

# Overview

## Our history

The Royal Free was established in 1828 by William Marsden, a newly qualified surgeon who was shocked that he could not help a penniless young woman he found collapsed on the steps of St Andrew's Church in Holborn. No hospital would admit her because she did not have a special letter entitling her to treatment and she died. Four months later, having enlisted the help of 27 friends, he opened the first London hospital to provide hospital care on the basis of need rather than ability to pay.

The title 'Royal' was granted by Queen Victoria in 1837 to recognise that the hospital was the only one to stay open during the 19th century cholera epidemics. For several years we were the only hospital in London to offer facilities for clinical instruction to women, beginning a long association with the London School of Medicine for Women (later renamed the Royal Free Hospital School of Medicine).

We moved to Pond Street in the mid-1970s, combining the old Royal Free Hospital in Gray's Inn Road with the Lawn Road, New End and Hampstead General hospitals. In April 1991 the Royal Free became one of the first NHS trusts.

## The Royal Free today

Today we are one of the UK's leading teaching and research trusts, with around 1,600,000 outpatient episodes of care in 2013/14 given to patients from all over the world. On 1 April 2012 we were authorised as an NHS foundation trust and renamed the Royal Free London NHS Foundation Trust. We were Dr Foster's large trust of the year in 2010 and are considered one of the safest hospitals in the country due to our very low mortality rates.

The trust consists of the Royal Free Hospital in Hampstead and a network of services provided at other trusts' hospitals and community sites across north London and Hertfordshire. We will deliver approximately 8,000 babies a year. We will work across 36 sites, including our work in the community with approximately 10,000 staff and a turnover of around £900 million.

## The Royal Free London NHS Foundation Trust: strategic direction

Since 2011 the board has been pursuing a strategy that will bring progress towards the governing objectives.

Our five medium-term themes are:

- Extending the role of a major acute provider
- Being a network and system leader and experts in integrated care
- Being a leader in the academic health science system
- Reducing unit costs
- Gaining new markets and income sources

## The Royal Free: Strategic Direction Next Phase



## Acquisition of Barnet and Chase Farm Hospitals

Following the approval of our business case by the Trust Development Authority in January, Monitor began a three-month assessment. In particular, they looked at whether our board has thought through the risks of the proposal and how they will be mitigated and managed.

We discussed our proposals with commissioners and other key stakeholders for many months now and are now widening our engagement to include the local authority health and wellbeing boards, the health consumer champions Healthwatch and other local groups.

In the integration of our two trusts, we have a unique opportunity to create a world-class healthcare organisation: one that provides safe, excellent care and experience for more patients; one that radically improves health inequalities for a much wider local community; one that gives you richer training opportunities and that you are proud to work for; and one that provides excellent value for taxpayers' money.

Now that Barnet and Chase Farm hospitals are part of the Royal Free, we are one of the UK's biggest trusts, delivering care to more than 1.6 million patients each year through three main hospitals: Barnet, Chase Farm and the Royal Free, as well as more than 30 services in the community. We have about 10,000 staff, from more than 100 nationalities and our annual turnover is £924m. This provides an unprecedented opportunity for us to continue our pioneering work, particular in finding improved ways to deliver care to our patients.

**Our mission** remains the same: to deliver world class care and expertise in our clinical services, underpinned by world class teaching and research. Of continuing importance here will be our work as a founding member of UCL Partners (UCLP), a collaboration between more than 40 higher education and NHS organisations working to improve the health of a population of over six million people. And we will continue to train the doctors of tomorrow as a campus of UCL Medical School, as well as teaching nurses, midwives, therapists and other healthcare professionals and those working in clinical support functions.

**Our governing objectives** will continue to be the measures of our progress against our mission: excellent outcomes, excellent patient and staff experience, excellent value for taxpayers' money, being safe and meeting our external duties, and building a strong organisation. We will continue to look to ensure that every part of the new Royal Free is getting better on each of these five objectives.

**And we remain committed to our values: to be positively welcoming, actively respectful, clearly communicating and visibly reassuring**, to each other, our new colleagues from Barnet and Chase Farm and, of course, our patients.

Whatever your role within the trust, you play a crucial part in achieving our objectives. It might be providing great clinical care to patients, ensuring our hospitals are kept spotlessly

clean and safe from infection, or delivering really effective and efficient administrative or business support. Everyone has their part to play to deliver world class care and expertise.

## **Staff recognition**

**We believe that it is important to recognise when our staff make an exceptional contribution to the trust and we do this in a variety of ways.**

### **Staff achievement awards**

Staff who have made an exceptional contribution to the trust are recognised through annual staff achievement awards. Any member of staff can nominate an individual or team for an award and entries are judged by a panel of senior managers and staff representatives.

### **World class care awards**

To further promote our values, staff can nominate their world class colleagues who are actively promoting, championing and consistently delivering the values. Anyone can nominate someone. Award winners are recognised quarterly at the chief executive's briefing.

### **Learner achievement awards**

The Learner achievement awards ceremony is held annually to celebrate staff achievement in completing an accredited programme of learning that has been supported by the trust in the past year.

## Local and specialist services – Royal Free

We offer an exceptionally wide range of local and specialist services from accident and emergency, maternity and general surgery to kidney, liver and bone marrow transplantation, plastic surgery and critical care. Our specialties include:

**Amyloidosis:** the **only centre in the UK** specialising in these disorders.

**Breast surgery:** the **only hospital in the UK** to offer **breast PET** and a pioneer of other novel breast cancer treatments.

**Cardiology:** **one of two ‘heart attack centres’** for the north central London.

**Haematology:** **world class services** for myeloma and lymphoma, **leading treatment and research centre** for acute lymphoblastic leukaemia and **one of six** nationally designated units in the UK for lysosomal storage disorders.

**Haemophilia:** **hub** for north London and home to the **world-renowned** Katharine Dormandy haemophilia centre and thrombosis unit.

**Liver services:** a **major transplantation centre** and one of the UK's **leading centres** for the diagnosis and treatment of **liver disease**.

**Immunology, infection and transplantation:** ground-breaking research institute, **one of only five of its type in the world** and **one of two** high security infectious diseases units in the UK.

**Oncology:** **European centre of excellence** for neuroendocrine tumours.

**Plastic and reconstructive surgery:** one of the **UK’s leading and largest** plastic surgery units and a major teaching and research centre. **A national centre of excellence** for facial re-animation surgery, ear and breast reconstruction.

**Renal services:** a **major transplantation centre** and **nationally-recognised** specialties including one of just a few units in the UK to specialise in recurrent kidney stones.

**Vascular services:** **hub** for north central London providing **world class services**.

**Dialysis services:** **Our** dialysis centre at Tottenham Hale is the largest in the country.

## Our experts at Royal Free

Specialty	Clinician
Amyloidosis	Professor Philip Hawkins
Acute leukaemia	Dr Panos Kottaridis
AIDS/HIV	Professor Margaret Johnson
Bariatric/metabolic surgery	Mr Zak Rahman
Bone marrow transplantation	Professor Stephen Mackinnon/ Dr Panos Kottaridis/ Dr Ronjon Chakraverty
Breast cancer	Professor Mo Keshtgar
Cardiology	Dr Roby Rakhit
Child health	Dr Mike Greenberg
Dementia	Dr Dan Lee
Dermatology	Dr Ed Seaton
Ear reconstruction surgery	Mr Greg O'Toole
Elderly people's health	Dr Alexandra Wu
Facial reanimation surgery	Mr Adriaan Grobbelaar
Fabry disease	Professor Atul Mehta/ Dr Derralynn Hughes
Gastroenterology	Professor Owen Epstein
Gaucher disease	Professor Atul Mehta/ Dr Derralynn Hughes
Haemophilia	Professor Amit Nathwani
Haematology	Professor Stephen Mackinnon
Hepatology	Professor Massimo Pinzani
High security infectious diseases unit	Dr Mike Jacobs
Infectious diseases	Dr Susan Hopkins/Dr Ian Cropley
Intensive care	Dr Banwari Agarwal
Immunology	Professor Hans Stauss
Irritable bowel syndrome	Professor Owen Epstein
Keyhole bowel surgery	Mr Peter Veitch, Professor Marc Winslet
Kidney transplantation	Mr Peter Veitch
Liver surgery and transplantation	Dr Douglas Thorburn/Mr Dinesh Sharma
Minimally invasive surgery	Mr Zak Rahman
Lysosomal storage disorders	Professor Atul Mehta/ Dr Derralynn Hughes
Neonatology	Dr Vivenne van Someren
Neurology	Dr Lionel Ginsberg
Neuroendocrine tumours	Professor Martyn Caplin
Orthopaedics	Mr Nick Garlick, Mr Nicholas Goddard
Pancreatic surgery	Professor Brian Davidson, Mr Zak Rahman
Plastic surgery	Professor Steve Hamilton/ Professor Peter Butler (surgeons), Dr Alex Clarke (psychologist)
Primary care	Dr Mike Smith
Psychology - adolescent	Dr Mark Berelowitz
Renal	Dr John Connolly / Dr Mark Harber
Rheumatology including scleroderma and Raynaud's	Professor Chris Denton

Sexual health	Dr Daniel Ivens
Stroke	Dr Charlie Davie
Tuberculosis	Dr Marc Lipman / Dr Ian Cropley
Vascular surgery	Professor George Hamilton / Mr Nick Garlick

## Our areas of excellence

### The national amyloidosis centre

The national amyloidosis centre at the Royal Free is the only centre in the UK specialising in amyloidosis. Amyloidosis is a group of disorders where proteins called amyloid are abnormally deposited in organs, causing disease. These deposits can accumulate virtually anywhere within the body and symptoms vary greatly from patient to patient.

The centre diagnoses and treats patients with all types of amyloidosis from across the UK, as well as providing counselling and information to patients and their families. Around 500 new patients with amyloidosis are seen every year. The centre is also part of University College London's centre for amyloidosis and acute phase proteins, which is a world leader in amyloid research.

### Breast surgery

The Royal Free has been pioneering in the use of new breast cancer treatments and diagnostic procedures. In 2013 we became the first hospital in the UK and the fourth in the world to introduce a new imaging technology for breast cancer called breast PET (positron emission tomography). We were among the first hospitals to offer electrochemotherapy, which uses electrical pulses to make cells more receptive to cancer-killing drugs.

Together with University College London (UCL) we have conducted research into keyhole mastectomy, nipple endoscopy, photodynamic therapy and new computer software to aid clinicians in decision making. The Royal Free has been a leading centre in the use of sentinel lymph node biopsy, a minimally-invasive procedure used to identify whether cancer has spread to the lymph node and rapid intraoperative testing of the node during surgery to avoid the need for a second anaesthetic.

The Royal Free is also part of an international clinical trial (TARGIT) into intra-operative radiotherapy, which involves giving selected breast cancer patients a single dose of radiation at the time of surgery rather than needing multiple post-operative visits, so saving time and reducing side effects. In 2011 the TARGIT Academy was founded at the Royal Free to train new users of the

equipment from around the world.

## **UCL Institute for Immunity and Transplantation at the Royal Free**

The institute is the first of its type in the UK, one of only five in the world and the first outside the US. It will bring groundbreaking research direct from the lab to the bedsides of Londoners being treated for immune-associated conditions at the Royal Free.

Experts at the institute hope to cure chronic conditions such as diabetes with a one-off treatment rather than through years of therapy, bring life-saving transplants to patients in a matter of months rather than years and via gene therapy ensure that transplant patients no longer need to take a cocktail of anti-rejection drugs.

Local patients with cancer, leukaemia and chronic infections including HIV and tuberculosis, autoimmune diseases such as diabetes and other rare conditions such as haemophilia will benefit from their close proximity to the top-of-the-range treatment facilities at the institute. Patients will also have opportunities to participate in the centre's clinical trials and therefore access the very latest treatments.

Phase I of the institute was opened in June. Phase II will see the development of a standalone building adjacent to the Royal Free, is due to open in 2017 and the Royal Free Charity have raised £47million to fund the construction of the new building.

## **Haemophilia hub**

In April 2012, the Royal Free became the haemophilia hub for north London, leading what may be the world's largest provider of care for inherited bleeding disorders.

The Katharine Dormandy Haemophilia Centre and Thrombosis Unit provides comprehensive haemophilia care and the excellence of our services and the quality of our research are widely recognised. Research being undertaken at our centre has the potential to cure haemophilia.

The service includes clinics for diagnosis and the management of bleeding disorders. Patients with severe lifelong bleeding disorders have specialist needs and are able to access other services across different disciplines.



## High security infectious diseases unit

Our high security infectious diseases unit (HSIDU) is one of just two dedicated units in the UK with facilities for caring for patients with hazardous infections including Lassa and Crimean-Congo haemorrhagic fevers, and the Ebola and Marburg viruses.

The unit is activated only when a patient requiring HSIDU care is identified. All facilities in the unit are tested weekly to ensure the service can be fully operational within hours of notification that an infected patient is on the way.

The HSIDU is located in a purpose-designed ward that is sealed and separated from other public and ward areas, with its own filtered air supply and outlets. It has two special isolation beds and a special laboratory for testing patient blood samples. The unit is specifically designed to provide as much comfort as possible to the patient whilst also fully protecting staff.

It is maintained and run by infectious disease specialists including doctors, nurses and lab staff, who regularly receive specialist training to deal with every aspect of using the HSIDU.

## Liver and kidney transplants

The Royal Free is one of the seven liver transplant centres in the UK. Patients are referred to us from across the UK and abroad and our surgeons carried out 76 liver transplants in 2012/13. Some of these are patients seeking a second or third opinion, having been deemed inoperable or untreatable elsewhere.

The Royal Free is one of the few centres in the UK to offer liver transplants from live donors and in February 2012 we performed what was believed to be the first UK transplant between an adult live donor and an adult with acute (fulminant) liver failure.

The Royal Free is also a major kidney transplantation centre and in 2012/13 carried out 109 kidney transplants. Around 40 per cent of our transplants involves living donors. Offering keyhole surgery (laparoscopic) as routine, the department has special expertise in arranging live donor transplantation from donors who live abroad. It also manages dialysis services for the north central London area with all modalities supported and an active dialysis research programme.

## Plastic and reconstructive surgery

We are home to one of the country's leading and largest plastic surgery units. Through its links with UCL Medical School it is also a major teaching and research centre, particularly in the field of tissue engineering and stem cells.

The unit is a national centre of excellence for facial reanimation surgery and breast reconstruction. Our ear reconstruction service – for children with congenital deformity of the ear and adults who require reconstructive surgery following trauma – is also internationally recognised. Another special interest is complex microsurgical breast reconstruction (such as DIEP).

In addition, consultants are involved in multidisciplinary treatments of skin cancers, sarcomas, breast cancer and major abdominal wall reconstruction. Procedures to improve aesthetic appearance are also offered.

## **Post acute care enablement (PACE) service**

This integrated service brings together staff from five organisations: the Royal Free, Central London Community Healthcare NHS Trust, Central and North West London NHS Foundation Trust and Barnet and Camden councils. We work together to ensure that patients who in the past would have needed to stay in hospital can instead receive their care at home, while remaining under the care of their hospital consultant.

Specialist 'case finders' from community healthcare organisations work at the Royal Free with consultants to identify in-patients who no longer need round-the-clock medical care. The case finder has a detailed knowledge of local services and is then able to arrange rapid transfer home.

Patients are supported at home by appropriate nursing and therapy. Community-based clinicians have rapid access to expert consultant advice to optimise the chances of the patient remaining at home rather than being readmitted to hospital.

The PACE team of specialist nurses and therapists are there when the patient arrives home. They provide care seven days a week, with overnight stays if necessary. They can also provide emergency appointments in the clinic seven days a week if needed.

## **Public health**

The Royal Free was one of the first hospitals in the country to appoint a public health consultant as part of its commitment to treating the causes, not just the symptoms, of ill health. We feel we have an important role to play in improving the health and wellbeing of our patients, staff and local communities and helping to tackle some of the health changes we and our partners face.

We launched our public health programme five years ago and recent initiatives have included:

- Collecting anonymised violence and assault data on those attending our A&E department and sharing this with local community safety partnerships in order to inform intervention initiatives and reduce violent assaults in the local area.
- Implementing a domestic violence screening pilot to identify and refer people suffering from domestic violence.
- Supporting our workforce to live a healthy lifestyle through our 'Fit at the Free' programme, offering a variety of activities ranging from improving healthy choices at work to exercise classes.
- Offering free one-to-one gym sessions for staff suffering from musculo-skeletal problems or depression (exercise on prescription).
- Conducting a month-long readmissions audit to identify the factors associated with readmissions to A&E.

## Scleroderma

The centre for rheumatology at the Royal Free offers ongoing clinical care to patients with scleroderma and Raynaud's phenomenon. Raynaud's is a common condition in which blood is prevented from reaching the extremities of the body, mainly the fingers and toes. A small number of patients with Raynaud's also develop scleroderma, which means a hardening of the skin and can lead to the internal organs and blood supply becoming damaged.

At the Royal Free, we undertake clinical and basic scientific research into the root causes of these diseases. This allows us to offer many of our patients to have access to cutting-edge experimental treatments. The unit was set up by Dame Carol Black, the current UK national director for health and work, and is the largest of its kind in the world. The Royal Free also runs a one-stop nurse-led clinic for the diagnosis, management and treatment of Raynaud's – the only one of its type in the country.

## Triage rapid elderly assessment team (TREAT)

The Royal Free's triage rapid elderly assessment team (TREAT) are specialists in elderly care medicine who attend to elderly patients with complex health problems in the hospital's A&E department.

The role of TREAT is to thoroughly assess elderly patients who have come to A&E, identifying those who are well enough to be discharged, and ensuring that support is put in place so that they can receive all of the care they require at home.

After assessing the patient, TREAT can organise investigations and support on the same day, such as X-rays, CT scans, and occupational therapy, and put in place the relevant community healthcare and social services support if required.

In the past, these patients may have been admitted because they had complex medical and social problems which could not all be treated straight away in A&E or the support wasn't in place at home to safely discharge them. But now TREAT is on hand to provide that extra support, which is making a real difference to patients. To our knowledge, the Royal Free is unique in this service provision in London. The service operates seven days a week.

The service also aims to identify patients who come to A&E on multiple occasions. The team assess their circumstances to help them keep well at home and avoid future visits to A&E.

In addition to the team at the Royal Free, we also have an outreach team of both nurses and consultants who provide support to care homes. This includes:

- Nurse support to provide training and support care planning.
- Consultant geriatrician support including anticipatory care planning.
- TREAT hotline – a direct line for staff in care homes to contact the team for support.
- Access to the PACE service.
- Hot clinics providing further assessments for all patients accessing the TREAT service.

## Urgent care centre

This innovative service, based in our emergency department, is staffed by GPs who assess all walk-in A&E patients and non-acute patients being brought in by ambulance between 10am and 10pm seven days a week.

The centre sees up to 100 patients a day who would otherwise have gone to A&E. Not only does this cut waiting times for patients, but also it releases the A&E staff to care for higher acuity patients.

As the service is staffed mainly by GPs who work within practices in the local community, they have a detailed knowledge of available community services which is also beneficial.

## Vascular services

In April 2012, the Royal Free became a vascular surgery hub for north central London. This means that all patients in the area who require emergency vascular surgery or complex aortic surgery now undergo their operations at the Royal Free, instead of at some of our partner hospitals.

The hub enables patients to benefit from world class surgery and care provided by experts in the field, using the latest techniques and technology. Research has shown that hospitals which perform high volumes of complex vascular surgery have better patient outcomes.

Vascular surgery involves the blood vessels that carry blood away from the heart to tissues (arteries), and from tissues back to the heart.

## Finance

We have achieved all our financial targets and reported a surplus of £8.1million, which is in line with our plan. Our financial performance has enabled us to make the investments in our clinical, teaching and research facilities described above, bringing significant benefits to patients.

We have agreed the budget for 2014/15 which includes a need to make additional savings of £23.2m in order to sustain planned levels of investment.

Our investment programme to date has led to significantly improved benefits for patients, such as the new ITU, additional theatres, phase one of the Institute for Immunology and Infection, a PET CT scanner, and new renal and dialysis unit at Tottenham Hale.

The financial environment continues to be very challenging and we will need to maintain focus on our budget savings if we are to achieve our future investment plans.

## Performance against targets

Our performance is externally assessed against a range of national targets and standards. Last year was a particularly challenging one for the NHS with all trusts expected to provide the highest standards of care while achieving demanding efficiency savings. Despite this and thanks to the hard work of all our staff we continued to provide safe, high quality care, with excellent clinical outcomes and a high level of patient satisfaction.

Following an unannounced inspection in early 2014, the Care Quality Committee have said we met all seven standards it was assessing us against. The standards included consent to care and treatment, care and welfare of the people who use the services, cleanliness and infection control, and supporting workers.

Other standards met included that staff are properly trained and supervised and have the chance to develop and improve their skills and that people have their complaints listened to and acted upon.

## Barnet and Chase Farm history

### History

In 1885 Barnet Hospital was originally part of a Victorian workhouse. It became famous in the 1930s through the invention of the Barnet Ventilator, the successor to the iron lung. World War 2 brought the expansion of Barnet Hospital and the creation of Chase Farm Hospital. The hospitals are just six miles apart and merged in 1999.

Barnet Hospital was completely rebuilt and opened in 2002. In 2004, Chase Farm Hospital's Trauma and Orthopaedic Department made European history by carrying out a "2-incision" technique total hip replacement. This technique enabled the patient to leave hospital within 27 hours. At the time in the UK, the average length of stay following a total hip replacement was 11 days. Surgery went from strength to strength and a new £4.7 million stand alone SurgiCentre was opened at Chase Farm and by 2006 it was treating over 4000 inpatient and day case patients a year.

## Barnet and Chase Farm Hospital's Reconfiguration

The Barnet, Enfield and Haringey Clinical Strategy has played a large part in the design and delivery of Barnet and Chase Farm Hospitals over the last 10 years. In 2003 a group of consultants got together to talk about how they could improve hospital services. Working collaboratively, North Middlesex, Barnet and Chase Farm Hospitals, along with the then Barnet, Enfield and Haringey Primary Care Trusts started to draw up options for reconfiguring hospital services between Barnet Hospital Chase Farm Hospital and North Middlesex University Hospital to improve safety and quality and the PCTs plans to bring services closer to people's homes.

Proposals were formally consulted on and a decision agreed in 2007, which meant the closure of Chase Farm Hospital's accident and emergency department, maternity ward and children's inpatient services. Barnet Hospital would expand to accommodate Chase Farm Hospital's services, and by this consolidation, achieve more consultants, more hours of the day providing better decision for patient care.

However, the Clinical Strategy was challenged and progress was delayed by several years. In November of 2013, the Barnet, Enfield and Haringey Clinical Strategy was at last implemented. Barnet Hospital has become the emergency hospital, expanding and improving both Accident and Emergency and Maternity services. A new stand alone Urgent Care Centre was developed at the Chase Farm site and now sees over a hundred patients a day. In addition to the UCC there is also a new older person's assessment unit providing an all-round service so that fewer older people need to be admitted to hospital unless it is absolutely necessary. Also alongside the UCC is another assessment centre for children to enable fast treatment of common conditions and a quicker return

home.

The Clinical Strategy was all about delivering safer, higher quality care for patients. Recruiting more specialists means we have more senior staff available, making better decisions, for more hours of the day and night, including weekends. This in turn, means our patients are more informed about their choices of treatment and more trust and confidence in the care we provide.

## Local and specialist services – Barnet and Chase Farm

**Acute Medicine:** multidisciplinary assessment, stabilisation and treatment of acutely ill adult medical patients of all ages with dedicated consultants in Acute Medicine, supported by general physicians within the Trust.

**Anaesthetics:** provision of anaesthesia, pain relief, theatre management, resuscitation and critical care.

**Breast Screening:** The North London Breast Screening Service (NLBSS) is part of the National Breast Screening Programme and is one of the largest breast screening services in England screening women aged between 50 and 70, resident within Barnet, Brent, Enfield, Haringey, Harrow and West Hertfordshire.

**Breast Surgery:** There are dedicated breast clinics staffed by consultant breast surgeons supported by surgical staff and clinical nurse specialists from the breast unit. The diagnostic breast team includes clinicians, specialist breast radiologists and breast pathologists. Mammography, breast ultrasound and fine needle aspiration cytology are undertaken in the clinic and patients attending the “triple assessment” clinics can often have all the necessary investigations at the same visit.

A full range of breast surgery procedures is available (including immediate and delayed breast reconstruction). The breast surgeons are part of a multidisciplinary breast cancer team, which includes medical and clinical oncologists, nuclear medicine, clinical geneticist and nursing support.

**Cardiology:** Non-invasive procedures including a walk-in ECG service, 24 hour ECG ambulatory monitor, 24 hour blood pressure monitoring, exercise testing, 2D and 3D transthoracic echocardiogram, and transoesophageal and dobutamine stress echocardiograms. Tilt testing and perfusion scanning are also performed at Barnet Hospital. Heart failure clinics are also available. Barnet Hospital is one of the few centres in London that offer ultrafiltration technology to draw fluid away from patients using the Aquadex machine.

Invasive procedures include: cardiac catheterisation, permanent pacemaker implantation and ICD (defibrillator) implantation. The Cardiology departments offer a Rapid Access Chest Pain Clinic, Arrhythmia Clinics, Heart Improvement Clinic and a rehabilitation service across site and in the community. There are outpatient services provided at Edgware Community Hospital, Cheshunt Community Hospital and Finchley Memorial Hospital.

**Children’s Services:** All of our Children and young people services have a family-focused philosophy in which staff and parents work together in partnership to provide the highest standards of care. We provide a comprehensive range of services at Barnet, Chase Farm, Edgware and St Michaels Community Hospitals.

**Dermatology:** comprehensive skin services, including skin cancers, in hospital and community settings, including community hospitals and GP surgeries. We are the largest London skin cancer centre and also work in partnership with the Royal Free Hospital in providing the North London



Community Dermatology Service.

Minor operation facilities are provided for the removal of lesions. There is also a well developed Phototherapy Service.

**Diabetes and Endocrinology:** cares for patients with Diabetes, Endocrine and Lipid disorders, Thyroid disease management, Ante-natal diabetes management and also offers a Foot Clinic, Diet and Weight management and Nutrition Counselling.

**Diagnostic Imaging:** offers CT, Fluoroscopy, General X-Ray, Interventional Radiology, MRI, Ultrasound, Nuclear Medicine, DEXA Scanning and Mammography.

**Ear, Nose and Throat Services:** full range of diagnostic and treatment services for those affected with ear, nose and throat problems. The team works closely with Audiologists, Oncologists, Speech and Language therapists, dieticians, Maxillo-facial surgeons and Macmillan Head and Neck nurses to provide a multi-disciplinary approach when required. ENT Services are recognised as a centre of excellence for head and neck cancer surgery.

**Emergency Medicine:** Accident and Emergency, provided at Barnet Hospital, is open 24 hours a day and treats patients who need life saving treatment. It is staffed by skilled medical and nursing staff and provides a full range of emergency care. Chase Farm Hospital does not have emergency services.

Schemes that avoid patients being admitted or assist with prompt discharge have been put in place to assist with emergency pathway flow. The trust is working closely with commissioners to ensure that the system wide changes needed both through primary care and community services, are in place to sustainably deliver the target through the upcoming year.

**Gastroenterology:** provides a comprehensive range of both out-patient and in-patient services for patients with Gastrointestinal disorders including state of the art endoscopy services with particular expertise in diagnostic and therapeutic endoscopy and colonoscopy (including EMR - endoscopic mucosal resection, stenting and ERCP - Endoscopic Retrograde Cholangiopancreatography).

**Haematology/Oncology:** caring for patients with many blood disorders including cancers, where patients are given rapid access. There is a separate Chemotherapy Suite and a Day Unit at Barnet Hospital and a Haematology/Oncology Unit at Chase Farm Hospital where patients can receive a number of different treatments including chemotherapy and blood transfusions.

**Maternity Services:** Upgraded, modern services complying to latest Maternity standards. Consultant Led unit at Barnet Hospital as well as Barnet Midwifery Centre and Edgware stand alone midwifery birth centre as well as Home birth services. We also provide an extensive community midwifery service offering a full range of pregnancy, labour and postnatal care. The community midwifery service provides a 24-hour on call service, caring for clients choosing home births. They also support the midwifery teams in the Birth Centres.

**Medicine for the Elderly:** provides in-patient, outpatient, sub-specialty and day case treatment services, including liaison services with General Surgery, Orthogeriatrics and old age Psychiatry. We provide these services at Barnet and Chase Farm Hospitals as well as Finchley Memorial, Edgware Community and Potters Bar Hospitals.

The Medicine for the Elderly team provides rehabilitation for those patients whose illness leads to functional deterioration, with the goal of achieving independent living at home.

The department provides a number of sub-specialty services, including TIA/stroke follow up clinics,



Falls clinics, Continence clinics, Parkinson's Disease Clinics and Tilt Table testing. We also run Rapid Access out-patient clinics in which patients can be seen within 1-2 days of GP referral. Other areas of specialist interest include: Osteoporosis, Sleep Disorder in older people and Intermediate Care.

**Nephrology:** Renal services are provided in partnership with Royal Free Hospital and Imperial College London. There is an Outpatients Dialysis Unit at Barnet Hospital and comprehensive renal clinics at both hospitals that work within an integrated pathway with the regional centre at the Royal Free.

**Neurology:** There are six Consultant Neurologists jointly appointed with the Royal Free Hospital providing a Consultant-delivered service with clinics at Edgware Community Hospital, Barnet Hospital, Chase Farm Hospital and Potters Bar Community Hospital. This service is integrated with the comprehensive neuroscience service at the Royal Free Regional Neurosciences Centre, promoting continuous patient care across neurology and neurosurgery.

**Older People's Assessment Unit (OPAU):** where elderly patients with subacute illness can be rapidly assessed, investigated and then discharged with appropriate support, avoiding hospital admission. Also a TREAT service (Triage and Rapid Elderly Assessment Team) in Barnet A&E aimed at admissions avoidance.

**Orthodontics:** provided for children and adults with severe malocclusions and facial abnormalities requiring multidisciplinary treatment, such as impacted teeth, congenitally absent teeth (hypodontia) and orthognathic surgery. Such treatments require input from multiple specialties including Orthodontics, Restorative Dentistry and Oral and Maxillofacial Surgery. Services are based at Barnet, Chase Farm Hospitals and Edgware Community Hospital.

**Orthopaedics:** services are delivered through the Monday to Friday fracture clinic and the Monday to Friday orthopaedic clinic.

**Palliative Care:** for inpatients, as required, from Monday to Friday. There are also weekly palliative medicine clinics at both Barnet Hospital and Chase Farm Hospital and a social worker at Chase Farm Hospital. Team offer specialist skills in pain and symptom control plus social, psychological and spiritual support to patients. The Palliative Care team works closely with the Occupational Therapy and Physiotherapy departments, the Chaplaincy team and Community Palliative Care services including the North London Hospice.

**Respiratory Medicine:** a full in-patient and out-patient medical service for adults with conditions affecting the respiratory tract including asthma, chronic obstructive pulmonary disease (COPD), lung cancer (including a weekly lung cancer MDT meeting), respiratory infections and bronchiectasis, tuberculosis (TB), interstitial lung disease and sarcoidosis, pleural disease and sleep disorders.

**Rheumatology:** There is a wide-ranging programme of treatment for patients suffering with conditions such as rheumatoid arthritis and other inflammatory arthritis. Extensive use is made of day case facilities.

The department has wide experience in the use of 'biological' drugs for rheumatoid arthritis, as well as facilities for administration of intravenous infusions. Rheumatology works closely with pathology and radiology services and runs combined clinics with orthopaedics, respiratory medicine and obstetrics. Special interests include inflammatory arthritis, osteoporosis, back pain with an epidural service, and vasculitis.

**Stroke:** The Trust was designated as an Acute Stroke Unit Centre and TIA Centre. We have a 24-bedded Stroke Unit at Barnet Hospital with a dedicated multidisciplinary Stroke Team. Stroke

patients are admitted, wherever possible, directly to the Stroke Units. Stroke rehabilitation is provided either at Finchley Memorial Hospital or at Chase Farm Hospital, where we have a 21 bedded Stroke Rehabilitation Unit. The multidisciplinary team works closely with the community based early discharge teams.

The TIA clinic at Barnet Hospital is the first in the sector to be awarded Gold Accreditation from the North Central London Cardiac and Stroke Network.

Services provided in the community include: specialist physiotherapy, occupational therapy, speech and language therapy, animal assisted therapy and dietetic support.

**Surgery:** General Surgery includes the specialties of Breast Surgery, Vascular Surgery, Upper Gastrointestinal Surgery, Colorectal Surgery and Paediatric Surgery. We have dedicated Consultants who regularly treat specialist conditions and also in many cases undertake routine inpatient and day case general surgery procedures, for example hernia repairs.

The General Surgery department comprises of 14 Consultants who provide a full range of elective and emergency services for patients. Surgery for common surgical conditions such as skin lesions, hernias of all types and gallstone disease is provided across the Trust. Many of these conditions can be treated by Laparoscopic (key hole) surgery.

A 24-hour Emergency Surgical Service is currently provided at Barnet Hospital (there is no emergency service at Chase Farm Hospital).

The Trust has excellent ICU and HDU facilities to support patients undergoing major surgery. Patients also benefit from the wide range of on-site Medical Specialties (cardiology, respiratory medicine and endocrinology) necessary for patients with multiple needs. For breast surgery – see breast surgery section.

We are currently establishing a Pelvic Floor Service for patients suffering from incontinence, rectal or gynaecological prolapse or defaecatory difficulty. This is facilitated by an MDT of surgeons, gynaecologists, radiologists, nurse specialist, and physiotherapists.

The Vascular Surgery Department offers a service for the diagnosis and treatment of a wide range of arterial, venous and lymphatic diseases.

**Urgent Care:** Barnet and Chase Farm Hospitals both have an Urgent Care Centre (UCC). Chase Farm is a 12 hour service, open from 9.00 a.m. to 9.00 p.m. for urgent medical treatment or advice which does not need a visit to an Emergency Department.

**Urology:** dedicated consultants at Barnet and Chase Farm regularly treat diseases of the urinary tract (kidney, ureter, bladder, prostate, urethra) and male reproductive organs (penis, testicles, fertility). Barnet Hospital has been recognised as a centre of excellence for urology treatment.

The Trust has excellent ITU and HDU facilities to support patients undergoing major surgery. Patients also benefit from the wide range of on-site Medical Specialties (cardiology, respiratory medicine and endocrinology) necessary for patients with multiple needs.

**Women's Services:** The gynaecology departments offer a holistic, multidisciplinary approach to women's care over a range of outpatient, diagnostic, day surgery and inpatient services. We offer rapid access and follow-up clinics each week to treat women with suspected gynaecological malignancy and refer advanced cases to the Cancer Centre at University College Hospital as per London Cancer Network guidelines. Urogynaecology services include the care of women with incontinence, bladder problems, recurrent urinary tract infections, bladder pain and urinary difficulties. The urodynamics service is consultant-led, with input from specialist nurses.

The colposcopy service offers diagnostic colposcopy, outpatient treatment clinics and cytology clinics at both Barnet and Chase Farm Hospitals. There is an Early Pregnancy Unit at Barnet Hospital. This is a multidisciplinary specialist unit for women who need care for problems in early pregnancy.

## Our experts at Barnet and Chase Farm Hospitals

Specialty	Clinician
Acute Medicine	Dr Dean Creer
Anaesthetics	Dr Andy Cohen
Breast Screening	Dr Will Teh
Breast Surgery	Dr Mohammed Al Dubasi
Cardiology	Dr. Deven Patel
Child health	Dr Sue Laurent
Dermatology	Dr Wanda Roble
Diabetes and Endocrine	Dr Jonathan Katz
Diagnostic Imaging	Dr Jeremy Berger
Ear, Nose and Throat	Mr Sherif Habashi
Emergency Medicine	Dr Turan Huseyin
Gastroenterology	Dr Darren Francis
Haematology	Dr Marilyn Treacy
Maternity	Dr Adam Rodin
Medicine for the Elderly	Dr Adam Webber
Neurology	Dr Bal Athwal
Older People	Dr Adam Webber, Dr Dan Levy
Orthopaedics	Dr Dan Rousow
Palliative Care	Dr Hannah Weston
Respiratory Medicine	Dr Dean Creer
Stroke	Dr Ameet Bakhai
Surgery	Mr Steve Warren
Urgent Care	Dr Turan Huseyin
Urology	Dr Colin Bunce
Women and Children's services	Dr Adam Rodin

## Barnet and Chase Farm Hospitals - Performance against targets

Following years of planning and a thorough implementation process, the Barnet Enfield and Haringey (BEH) Clinical Strategy is now a reality; we transferred all Maternity and Emergency services from Chase Farm Hospital to Barnet Hospital in November/December 2013 with the intention of improving the quality of care in both of these specialties.

Our infection control got a big boost thanks to a new two year hand hygiene campaign 'I Can, You Can, We Can', whilst Chase Farm Hospital's kitchen was the recipient of the Food Standards Agency's top hygiene rating. Our dementia care moved forward courtesy of the money received at the end of the previous Mayor of Barnet's Fundraising Appeal.

The Trust is pleased to be listed in the National Institute for Health Research Clinical Research Network report as contributing to the rise in NHS research studies, having increased the number of our own studies from 22 to 27.

We had a number of unannounced visits by the CQC during the year including a visit to a surgical ward (Canterbury ward) in the summer, which found that four of the six essential standards of quality and safety were not being met. These included respecting and involving service users, staffing issues and cooperating with other providers. This was an area already recognised by the Trust with active measures in place to resolve these problems. A subsequent visit by the CQC has praised the changes that have been made.

Over the past year it has become apparent that failings in the Trust IT processes have led a backlog in our compliance with the 18 week pathway. The Trust has a plan to address and resolve the issues that caused this problem and, alongside this work, a new system is being put in place that will mean this will not happen again.

In the field of infection control the trust is disappointed that we have been unable to stay within our given trajectory for MRSA bacteraemia and C.Difficile infection. We will continue to work hard to sustain and improve our infection control processes.

We became part of a Foundation Trust in summer 2014 through being acquired by Royal Free London NHS Foundation Trust. As a result of this, we have aligned our quality priorities for 2014/15 to be in line with the Royal Free London as we look forward to a joint future serving the residents of Barnet, Enfield and Camden together.

This acquisition has been planned because it makes clinical as well as financial sense. Senior clinicians from both trusts have been meeting to decide how best to combine our services in a way that meets the needs of local people whilst remaining financially viable long into the future. It is not anticipated that the merger will see a significant change in the day to day work of our patient-facing staff, though it will mean big changes at management level with the implementation of a clinical board.