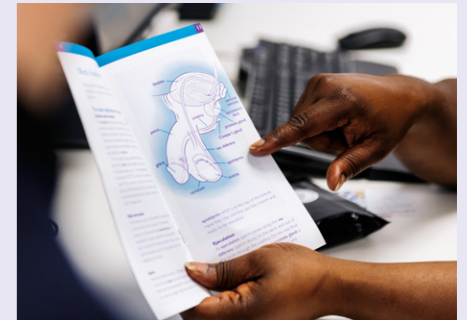
These improvements reduce administrative time spent on telephone calls and improve health outcomes for seldom-heard groups. Since the changes were implemented, the service has increased access methods, such as online testing via SH:24 (a 24/7 confidential testing, information and advice service), Chat Health, online booking, walk-in-clinics and the dual testing screening programme.

Sexual Health Hertfordshire also partners with Metro Charity for outreach work, providing education and prevention to high risk groups.

As a result of this there has been increased attendance across minority groups and those with complex needs. These improvements not only reduce administrative time but also give clinicians more capacity to see those most at risk in clinic.

"Being able to contact someone I could trust but who I didn't know to get sexual health advice made me feel more comfortable. The advisor replied to me the next day and gave me the information I needed."

One user of Chat Sexual Health Herts



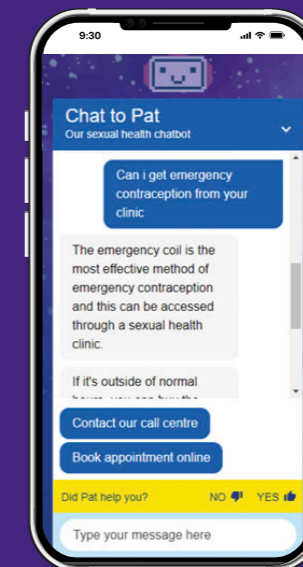
Patient receiving confidential advice

Chat Sexual Health Herts

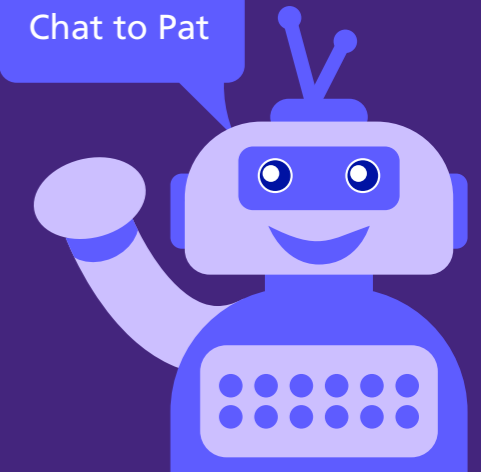
Since its launch in June 2023, Chat Sexual Health Herts has received and responded to hundreds of text messages from patients looking for advice. The system is also used to send texts to patients, making it an excellent way to communicate and address queries.



From July 2023 to March 2024, CLCH's sexual health services recorded a total of 9,300 conversations and 28,234 messages via Chat to Pat.



Chat to Pat



Better collaboration and communication to improve care



The multi-disciplinary team, including GPs, Age UK, health and social care co-ordinators, case managers, pharmacists, and consultant geriatricians

Care for patients living with frailty often requires input from a range of healthcare professionals. To make this as seamless as possible for patients and their families, we've trialled a new virtual platform which improves communication and collaboration.

Frailty patients are more vulnerable and at risk of experiencing adverse health outcomes such as falls, disability and admission to hospital. Frailty is related to the natural ageing process; as people get older, multiple body systems gradually lose their in-built reserves which would normally help them to cope with illnesses and injuries. This means they become more vulnerable to changes in their health.

To improve the quality of life for our frailty patients, we addressed the care pathways and processes of collaborative working across healthcare providers. We implemented a new virtual

platform to improve cohesion between healthcare organisations and teams, minimise duplication of effort and resources, and enhance co-ordination of care for patients.

The innovative virtual platform helps to increase collaboration across primary care, hospital, community, adult social care, and voluntary services. Through the platform, clinicians can remotely schedule meetings to discuss patient cases in real time, share resources and expertise, and offer a personalised support care plan, including sessions to review medication. The platform

also enables clinicians to organise social care assessment and support, carry out a community geriatrician review and provide social prescriber support. Crucially, this way of working involves the patient, their family, and carers in discussions about their care.

"The platform allowed me flexibility to be involved and to tell my mum's story once to all providing her care."

Angela Hammond, patient's family member

Angela Hammond, a frailty patient's daughter, said: "It was very difficult trying to get hold of people to discuss my mother's care around her declining memory. She was becoming frailer with age and with my busy job, I was not able to take time off work to meet all the different clinicians involved in her care and attend her outpatient appointments. The virtual platform allowed me flexibility to be involved and to tell my mum's story once to all providing her care."

Zaby Begum, Clinical Lead – West London Planned Services, said: "Setting up the virtual platform allowed for more flexibility among healthcare professionals to attend meetings and saw a 25% increase in attendance. It has helped to improve our clinical time management on patient case discussions, and ultimately shorten the patient journey to receive the best care."



Optimising outcomes in wound care



In November 2023, the first dedicated wound dressing service in north west London opened at CLCH's Soho Centre for Health and Care to better support patients who require wound care.

The dressing clinic has been set up to ensure patients receive specialist clinical care, expert advice, and education to support wound management and treatment. The service has introduced a skin tone assessment tool to help tackle skin tone bias and determine the best outcome of care based on a patient's individual, unique features and presentations.

Skin tone bias occurs when assessment processes do not capture that wounds may look different from person to person, depending on their skin tone. For example, redness is a common marker of inflammation but will only be visible on those with light skin and may not appear on brown or black skin. Skin tone bias can lead to patients with dark skin tones not receiving an accurate diagnosis or treatment, which can result in deteriorating wounds.

To optimise outcomes for patients, accurate recognition of signs and symptoms across all skin tones is vital. The skin tone assessment tool includes more skin tone gradients which allow the service to conduct an accurate inspection of the patient's skin to identify and document the patient's baseline skin tone. This allows any changes to the patient's skin to be monitored and identified early to ensure that each patient receives the right treatment and care.

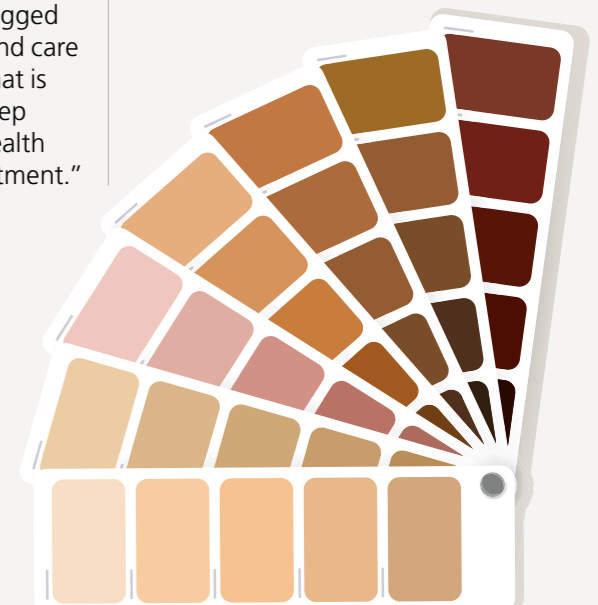


Wound dressing clinic

Rachel Dines, Head of Clinical Services for Bedded Rehabilitation and Walk-In Centres, said: "Since opening, the clinic has supported nearly 3,000 wound patients from various cultural backgrounds, ethnicities, and nationalities. By ensuring that the individual's exact skin tone is logged at the first assessment, all wound care patients receive tailored care that is personal to them. This is one step that we are taking to reduce health inequalities in wound care treatment."

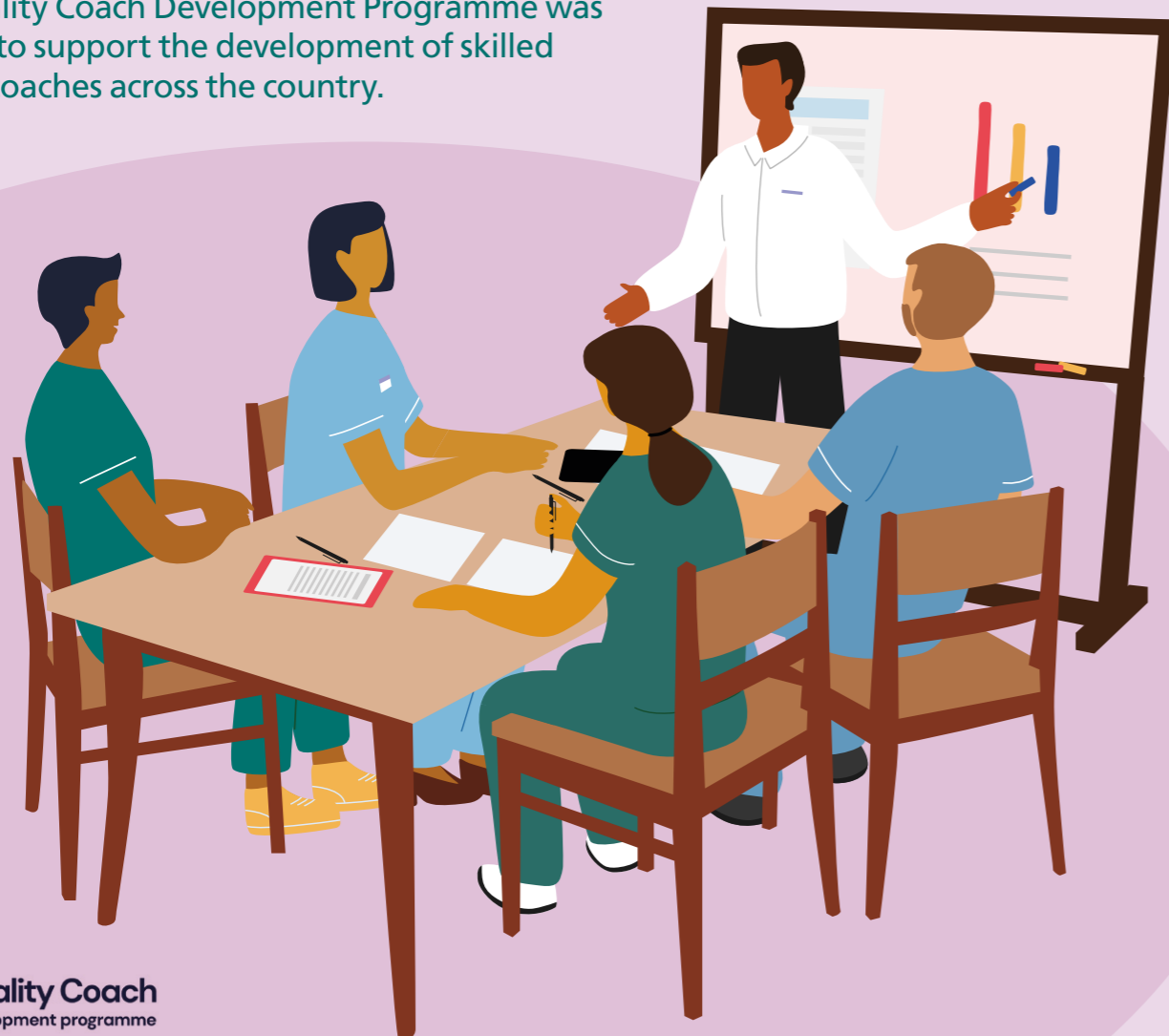
"By ensuring that the individual's exact skin tone is logged at the first assessment, all wound care patients receive tailored care that is personal to them."

Rachel Dines, Head of Clinical Services



Creating a generation of NHS Quality Coaches

The Quality Coach Development Programme was created to support the development of skilled quality coaches across the country.



 **34**

Staff across CLCH have been trained as quality coaches

 **50+**

NHS trusts and healthcare organisations have expressed an interest in rolling out the Quality Coach Development Programme, including the Irish Health Board.

In collaboration with the Q Community (part of The Health Foundation), Central and North West London NHS Foundation Trust (CNWL), and several subject matter experts, CLCH has launched a Quality Coach Development Programme to help NHS organisations develop their in-house improvement capability.

The programme offers a comprehensive set of resources including slide sets, a delegate handbook, and guides on how to implement the programme, as well as other high-quality materials.

This free-to-adopt educational programme builds improvement capacity by training staff – known as quality coaches – in the essential skills and knowledge needed to successfully coach others in delivering quality improvement (QI) work independently.

By embedding the quality coach model, trusts can move away from an over-dependence on central QI teams, empowering staff to take a more proactive role in their improvement work. This brings a broad range of benefits to an organisation, including improved patient outcomes and experience of care, staff satisfaction and retention, and a culture of continuous improvement.

Sid Beech, CLCH's Quality Improvement Training Lead, said: "Quality coaches are champions of QI at a local level and can help trusts to reach more staff members. By adopting this programme, trusts will be able to upskill staff to independently coach others through quality improvement and change."

"We encourage organisations to bring their own expertise, coaching experiences, and personality to the programme. That's why all the materials for the programme are freely available for anyone to download from the Q Community website, allowing anyone to start running the QI Coach programme in their organisation."

CNWL and CLCH recently collaborated to deliver the programme to staff from both trusts. The feedback was outstanding:

- 100% of programme participants said they would recommend the programme to a colleague
- 100% agreed that the learning from the programme would be useful to them in the future
- 100% agreed that the programme has enabled them to coach improvement work.

"By adopting this programme, trusts will be able to upskill staff to independently coach others through quality improvement and change."

Sid Beech, Quality Improvement Training Lead

Since implementing the quality coach model, CLCH has seen a sustained increase in QI projects with a score of 4 out of 5 or higher using the Institute for Healthcare Improvement assessment framework. The programme was also shortlisted for 'Best Educational Programme for the NHS' in the HSJ Partnership Awards in 2023.

To learn more about this programme, visit the Q Community's website:

q.health.org.uk/resource/quality-coach-development-programme



The Quality Coach Development Programme team at the HSJ Partnership Awards

Empowering families to support their child's development



The Early Language Intervention Measure (ELIM) is a tool used to identify speech, language and communication needs in children so that they can receive the best support as early as possible and achieve their full potential.

CLCH's Early Start Ealing 0-19 Service, in partnership with the speech and language therapists at West London NHS Trust and Ealing Council, launched the ELIM pilot project in June 2022. The pilot saw the ELIM tool used at routine health and development reviews for 2-3 year olds, carried out by a member of the health visiting team.

The ELIM tool includes three steps: step one is an assessment to identify the child's needs; step two involves a conversation with the family to discuss the needs identified and support available; and the third step is to offer tailored support.

Due to the pilot's success, the wider health visiting team was trained to use the tool and practitioners have continued to use it at health and development reviews. To provide even more flexible access to services, additional funding was granted in June 2023 to extend the use of the ELIM tool to nurseries and childminders in Ealing. This allows for a more integrated way of working between the wider health visiting team, nurseries, and childminders to increase the support available to children and their families after having a health and development review.

So far, training has been provided to more than 10 nurseries and is planned for five additional childminders to equip them with the skills needed to implement the ELIM tool.

Families who have accessed this support have said that the intervention has helped to build the bond with their

child, support their child's needs and set realistic goals.

Sheevelia Mills, Head of Clinical Services – Early Start Ealing 0-19 Service, said: "Parents and carers play a key role in shaping the home learning environment. The training delivered has helped to upskill our partners to empower parents to build on their confidence and understanding. Even when the ELIM intervention sessions have ended, parents have reported that they continued with activities and setting goals to further support their child."

"I was unsure of participating in the ELIM at first and pushed it away, but the early start worker was patient, went at my pace, and helped me understand more about my child's needs which has built up my confidence."

"I felt listened to, understood, and my opinions were taken into account every step of the way. I have been really supported."

Parent



Parent Saravjeet Kaur supporting her son's speech, language and communication development through play

Community partnerships to reduce inequality



Our adult services in Brent and Harrow have been working collaboratively with partners to improve access and reduce health inequalities amongst residents who have not always been well served by the NHS.

Harrow Health Checks in the Community

Our adults team launched Harrow Health Checks in the Community in partnership with Voluntary Action Harrow, Harrow Council, and Harrow Carers in November 2023.

People from an ethnic minority group are more likely to face difficulty in accessing NHS and social care services, largely due to language barriers, cultural differences, and different approaches to managing long term health conditions.

To tackle these barriers, the team attended various community outreach events to raise awareness about the importance of having a health check and share information on how to access tests for diabetes, cholesterol, and blood pressure. They also offer advice on healthy eating, weight loss and keeping active.

Health checks are offered as both booked appointments and drop-in clinics to allow more convenient access for residents. During a six-month pilot, the team delivered over 300 health checks to patients.

To allow for more patients to receive health checks, the team has recruited volunteer champions to support with checks such as height and weight.

After a successful six months, the team was awarded additional funding to provide health checks for Harrow Council staff who may usually struggle to arrange a health check – such as bus drivers and cleaners.



Brent Health Matters community blood pressure checks

Brent Health Matters

Brent Health Matters is a collaborative initiative between CLCH, Brent Council and various Voluntary and Community Sector (VCS) organisations. The teams have built a network of more than 40 champions, over 428 VCS organisations, community groups and leaders, as well as many residents representing diverse backgrounds to understand local issues and priorities, and co-produce action plans to better support underserved groups.

Through delivering over 80 community outreach events in factories, religious, cultural, community and public spaces, the team have reached 2,923 people who face the most barriers accessing support and services, including night shift factory workers, people not registered with a GP, minority groups, people experiencing homelessness, and those with disabilities.

Jackie Allain, Divisional Director of Operations, said: "Our goal is to reduce health inequalities and bridge the gap between healthcare professionals, social care and the public. Our teams have worked extremely hard to build relationships with patients who struggle to engage with healthcare services to continue improving access."

300+
Harrow Health Checks delivered

2,923
people reached by Brent Health Matters

Leading the way to a Greener NHS

We are committed to reducing our environmental impact and providing sustainable healthcare. This year we've strengthened our collaborative working with others to help create a greener NHS for all.



At CLCH we recognise the significant impact the NHS has on the environment through its services, travel and transport, which generate a huge amount of carbon emissions and waste.

Over the past year we have made significant strides in reducing our carbon footprint. One of our key efforts has been the installation of additional solar panels across our facilities, harnessing renewable energy to power our operations. We have also expanded our active travel programme for staff to opt into cycling over driving. This programme includes e-bike trials, bicycle repair workshops, and improving cycle storage facilities, which not only reduces our carbon footprint but also promotes healthier lifestyles for our staff.

We have created more green spaces to enhance the environment for staff and patients and launched

the national 'Gloves Off' campaign to reduce the inappropriate use of non-sterile gloves and reinforce best practice to minimise waste.

In 2023, CLCH formed a strategic partnership with neighbouring trust West London NHS Trust (WLT) to establish a joint sustainability team, combining expertise in energy efficiency, climate change, waste reduction and clinical knowledge.

This partnership maximises opportunities to address shared challenges in terms of green management, estates and staff travel. Staff travel, crucial for community services, accounts for around 15% of our direct carbon footprint. Switching to more sustainable modes of transport will significantly reduce this, and the success of the active travel programme at CLCH has inspired WLT to develop its own sustainable travel strategy.

"CLCH has been really supportive helping me cycle, not just to work but also for work to patients' houses. This also often ends up being quicker than if I were to drive, so there are lots of co-benefits there."

Green Champion Emily Latoy, Rapid Response and Primary Care Dietitian



CLCH and WLT's joint sustainability team

CLCH is learning from WLT too. WLT, an exemplar trust for catering, has received a Green Kitchen Standard award, something CLCH aims to replicate. Both trusts have hired the same company to deliver energy efficiency in our buildings and remove gas boilers, which contribute to climate change. These collaborative efforts enable resource pooling for the mutual benefit of both trusts.

Tom Wright, Director of Sustainability at CLCH and WLT, emphasised the importance of these collaborative efforts: "Our vision is to be leaders in the NHS, delivering net zero healthcare to transform our trusts and influence staff, patients and the wider community to be greener. We are really excited about our joint sustainability team that can share resources and expertise to make improvements that are important for patients and staff."

CLCH is actively involved in four Integrated Care Systems (ICSs) across London and Hertfordshire. Our Director of Sustainability leads the North West and North Central London ICS transport groups and participates in regional forums. This collaboration ensures that our sustainability initiatives are aligned with broader regional goals and strategies, further amplifying our impact.

Our commitment to combating climate change and leading in environmental sustainability is demonstrated through these initiatives and strategic partnerships.



Solar panels on the roof of Langley House Neurological Rehabilitation Unit



Chris MacKay, Head of Clinical Service - Inpatient Rehabilitation and Green Steering Group Rep, with colleagues in Hertfordshire

Solar electricity generation



 **830**

We generated 120 megawatts per hour of solar electricity, enough to power 830 desktop computers for a year.*

CO2 emissions avoided

 **127** tonne

reduction in CLCH's Carbon Footprint in 23/24

 **33** tonnes

of CO2 emissions avoided through solar panels. That's equivalent to flying from New York to London 54 times.*

Electricity cost savings

 **£25k**

saved in electricity costs due to our solar panels.*

*All figures are from October 2023 – June 2024

Keeping care home residents out of hospital



Barnet care home residents receive holistic care in the community.

Developed during the pandemic, Barnet's One Care Home Team (OCHT) now supports 68 of the 89 care homes across the borough.

The service combines the expertise of community matrons, therapists and support workers from CLCH, elderly care consultants from Barnet Hospital, a psychiatrist from the North London Mental Health Partnership, and GPs. Following a referral from a care home manager, these professionals jointly prepare holistic treatment plans for residents to be delivered in the community.

The OCHT works with Central and North West London NHS Foundation Trust's (CNWL) 'Silver Triage' service. Staffed by CNWL consultant geriatricians, Silver Triage offers an immediately available senior clinician to London Ambulance Service paramedics who assess care home patients, providing a definitive care plan at the first point of contact. The OCHT then prepares and delivers these plans in the care home. From April 2023 to March 2024, nearly 60 residents across the borough were referred to the OCHT through Silver Triage, who might otherwise have gone to hospital needlessly.

Despite increasing demand for ambulance callouts to care homes in Barnet during this time, a third of cases were managed in the community rather than hospital. One reason for this is the holistic support provided by the OCHT, ensuring that patients receive timely care in the right place.



Specialist Physiotherapist Suvarna Avilala with care home resident Carol Copell

Following discharge from hospital, resident at the Lansdowne Care Home Carol Copell was supported by the One Care Home Team with physiotherapy to prevent her falls and regain her independence. She said:

"Now I love to get up and walk. Last year I was able to walk in the garden on my birthday which I didn't think would be possible."

Kim Gutierrez, Clinical Lead for the One Care Home Team, said:

"Having clinicians from across the borough and care home staff work closely together helps patients to continue to receive care in the community – which is where the patient wants to be."

'One Stop Shop' for hassle-free holistic health checks

The Barnet One Stop Shop is a neighbourhood collaboration between CLCH, local GPs from a group of practices called Barnet Primary Care Network 3, and charities. The service offers holistic health checks and lifestyle support to adults with learning disabilities in a way that suits them and their carers in the community.



From left to right: Hubert Sakkariyas, Head of Clinical Specialist Services at CLCH, Jo Tucker, Care Coordinator, PCN3, Dilesh Tanna, Volunteer at CLCH, Jane Williams, Programme Manager for Integration & Population Health at CLCH, Ayoni, Nursing Associate, PCN3.

Since the One Stop Shop opened at a community centre in March, 83 patients, who would have ordinarily received a general annual health assessment at their GP, have benefitted from being seen in this innovative way.

Prior to attending their assessment, patients speak with a Primary Care Network (PCN) care coordinator, who then welcomes them at their appointment and provides reassurance. Staff are trained to work with people who have learning disabilities and healthcare information

is put in accessible formats, ensuring that the assessment process is as simple as possible.

At the appointment, the patient is offered an annual health check by a PCN nurse associate, a dietetic assessment by a CLCH dietitian, and is referred to further lifestyle support from Barnet Mencap, a charity for people with learning disabilities. Carers looking after the patient also attend these appointments to meet Barnet Carers, a charity delivering reliable support for carers.

Nicole Barnes, the CLCH Dietitian delivering dietetic assessments at the Barnet One Stop Shop, said:

"I see many conditions during assessments, often stemming from misunderstanding the role of diet in managing conditions like obesity."

"This project has wider benefits of educating the patient, their carers and relatives about meaningful dietary and lifestyle choices to improve overall health. It's more than a usual health check."

When asked, 97% of patients said they preferred receiving their health check with the One Stop Shop as opposed to their GP practice.

Aaron Crabb reflected on his visit to the One Stop Shop:

"I don't normally talk to anyone, but I spoke to lots of people and it was really good. I felt much better afterwards."

Nufar Wetterhahn, Clinical Director for Barnet Primary Care Network 3, said:

"This project demonstrates the benefits of collaborative working, and how it positively impacts the health of our communities."

Ray Booth, Chief Executive of Barnet Mencap, said:

"The One Stop Shop brings together carefully selected community organisations that help adults with a learning disability have a healthier, happier future... and it's all under one roof."

83
patients seen since opening the One Stop Shop

97%
of patients preferred receiving their health check with the One Stop Shop

Working together for wellbeing

From wellbeing ambassadors to wellness zones, staff are surrounded with a community of support, wherever they are.

CLCH is empowering staff to take control of their health and wellbeing, professionally and personally, so that they can deliver the best care to our communities. The Trust has created virtual and physical wellbeing spaces and trained leaders and staff to become agents in the delivery of wellbeing advice and support.

Connection between boroughs

As a community trust spanning London and Hertfordshire, virtual communication remains central to delivering wellbeing advice and resources to staff. Monthly wellbeing webinars feature activities ranging from financial wellness discussions to interactive meditation classes. In addition, the CLCH Wellbeing App has had 654 downloads, so staff can receive support on-the-go. Employee Health offers remote and in-person counselling, therapy and programmes, including reflective practice across sites. They have also recently launched a free musculoskeletal physiotherapy service for staff.



“Providing timely support to teams and individuals through a range of programmes has improved team cohesion and stress management, supporting staff wellbeing as a result.”

Malaina Joseph, Clinical Employee Health Psychotherapist and Trainer

Spaces suited to wellbeing

At CLCH we not only understand the importance of digital spaces for wellbeing, but physical spaces too. Over 30 wellness zones at sites across London and Hertfordshire offer staff a welcoming space to pray, relax, or breastfeed during breaks. In January, Employee Health ran in-person workshops on menopause, drop-in sessions with the wellbeing team, and free holistic therapy sessions providing hand therapy, massages and aromatherapy for staff, donated by the Notting Hill Therapy Clinic.



Nurse and Deputy Team Leader Sophie Devlin receiving a hand massage at an Employee Health Roadshow, St Charles Centre for Health and Care

Creating a culture of care

As an organisation made up of colleagues who care for their local communities, we have developed a range of training programmes to help our staff care for each other too. Our networks of mental health minders, wellbeing ambassadors and mental health first aiders continued to grow this year, equipping more staff with the confidence and capability to signpost their peers on how and where to access physical and mental wellbeing support.

“People work best when they are supported holistically. To help my colleagues in this way is my ambition as a wellbeing ambassador.”

Karen Celetaria, Wellbeing Ambassador and Practice Development Nurse

Speaking up for support

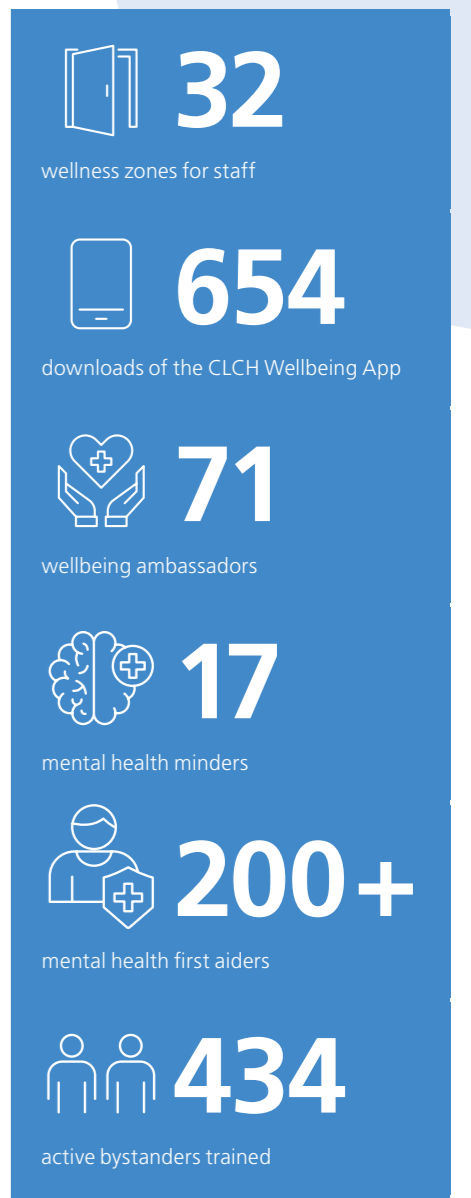
CLCH continues to encourage staff to raise their ideas, concerns, and feelings about wellbeing, while helping leaders to facilitate staff voice through tools like wellbeing conversations. To support leaders or staff who have witnessed bullying, CLCH developed the Active Bystander course to guide staff on recognising and speaking up about it. The Disability and Wellness Network continues to provide a safe platform for staff to discuss how wellbeing can be improved at CLCH. The Trust’s Bullying and Harassment Helpline, launched this year by CLCH’s trade union representatives and Freedom to Speak Up Guardian, remains a key source of confidential support for experiences that affect wellbeing.

“Our wellbeing programme constantly evolves, ensuring that our staff can access a personalised package of support, wherever they are. It is important that we look after our staff so that they can look after our communities.”

Lucia Ricci, Health and Wellbeing Lead



Wellbeing Ambassador and Practice Development Nurse Karen Celetaria



Supporting greater independence



Specialist physiotherapist Vinotha Ganesan supporting a patient

A new enhanced home-based rehabilitation service is helping patients who no longer require hospital care but still need rehabilitation to transition safely to their own homes.

In January 2024, a new service was launched to offer short term enhanced rehabilitation care to patients ready to leave hospital in Merton. Previously provided in a hospital-like ward environment, the new service offers rehabilitation support to patients in their own home or usual place of residence.

The service provides up to four visits per day, operates seven days a week, and is staffed by a dedicated team of

therapists and rehabilitation workers, while nursing needs are provided by the Merton community nursing team.

Patients are assessed and treatment goals are jointly agreed between the patient and their healthcare professional. A personalised rehabilitation plan is then put in place to enable patients to live as independently as possible at home. This can include practising personal care, meal preparation and improving walking, balance and strength.

John Smith, aged 80, received care at home from the service after being discharged from hospital following a fall which caused reduced movement and mobility. He said: "The rehabilitation was thorough and taught me how to aim for independence. It was encouraging to have someone attempt

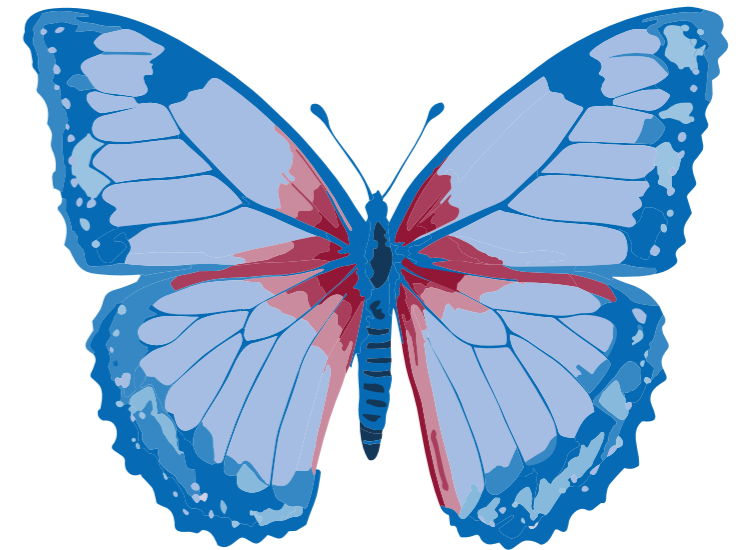
the activities together with me, whether that was just moral support or physically helping me."

Raj Sivagnanam, Clinical Therapy Lead for the service, said: "Research and experience has shown that people recover more comfortably and quickly in familiar surroundings. The service helps patients become much more independent, so that they can cope better with day-to-day living and self-care."

"The service helps patients become much more independent."

Raj Sivagnanam, Clinical Therapy Lead

From crisis to community care



A specialist community service in south west London has introduced several new initiatives to improve access to care for hundreds of families living with sickle cell disorder or thalassemia in the area.

Currently running in Wandsworth, the Haemoglobinopathy Service provides information, counselling, screening and care for people with major blood conditions, known as haemoglobinopathies, as well as their families, carers, and other healthcare professionals.

The service has introduced a range of new initiatives, including telephone follow ups after appointments to check that people are getting the help they need and to answer any questions, a dedicated WhatsApp group offering virtual peer support for individuals with the conditions, and an in-person support group for parents and carers at a local library. The initiatives are designed to offer families and individuals a range of ways to engage with the service and connect with others living with the conditions.

"I cannot express how helpful the service has been."

Louise Worrall

Louise Worrall, a local resident whose daughter has sickle cell disorder, said: "I cannot express how helpful the service has been. I had no experience of sickle cell disorder, I knew nothing about it, and I didn't know anyone who suffered with it. But through the support we have had from the service, I have learnt so much about the condition and how best to look after my daughter."

Benson Aderibigbe, Clinical Lead for the Haemoglobinopathy Service, said: "The key to unlocking access to care for these conditions has been the breadth of support that we've been offering to people that are living with sickle cell disorder and thalassemia. By providing face to face and digital options, people are empowered to choose what works for them and their lifestyle."

The service is expanding later this year to provide holistic support for people in Merton, Sutton, Kingston-upon-Thames and Richmond-upon-Thames, working closely with local hospital-based haemoglobinopathy teams and GPs to ensure patients receive the highest quality coordinated care.

Sickle cell disorder facts:

- It is the most common genetic condition in England
- London has the highest concentration of people with sickle cell disorder in the UK

3,800

people in south London have sickle cell disorder



Staff at the parents and carers support group

Value for medicines



Medicines Optimisation Pharmacists (MOps) have been working in Hammersmith and Fulham, Merton, Wandsworth, Kensington and Chelsea and parts of Westminster to support medicines optimisation services to deliver a better standard of care to patients who are prescribed multiple medicines.

Pharmacists across south west and north west London are providing a medicines optimisation service and working with groups of GP practices known as Primary Care Networks to review the medicines of complex patients.

Patients are treated within our Hospital at Home, Complex Care, and My Care My Way services as well as those residing in care homes. Complex patients often have more than one health issue and are prescribed multiple medicines, which can lead to medicines no longer being effective or necessary when taken together. Pharmacists are best placed to address this and reduce harm through Structured Medication Reviews (SMRs).

The medicines optimisation pharmacists perform SMRs with patients who are housebound, frail or with limited mobility where a review at home is identified as more appropriate and beneficial to the patient's quality of care. The reviews also help to increase patients' understanding of their medicines, reduce medicine wastage, and support collaborative working with other healthcare professionals involved in the patient's care. In 2023/24, our pharmacists supported 21,464 patients in this way.

Arfana Butt, Chief Pharmacist at CLCH, said: "Our medicines optimisation pharmacists spend time listening to their patients and providing a thorough medication review. Our pharmacists are focused on delivering patient-centred care and do so by gaining their trust. The recommendations they make are



Medicines optimisation team members at an 'Ask Your Pharmacist' event

tailored, use simple language and respect patients' lifestyle choices which make the changes we suggest more likely to be actioned."

The team has also been working with undergraduate pharmacy students to get them prescriber-ready, helping to build a robust workforce so we can continue supporting patients with complex needs.



Arfana Butt, Chief Pharmacist at CLCH

Celebrating an outstanding year



Every year staff and teams from CLCH receive accolades for their dedication and commitment to patient care. We bring you a recap of some of their incredible recent achievements, as well as some Trust-wide highlights.



Virtual Hospital wins at NHS Parliamentary Awards

At the NHS Parliamentary Awards 2023, our Virtual Hospital programme in south and west Hertfordshire, delivered in partnership with West Hertfordshire Teaching Hospitals NHS Trust, won highly commended for the Excellence in Healthcare Award, and was awarded regional winner for the East of England. Additionally, our 'better health on your doorstep' initiative, run in partnership with Brent Council, was named the London regional winner in the Health Inequalities award category.

A double dozen for our Queen's Nurses

In December 2023, 24 staff across the Trust were awarded the title of Queen's Nurse by the Queen's Nursing Institute (QNI) – more than double the number awarded in 2022! The award is given to community nurses who have demonstrated a high level of commitment to patient care and nursing practice.



Celebrating our Cavell Star winners

Eleven staff members from Hammersmith and Fulham, Kensington and Chelsea, and Westminster were awarded the Cavell Star award in 2023. Cavell Star awards are given to nurses, midwives, nursing associates and healthcare assistants who show exceptional care to colleagues, patients and their families.

Recruitment campaign shortlisted for an NHS Communicate Award

Our Hertfordshire digital recruitment campaign was shortlisted for the 'Best Use of Digital Communications and Engagement' award. The campaign included videos across a range of roles including nursing, therapy and administration, showcasing the benefits of working at CLCH.

Silver award for our work experience offer

Our work experience team earned the Silver Quality Standard from NHS England after successfully piloting a new programme in 2023.

Exceptional student health visitor

Ria Garcia, a Student Health Visitor in Ealing, was awarded the Dora Roylance Memorial Prize by the Queen's Nursing Institute. The prize is offered to outstanding students who have completed the Specialist Community Public Health Nursing Health Visitor programme.



Outstanding work recognised at HSJ Awards

Two teams were shortlisted for an HSJ Award, recognising the outstanding contributions they've made to healthcare. Our Brent Health Matters team was nominated for the Medicines, Pharmacy and Prescribing Initiative of the Year award and our sustainability team was nominated for the Towards Net Zero award.

Three Nursing Times shortlisted nominations

Our nursing teams in Hammersmith and Fulham, Kensington and Chelsea, and Westminster were shortlisted for three prestigious Nursing Times Awards in the following categories: Children's Services, Public Health Nursing, and Nursing in Primary Care. The Nursing Times Awards bring together the nursing community to recognise those making nursing innovative, patient-focused and inclusive.

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