Dementia care takes centre stage
Hello and welcome to the February edition of our monthly staff, members and governors’ magazine.

It’s with a huge sense of pride that I am writing my first ‘welcome’ to Freepress as chief executive of the Royal Free London.

Every month on the pages of this magazine we celebrate the achievements of colleagues and capture stories about what makes working at the RFL so special. This edition is no different.

We are an absolute exemplar when it comes to caring for patients with dementia and you can find out exactly why – including details of an unlikely partnership – on pages 4 and 5.

Meanwhile, we’re leading the way in the NHS in London, offering women and girls with cancer the chance to preserve their fertility thanks to a pioneering ovarian freezing programme. This is truly life-changing treatment, as is the work of our liver transplant team who celebrated their 2,000th procedure in January – you can hear from the patient who benefited on page 11.

You can also read about how our staff at CFH were thanked for their part in the successful opening of the new hospital and our first Medicine for Members’ event to be held at BH on page 6.

I look forward to seeing many of you when I am out and about in the coming weeks and months.

Frontpage image: (l-r) Fritzie Cencil, clinical practice educator, third from left, Danielle Wilde, group dementia lead, RFL, far right, Chito Gabutin, 8 West ward manager, with 40’s swing trio, The Polka Dots

Meet the new RFL chief executive

Caroline Clarke, whose association with the Royal Free London (RFL) extends back 28 years, has been appointed as the trust’s new chief executive. Caroline has been the RFL’s deputy chief executive for the past seven years, having first joined the Royal Free Hospital as a finance trainee in 1991.

Dominic Dodd, chairman of the RFL, said: “On behalf of the board, I am delighted that Caroline has agreed to become our new chief executive. We all look forward to working with her as she leads the Royal Free London into the next chapter in its history.

“It is a huge compliment to our staff that we were able to attract and choose between a strong field of candidates.”

Caroline said: “I am delighted and honoured to have this chance to lead the RFL and to build on the amazing work that we do here.

“We have over ten thousand of the most committed, brilliant staff that I’ve ever had the privilege to work with. Together we have the opportunity to continue to make a huge difference to the lives of the communities and patients that we serve.

“I am looking forward to working with our key partners and stakeholders to do just that.”

We will have a special interview with Caroline in the March edition of Freepress. Please email any questions you have for her to rf.communications@nhs.net.

You can also follow our new Twitter account @RFLchiefexec

Caroline Clarke CV

- Royal Free London chief finance officer (2011 to 2018) and deputy chief executive (2012 to February 2019)
- Managing director and director of strategy at NHS North Central London (2009 to 2011)
- Associate partner in KPMG’s Health Strategy team (2007 to 2009)
- Director of finance at Homerton University Hospital NHS Foundation Trust and City and Hackney Primary Care Trust (2001 to 2007)
- 2012 named finance director of the year by the Healthcare Financial Management Association
- Director of RFL Property Services Ltd and a trustee of Overcoming MS and the Healthcare Financial Management Association

Carbon Clarke Group chief executive

Key to abbreviations:
- Barnet Hospital: BH
- Chase Farm Hospital: CFH
- Royal Free Hospital: RFH
- Royal Free London: RFL
Raise the curtain

Patients at the RFH will have the best beds in the house thanks to a refurbishment designed to improve the care of dementia patients.

8 West ward has been decorated to transport patients and visitors to the seaside, and now includes a theatre space for live performances by actors, musicians and poets.

The seaside theme was inspired by feedback from patients and relatives on the ward, and co-designed by Danielle Wilde, RFL dementia lead, Chito Gabutin, 8 West ward manager and the 8 West multi-disciplinary team.

Following months of hard work to bring the idea to life, the new look was met with a tremendous reception from all at its grand unveiling.

The event was held in ‘The Royal Free Theatre’ – a new day room on the ward.

Previously a patient bay, the area has been converted into theatre space, complete with a red-curtain backdrop.

The theatre will be used to provide patients with a weekly programme of activities while they are in hospital – it will also set the stage for the future of dementia care at the RFL, where art and engagement will be a key focus.

Showcasing how the space will be used, patients and staff were treated to a live musical performance during the opening by 40’s swing trio, The Polka Dots.

Michelle Cody and Allison Kelleher, therapists on 8 West ward said: “It was fantastic to see all the patients singing along with the music and enjoying themselves. This will be a great place we can bring our patients to.”

Allison added: “The opening ceremony was a great opportunity to showcase the day room, and everything that we will be doing in this space.”

The refurbishment, which was funded by the Royal Free Charity, extends into the corridor areas.

Images of iconic British seaside towns line one side of the ward; beach huts signpost patient rooms and bays; and along another corridor, a reminiscent boardwalk mural has been created complete with an ice-cream van and gift shop.

The imagery on the walls will be used to stimulate conversations and help patients, particularly those with dementia, to feel more relaxed during their stay on a busy acute hospital ward.

The work on 8 West ward builds on the trust’s commitment to deliver world-class dementia care and follows the refurbishment of 10 North ward at the RFH, Larch ward at BH and the dementia-therapy gardens at CFH.

Dementia care takes centre stage at RFL

Delivering the best possible care for our patients with dementia is a key focus, supported this month by the launch of a new theatre on 8 West at the RFH and a new innovative way of training staff.

Dementia training in the spotlight

Over 100 members of staff from across the RFL took part in an inspirational day of dementia training with a difference: role-playing with actors from theatre company Chickenshed.

Staff, including nurses, porters, therapists, cleaners and security guards, participated in workshops and exercises developed by the RFL’s dementia specialists, with help from the inclusive theatre company.

Chickenshed actors, some of whom have relatives with dementia, and trust staff took turns acting out and role-playing fictional scenarios involving dementia patients. The workshops, funded by the Royal Free Charity, were called ‘Navigating the Twilight’.

Danielle Wilde said: “The education and training of our workforce is essential to changing how we care for our patients.

“But a lot of training focuses on disease, diagnosis and medical interventions and often this doesn’t help us understand how to talk to somebody with dementia or develop a mutual understanding of their needs.

“Sometimes, because we wear the uniform and the name badge, we think we should know all the answers. We think we know what patients need and we think that what they need is the truth and hard fact.

“Many of our patients live in altered realities and our efforts should be directed at making their reality feel safe wherever it happens to exist. It they don’t know the day, the year, the name of the prime minister it doesn’t matter. The truth is not a cure for dementia. The purpose of the training is to give our staff some other options when speaking to patients who exist in different realities to us.”

Andauna Gough, a nursing assistant, said she found the workshop ‘invaluable’.

“It helped me to put myself in the shoes of the patient, to think to take time to talk to them and understand them and how to make them comfortable,” she said.

Pete Dowse, one of Chickenshed’s creative producer’s, said: “Dementia as a disease comes with a stigma attached to it – some of the actors here today have direct experience of dementia as their family members have the disease so they can understand.”
BH team showcase their expertise to members

More than 50 patients, staff and members of the public turned out on a snowy January evening to attend our first medicine for members’ event to be held at BH.

The events, hosted by governors, give foundation trust members the chance to hear about RFL services. Clinical staff showcased the work of the Starlight neonatal unit, which cares for premature and unwell babies. Dr Tim Wickham, neonatal consultant, gave an introduction to the work of the unit and some of its successes.

The importance of the environment of care for premature babies was explained in a presentation by Emily Hill, neonatal occupational therapist.

Dr Clare Cane, neonatal consultant, described the known benefits of single care family rooms, which include reduced length of stay and more rapid weight gain for babies.

Some of the parents shared their experiences and spoke warmly about the support they received from neonatal staff at BH, which continues after they have been discharged.

Tudorita Poenaru described the care she received when her daughter Stephany spent eight weeks in the neonatal unit. She attended the medicine for members event on her 10th birthday, with her mum, to see where she had been cared for.

Tudorita said: “At the time it was hard to believe she could live, she was so small. It still seems like a miracle. The care from the staff was amazing and we really appreciate everything they did.”

If you would like to find out more about medicine for members events, please email: rf.membership@nhs.net.

London gets new ovarian tissue freezing programme

A new ovarian tissue freezing programme, designed to help women and girls about to be treated for cancer to preserve their fertility, has been launched at the Royal Free London (RFL).

The service, which is the first in the UK to be fully funded by the NHS, will enable specialists in cancer and blood disorders to refer patients to the RFL ahead of their cancer treatments for ovarian tissue freezing and later implantation to restore their fertility and/or prevent early menopause.

The new service will be offered to patients within the North Central London Clinical Commissioning Group (Islington, Camden, Enfield, Haringey and Barnet), but is planned to expand across the UK soon.

The opening of the service was made possible after approval from the Human Tissue Authority (HTA), which ensures that human tissue is used safely and ethically, and with proper consent.

For pre-pubertal girls and some women with hormone sensitive tumours, for example some types of breast cancer, ovarian tissue freezing is the only way that they can preserve their fertility.

The treatment involves the patient undergoing keyhole surgery to remove one ovary which can then be processed in the hospital’s Centre for Cell, Gene and Tissue Therapy laboratory, frozen and stored at -196°C, until the tissue is transplanted back to the patient when she has completed treatment.

Patients who are cured by their chemo/radiotherapy can have the cryopreserved ovarian tissue recovered, thawed and surgically placed onto the remaining ovary or into the lining of the abdominal cavity. Around the world there have been around a hundred successful births as a result of this treatment and countless other women have benefited from restoration of their menstrual cycle after tissue implantation.

Paul Hardiman, consultant in obstetrics and gynaecology at the RFL and senior lecturer at the Institute for Women’s Health at UCL, said: “We have modeled our protocols on how it is done at the Rigshospitalet, Copenhagen, one of the largest hospitals in Denmark, where they have been freezing human ovarian tissue since 1999.

“This is a well-established method in Europe, the US and Japan but the UK has lagged behind and patients often faced having to go abroad and pay to receive this treatment. At a time when patients need to concentrate on life-saving therapies, this intervention needs to take place as quickly as possible.

“What makes the RFL so ideally suited to provide this service is that we have a unique mix of facilities and expertise in tissue freezing and cell therapy, including Professor Barry Fuller, head of research for the UCL Division of Surgery and Interventional Science, and Professor Mark Lowdell, Director of Cellular Therapeutics. We are also a leading kidney and liver transplant centre and the principle UK centre for cell and tissue medicines which has helped facilitate approval from the HTA.”

Glowing with pride

The stellar achievements of Chase Farm Hospital (CFH) staff, and those who worked to redevelop it, were celebrated at a ‘thank you’ event last month.

Natalie Forrest, CFH chief executive, told guests: “Staff who work here have done three amazing things – de-cluttered and moved into this beautiful new hospital; deployed EPR; and had a CQC inspection.

“Most NHS staff might expect to do that over the course of a career, not in the space of three months.”

She added: “This is a small way of saying ‘thank you’ for everything you did, and thanks to the charity for helping me to say thank you to you.”

Hotdogs and hot chocolate were served and taken to colleagues on wards.

The food and fireworks for the occasion were provided by the Chase Farm Charity.

Staff enjoying the hotdogs and fireworks

Dr Tim Wickham, neonatal consultant at the Royal Free London, and Tudorita Poenaru, whose daughter Stephany spent eight weeks in the neonatal unit at BH.

Paul Hardiman, consultant in obstetrics and gynaecology at the RFL.
Don’t delay, get the flu jab today!

We’ve seen a big increase in swine flu (the H1N1 virus) cases this year and we expect to see even more patients with flu admitted to our emergency departments and intensive care units over the coming weeks.

We need to prevent the spread of swine flu as well as other strains of flu over the coming weeks. It’s not too late to get vaccinated.

Vicky Pang, RFL deputy head of infection prevention and control warned that when younger people catch swine flu (H1N1) their reaction can be much more severe as they have a stronger immune system.

“Many of our staff are young people and if they get flu they will probably feel very ill. As healthcare workers we are so much more likely than other people to be exposed to flu,” she said.

The vaccine we provide offers the best protection against four strains of flu, including swine flu. If you are thinking about getting the jab, please don’t delay any longer.

Health secretary opens pioneering breast screening clinic

A state-of-the-art breast screening clinic was officially opened at Finchley Memorial Hospital (FMH) by the Secretary of State for Health and Social Care, Matt Hancock.

The clinic is home to the Hologic 3D imaging system, which is the most technologically-advanced mammography scanner available.

Mr Hancock was shown the clinic and the scanner by Sir David Sloman, former group chief executive of the RFL, which runs the service, Dr William Teh, screening director for the RFL, and Kathy Murphy, deputy superintendent radiographer.

The clinic, which was previously situated in a mobile unit within the grounds of FMH, moved to its new location within the hospital in August 2018.

The North London Breast Screening Service, which is run by the RFL, offers appointments to women between the ages of 50-70 in Barnet, Brent, Enfield, Haringey and Harrow and parts of Hertfordshire.

The clinic is staffed by two mammographers at any given time, which means up to 44 women can be seen per day and, at full capacity, the service can see more than 11,000 patients annually.

The service moved in August 2018 in collaboration with

New leader for nursing and midwifery research

A RFL nurse wants to encourage more nurses and midwives to undertake research as part of their clinical roles.

Helen Jones, who has been named a senior nurse and midwife research leader by the National Institute for Health Research (NIHR), says research should be an integral part of a nurse’s or midwife’s career.

As part of her new role as a research leader, Helen will be working with nurses across the trust to explore research opportunities and help them access research funding.

She is one of 70 nurses and midwives from the across the NHS to have been named a research leader by the NIHR as part of their 70@70 programme, which coincides with the NHS’s 70th birthday.

The NIHR will be funding part of her role, which will allow Helen to concentrate on driving forward nursing and midwifery research at the RFL.

She said: “This is an amazing opportunity to encourage and facilitate nursing and midwifery research here at the RFL.

“I hope to introduce research projects that are integrated into the care that nurses and midwives are providing to patients every day and not an added extra. Doctors see research as a natural part of their career, but that is not the case for a nurse or midwife – I want to change that perception.”

Strong staff networks ‘important’ for LGBT+ community

More inclusive leadership was the key message from the RFL’s first LGBT+ conference.

Keynote speaker Ruth Hunt, Stonewall chief executive, told more than 100 gathered attendees that there was a real need for inclusive leadership to bring about real change for people from the LGBT+ community.

Stonewall, a lesbian, gay, bi and trans equality charity, was just one of seven high profile organisations represented at the event organised by the RFL to celebrate the diversity of its workforce and discuss the importance of equality, diversity and inclusion.

The RFL’s LGBT+ & Friends forum has grown significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100, significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100, significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100, significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100, significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100, significantly since 2013, starting with a Pride march in London of six staff members to having a float of 100.
New acute medical unit at BH

Patients and staff will benefit from a new acute medical unit (AMU) which has opened at BH. The AMU is a dedicated facility that will be the focus for acute medical emergencies. The aim is that all medical patients (apart from those requiring resuscitation) will be triaged, assessed and treated via the AMU.

The unit brings together the current adult assessment unit, ambulatory emergency care (AEC) and triage rapid elderly assessment team (TREAT) into a single area, supporting patient flow and same-day emergency care.

This will mean a single point of access for medical patients, bringing together the expertise of the different teams into one unit. The aim is to be able to treat and discharge patients within 23 hours — either back home or to a ward.

New consulting rooms and enhanced treatment and waiting areas provide more physical space to allow more patients to be cared for in an ambulatory setting. The environment will offer a far better patient experience, delivering enhanced patient privacy and dignity.

Robert Barker, clinical director for medicine and urgent care who worked on the project, said: “The 23-hour nature of the unit will enable a smoother and more consistent pathway. Patients will notice less crowding and as a result more confidentiality.”

He added: “Every single member of staff has been brilliant, super helpful, super professional, super caring.”

Catherine Cameron, senior clinical operations manager for theatre services, Chris Hill, senior charge nurse, and Kulwant Dhawal, clinical lead for ICU, have led the SHDU development project.

Catherine said: “Because we are doing more complex surgery at the RFH, there is a greater need for this type of ward.

“Every day we have four or five patients who currently go to ITU and at least half of these could be cared for in SHDU for one night before going to a ward.

“The new unit will free up beds in ITU for patients who need the highest level of care, and means we can provide care that is tailored to the needs of patients who don’t.”

The first patient admitted to a brand-new surgical ward at the RFH has praised the ‘super caring’ staff who have looked after him, as well as the new facilities on the ward.

Paul McKenzie, 52, from Hitchin, Hertfordshire, recovered in the new surgical high dependency unit (SHDU) after undergoing a gall-bladder operation.

The £2m unit is for patients who do not need the highest level of intensive care after surgery. Those who do require closer monitoring will continue to be placed in the hospital’s intensive therapy unit (ITU).

Paul said: “I am feeling fine after the operation to remove my gall-bladder... it’s great to be the first patient in this brand new ward.”

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A second chance for 2,000th liver transplant patient

A patient who has become our 2,000th liver recipient since transplantation began at the Royal Free Hospital more than 30 years ago says his donor’s family is never far from his thoughts.

David Edgell, from Canning Town, east London, says he is incredibly grateful to the family who granted permission for their loved one’s liver to be transplanted, granting him a second chance at life.

The 53-year-old, who before he became unwell was a senior project officer for a fire protection company, admitted that the grief he had felt at the death of his own family members in the past few years had caused him to start drinking more, which eventually resulted in his need for a transplant.

“I didn’t really drink that much before that and held down a responsible job. I never missed work and I wouldn’t say I was ever really drunk and didn’t go to work with a hangover.” But nevertheless the steady drinking took its toll.

One day David noticed his body was severely swelling. He went to his local hospital and was diagnosed with cirrhosis of the liver.

As part of the comprehensive liver transplant assessment process, David was seen by the team’s specialist alcohol nurses. These nurses work alongside patients both before and after the transplant to ensure that they do not relapse to alcohol use that would damage the donated liver. Patients whose livers have been damaged due to alcohol are only listed for a liver transplant if they have demonstrated to the team that they are committed to abstaining from drinking. David was listed for liver transplantation in the summer of 2018.

David finally got the call he’d been waiting for before Christmas and was told to come to the RFH as soon as possible.

David’s transplant was a success and he said he was very ‘grateful for the care and support’ he has received.

Professor Joerg-Matthias Pollok, consultant liver transplant surgeon and clinical lead for liver transplantation at the RFH, said: “It’s a real landmark that we have reached our 2,000th transplant and I wish David well. I’d also like to pay tribute to our incredible multi-disciplinary team that collaborates to enable this life-saving work to take place.”

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60 seconds with...

Anita Malana, trauma and orthopaedics team leader, RFH

Can you introduce yourself and tell us a bit about your background?
Working in a surgical field has been a dream come true for me. I remember watching ‘999’ when I was young and I knew then that this is what I wanted to do with my life – care for patients in critical care environments.

I started working at the RFL in 2004 as a theatre nurse. Since then I have grown within the team with different roles and responsibilities. I am now one of the theatre team leaders and am loving the challenge of supporting my team to reach their full potential to provide high quality care.

Tell us about your role
I am the team leader of trauma, orthopaedic and private theatres. My main job is to ensure that the service runs well, and patients’ surgical needs are met by ensuring there is the right team with the right skills and equipment to care for and treat our patients, as safety is our top priority.

Can you describe an average day?
I start at 8am, check the operating lists for the day, then meet up with the team. We have a brief discussion of the day’s plans and get the theatre ready for surgery.

The multi-disciplinary team will have a safety briefing in the morning to discuss the day’s lists and identify the first patient. This process is repeated until the end of the list when the last patient is out of theatres. In between, I need to ensure that equipment and instruments are ordered for the following day.

We also have our theatre safety huddle which I currently lead and facilitate. It is a brief departmental meeting to discuss and raise safety issues and concerns, as well as providing the team with wider situational awareness of theatre activity for the day and to improve communication within our team.

What do you enjoy most about your job?
The unpredictability of theatres. We must always anticipate complexity in any procedure and be ready to attend to all our patients’ needs whenever that need arises.

What’s the biggest challenge in your job?
When I am in my co-ordinating role – staffing is the biggest challenge. It is extremely difficult to achieve the right balance of skills and expertise and staffing numbers.

What would be your perfect day away from work?
It would be in a far quiet corner of a bookshop – just reading.

What can’t you live without?
Chocolate and beautiful pens.

Tell us something about you that very few people know...
I find acrylic painting very relaxing; mixing colours, creating different hues and learning different types of brush strokes is just so satisfying and peaceful.

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Dates for your diary

Chief executives’ briefing
This is your opportunity to hear the latest news from around the trust and ask any questions you may have.
Please see Freenet for the upcoming chief executives’ briefing dates.

Black Minority Ethnic (BME) network meetings
14 March, 9.30-10.30am, meeting room 3, CFH

RFL rounds at RFH
27 February, 1-2pm, Peter Samuel Hall

Staff health and wellbeing workshops
A series of staff health and wellbeing workshops are being held to help staff recognise stress, pressure points, symptoms of anxiety and depression and the support available.
7 March, meeting room 4, CFH
To book a place on the above session, please email: rf-tr.hrpadmin@nhs.net.