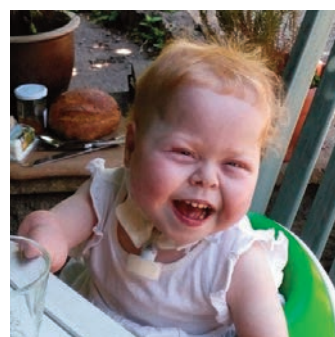
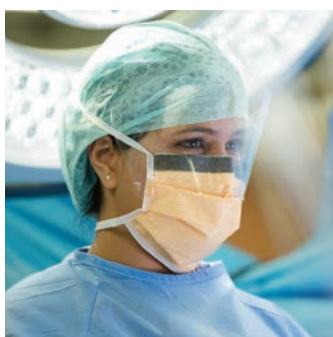




A lifetime of specialist care

Royal Brompton & Harefield **NHS**  
NHS Foundation Trust

# Annual Review 2020-21





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This review covers the period 1 April 2020 to 1 February 2021, at which point Royal Brompton and Harefield hospitals became part of Guy's and St Thomas' NHS Foundation Trust.

## Other formats

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# Introduction from the chair and chief executive

It is hard to find the right words to chronicle the extraordinary circumstances that emerged in the period covered by this report.

At the start of 2020, nobody predicted the chain of events that was about to unfold across the globe. On 5 January, the World Health Organization (WHO) announced that 44 patients with 'pneumonia of unknown etiology' had been reported by the national authorities in China. It is fascinating to reflect on those early days. To quote from the WHO news release: "Based on the preliminary information from the Chinese investigation team, no evidence of significant human-to-human transmission and no healthcare worker infections have been reported."

Of course, we now know just how destructive this new virus would be, devastating whole countries and taking the lives of over two million people by the end of January 2021.

The first phase of the pandemic saw our organisation cope with unprecedented levels of activity, in extremely challenging circumstances.

As part of a London-wide and national response, both our hospitals nearly tripled their critical care capacity to accommodate just under 100 ventilated patients. This required enormous flexibility and commitment on the part of all our teams, many of whom took on new and challenging roles to enable us to meet the demand for expert critical care, re-skilling in a matter of days. As one of only five adult centres for ECMO (an advanced form of life support) in England, at one stage in mid-April Royal Brompton supported 26 COVID-19 patients, with our Trust's cumulative ECMO caseload being one of the highest in Europe.

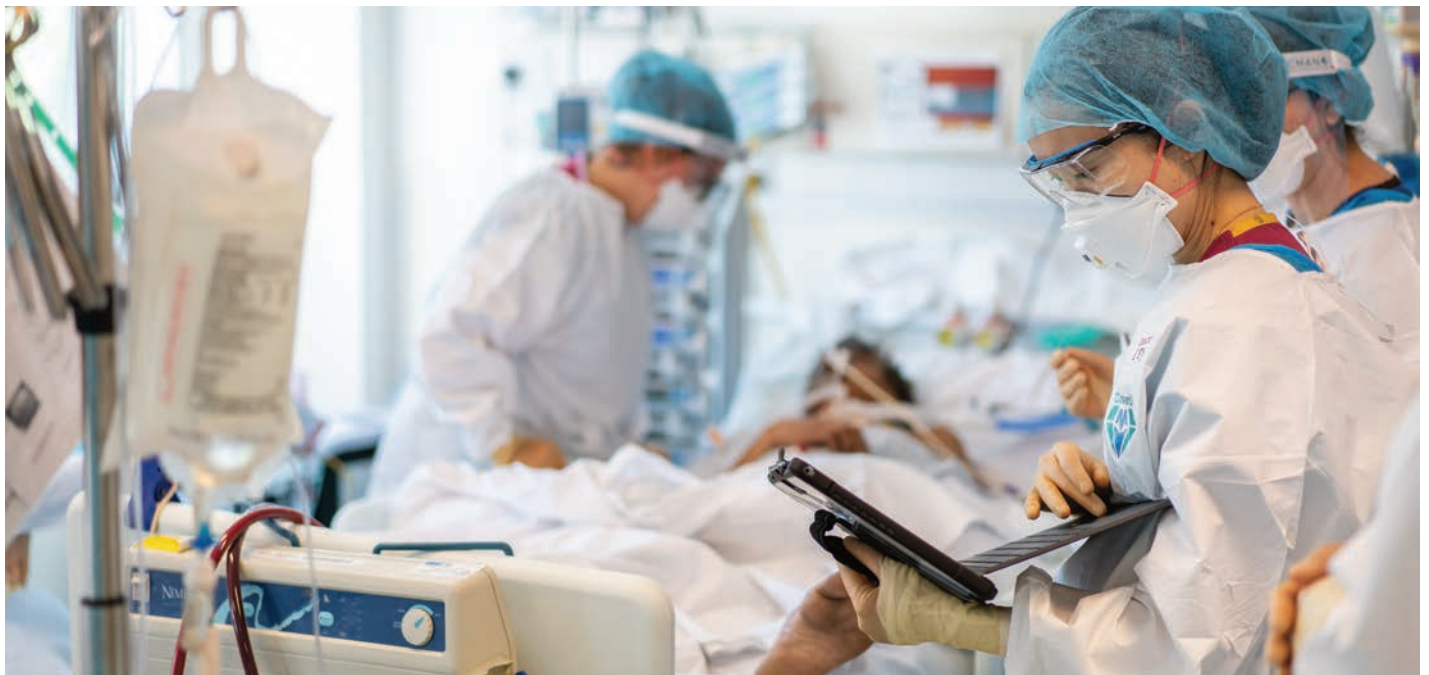
At the request of NHS England, we consolidated our specialist paediatric heart and lung patients at children's hospitals elsewhere in London, and our paediatric intensive care teams

immediately stepped in to support the care of COVID-19 adult patients in our intensive care units.

The response from our staff to these unprecedented circumstances was exceptional. We remain deeply proud of the way our teams responded to such an immensely difficult situation, putting patients before themselves, working long hours in unfamiliar environments, and supporting each other in ways that had never been seen, or needed, before. They achieved things that were truly remarkable, while at the same time furthering knowledge about, and understanding of, COVID-19, on a national and international stage.

In addition to its role treating COVID-19 patients, Harefield was designated one of two centres in London to maintain essential cardiac surgery. Cardiac specialists from both our hospitals, and colleagues from Guy's and St Thomas' NHS Foundation Trust and Imperial College Healthcare

Our adult ECMO teams saw unprecedented numbers of patients



NHS Trust, worked closely together with pooled waiting lists. A daily cardiac clinical hub meeting ensured all patients were appropriately triaged according to their clinical need.

At Royal Brompton, clinical teams continued to care for heart and lung patients who needed emergency treatment throughout the pandemic, but the higher number of COVID-19 patients being cared for meant that most cardiac activity was diverted to Harefield. Our cancer programme was delivered by the west London Cancer Alliance, hosted by Royal Marsden. Harefield's transplant programme continued throughout.

Saying thank you to our dedicated teams for their hard work, commitment and flexibility during such a challenging time has felt completely inadequate. When we reflect on what our Trust accomplished, each and every person that contributed should be tremendously proud. Their determination to provide the very best patient care, whatever the circumstances, has been inspirational and their resilience in the face of some very real challenges, extraordinary.

The real thanks, of course, comes from our patients and their families, and we have been fortunate enough

to be included in many messages of gratitude and thanks. By Christmas 2020 there were 100 families whose loved ones have been returned to them thanks to the skill and dedication of our expert teams. One hundred lives saved, and husbands, wives, daughters, sons, grandparents and grandchildren given back a future that they feared had been taken away forever.

### Merging with Guy's and St Thomas'

Colleagues at Guy's and St Thomas' were a source of support on many levels during the first phase of the pandemic, as we were for them. Many relationships were strengthened and as we assessed new and better ways of delivering our services, it became clearer than ever that the collaboration between our two trusts would provide significant opportunities to excel in patient care.

We were delighted when both the Board and Council of Governors had the foresight and ambition to approve our application to merge with Guy's and St Thomas' Foundation Trust in late 2020.


When we began our discussions with Guy's and St Thomas' in 2016, we recognised that there was a real opportunity to benefit from the scale

of a larger Trust and its associated security, while also retaining the identity of our two famous hospitals. Being part of an integrated hospital system will provide immense benefits; together we will be stronger.

Healthcare will undergo radical transformation over the next 10 years and as healthcare providers we need to respond. From our earliest discussions with Guy's and St Thomas' we realised we had the chance to create something new and dynamic with colleagues who shared our values and our appetite for innovation and transformation, which is vital if we are to break new ground in heart and lung disease treatment and research and in turn, transform patient care.

This is a genuine milestone for the NHS. Our merged organisation will put the UK's heart and lung care and research at the forefront of global efforts to combat these two debilitating diseases, which still account for many millions of deaths each year.

Patients will now be part of a dynamic and innovative network giving direct access to a wide range of medical expertise, from primary care right through to specialist care for rare conditions. We will continue to work closely with them as we take forward our plans.



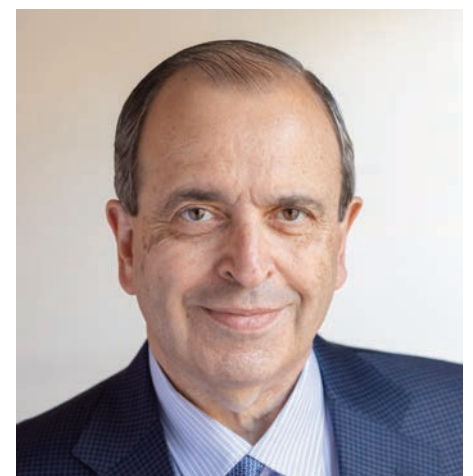
Sally Morgan  
Baroness Morgan of Huyton  
Chair

31 January 2021




Bob Bell  
Chief executive

31 January 2021



# About us

**Royal Brompton & Harefield NHS Foundation Trust is the largest specialist heart and lung centre in the UK and one of the largest in Europe.**

The Trust is a partnership of two hospitals – Royal Brompton in Chelsea, West London, and Harefield, near Uxbridge – which are each known throughout the world for their expertise, standard of care, and influential research.

As a specialist trust, we only provide treatment for people with heart and lung conditions. This means our doctors, nurses and other healthcare staff are experts in their chosen field, with many of them moving to us from around the globe so that they can develop their skills even further.

We carry out some of the most complex surgery and offer some of the most sophisticated treatment that is available anywhere in the world.

Over the years our experts have been responsible for major medical breakthroughs including performing the first successful heart/lung transplant in Britain, implanting the first coronary stent, founding the largest centre for cystic fibrosis in the UK, and pioneering intricate heart surgery for newborn infants.

We treat patients from all over the UK and other countries, many of whom

are unique in their medical needs, and demand for our services continues to grow year-on-year.

Our fetal cardiologists can perform scans at just 12 weeks, when a baby's heart valve is just over a millimetre in size, and our clinical teams regularly treat patients well into their 90s and help them maintain a good quality of life.

By recruiting the best clinical and non-clinical staff and investing in their development, we maintain our position as the leading UK provider of respiratory care and a national leader in the specialist areas of paediatric cardiorespiratory care, congenital heart disease and cystic fibrosis.

We work closely with academic and industry partners to play a leading role in pushing forward the boundaries of medicine through research, and by sharing what we know through teaching, we can help patients everywhere.

Our values (page 7) guide and support every decision we make to ensure our care is safe, of the highest quality and – crucially – available to everyone who needs it.

“

By recruiting the best clinical and non-clinical staff and investing in their development, we maintain our position as the leading UK provider of respiratory care and a national leader in the specialist areas of paediatric cardiorespiratory care, congenital heart disease and cystic fibrosis.

”



# Our vision and values

**Our vision is to be the UK's leading specialist centre for heart and lung disease, developing services through research and clinical practice to improve the health of people across the world.**

## The Trust will achieve this vision by:

- improving patient safety and satisfaction
- providing world class specialist treatments that others cannot offer
- bringing innovation to clinical practice through our research partnerships
- attracting, developing and retaining world class clinical leaders
- investing in services, technologies and facilities to support new service models at both sites.

We are supported in this by active patient and community groups that enthusiastically encourage and challenge us to deliver our goals.

## Our values

At the heart of any organisation are its values: belief systems that are reflected in thought and behaviour. When values are successfully integrated throughout an organisation, the result is a shared outlook and consequent strength, from performance through the style of communications to the behaviour of employees.

Our values were developed by staff for staff. We have three core patient-facing values and four others which support them.

## Our three core values are:

### We care

We believe our patients deserve the best possible specialist treatment for their heart and lung condition in a clean, safe place.

### We respect

We believe that patients should be treated with respect, dignity and courtesy, and that they should be well informed and involved in decisions about their care. We always have time to listen.

### We are inclusive

We believe in making sure our specialist services can be used by everyone who needs them, and we will act on any comments and suggestions which can help us improve the care we offer.



## And the following values support us in achieving them:

### We believe in our staff

We believe our staff should feel valued and proud of their work and know that we will attract and keep the best people by understanding and supporting them.

### We are responsible

We believe in being open about where our money goes, and in making our hospitals environmentally sustainable.

### We discover

We believe it is our duty to find and develop new treatments for heart and lung disease, both for today's patients and for future generations.

### We share our knowledge

We believe in sharing what we know through teaching, so that what we learn can help patients everywhere.

# Bob Bell retires after 16 years leading the Trust

**In early 2021, after 16 years as chief executive, Bob Bell announced his retirement.**

Responding to the announcement, Trust chair, Baroness Morgan of Huyton (Sally Morgan), described the contribution Bob made during his tenure:

"It is no mean feat trying to encapsulate Bob's significant achievements but I do not want to let this opportunity pass without putting on the record my immense debt of gratitude to him for his leadership during my own tenure.

"To be an effective chief executive there are a number of qualities that are essential, some that are desirable and others that take a candidate from good to exceptional. To have a chief executive who demonstrates all these qualities is rare indeed – yet that is what I found when I joined the Trust in 2017.

"Bob is resilient, committed, driven, strong, determined, astute and visionary. But he is also kind and compassionate; unable to tolerate inequality or unfairness. His views on

unnecessary bureaucracy and red tape are well known, yet he resolutely follows due process and procedure when appropriate.

"His unswerving loyalty to staff and to the patients under our care has a place in NHS folklore. In 2011 he went to the High Court to protect the Trust, when others would have taken a much less controversial and easier option. In 2017 he marched alongside many of us through the streets of Chelsea when further threats were on the horizon. But his resolve to protect the Trust at all costs began years before this. In 2005, soon after he arrived and following the cancellation of the Paddington Health Campus project, Bob ensured a plan by the Strategic Health Authority to close Harefield Hospital never saw the light of day.

"It is fitting that as Bob begins the final chapter of his leadership, he has ensured that an exciting and secure future awaits all of us as we plan to join Guy's and St Thomas' NHS Foundation Trust. Our vision to

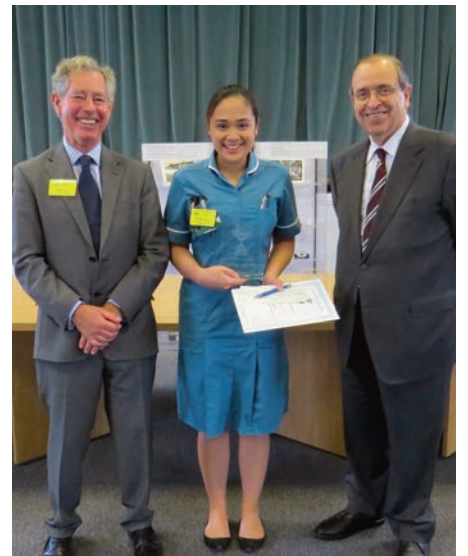


Chief executive Bob Bell

combine the specialist cardio-respiratory expertise of two of the country's most respected and successful Trusts, in a partnership that will create unrivalled opportunities to improve patient care, enhance research and innovation programmes and develop outstanding training and career possibilities, will in many ways be his legacy."



Bob meets members of the Trust's physiotherapy team



Bob presents the annual staff champion awards





Bob, second from left, greets HRH Prince Charles when he visited the Trust

**In his farewell letter to staff,  
Bob said:**

"My 16 years leading the Trust have been fascinating, infuriating, enjoyable, challenging and without doubt, the most rewarding of my 49-year career. I am deeply proud of all the things we have achieved together at Royal Brompton, Harefield and Wimpole Street.

"When planning my retirement, I could never have predicted that it would take place in the midst of a global pandemic. And while my respect and admiration for you, our talented workforce, was always high, the way you have responded to a series of immensely challenging situations over the past year has been exceptional. I am not a person who normally struggles for words, but when considering the immense obstacles you have overcome, the focus with which you have put patients first, time

and time again, words seem inadequate. Courage, commitment, compassion, resilience, determination and strength, are as close as I can get.

"One of our greatest strengths has always been our ability to provide a very personal approach to care. Patients often comment on the 'family' feel of our hospitals and thank us for treating them as individuals. I like to think that we adopt the same approach with each other, and the support I have received over the years is testament to this.


"It was never going to be easy to step back from my role; I am one of those fortunate people who genuinely loves his job. But to be moving on at a time when the Trust is moving up, makes it easier to relinquish my responsibilities.

"Our merger with Guy's and St Thomas' creates an unparalleled opportunity on the NHS landscape.

"The advantages of moving forward with a partner of choice, with shared values and vision, are immense. Creating a new academic model by building on our strong relationship with Imperial College, developing new collaborations with King's College, and investigating other strategic alliances, will support our mission to deliver cutting-edge, specialist services to patients now and in the future.

"The foundation trust may disappear on 1 February, but I leave Royal Brompton and Harefield hospitals, each with a reputation that spans the globe, stronger and more sustainable than when I arrived in 2004. The expertise and knowledge that sits within our organisation is unique, our combined skills are a force to be reckoned with.

"Thank you for giving me 16 of the most memorable years of my life."



# Rising to the challenge of COVID-19

## *The first wave*

**As specialist heart and lung centre, teams at the Trust were at the forefront of the national response to COVID-19. During the course of the pandemic, we treated and saved the lives of hundreds of critically ill patients – with most of them transferred to us from intensive care units across London and Southern England.**

When the pandemic began, we were called upon to triple our critical care capacity to accommodate just under 100 ventilated patients in a matter of days. As one of only five adult extracorporeal membrane oxygenation (ECMO) centres in England, we supported up to 28 patients on ECMO (a form of life support) at any one time, making our Trust's caseload among the highest in Europe.

Many of our staff took on new and challenging roles, and our teams used their exceptional abilities to introduce new innovations and ways of working to help us meet the demand for services.

Teams at Harefield also played a major role in maintaining essential cardiac services in London, as one of only two designated emergency cardiac surgical centres in the capital.

Our dedicated staff were overwhelmed by the support they received from our charities, external organisations, volunteers, celebrities and even royalty. Their acts of kindness helped us get through the pandemic.

The insights from our research projects (see page 41), the swift introduction of COVID-19 testing and, more recently, the vaccination programme, give us hope for the future.

“

I always describe the situation in the **first wave** as being like the beginning of **a disaster movie** when the principal actor is wandering around knowing that something bad is happening while everyone else around them is **just carrying on as usual**. We were planning for the pandemic in February 2020, but I remember walking in the King's Road near the Royal Brompton just thinking everyone is just carrying on as normal, **no-one knows what's coming.**"

Lorraine Campbell  
Lead nurse and associate hospital director

”

## Taking on **new** responsibilities to **fight** **COVID-19**

**Caring for patients with COVID-19 was a challenge unlike any other of recent times. To look after more critically ill patients, our hospitals were reconfigured in a matter of weeks and staff asked to embrace new ways of working.**

### Stepping up to care for COVID-19 patients

Transformative and innovative change was acutely evident on Elizabeth ward at Royal Brompton where nurses learned vital new skills so they could look after patients with COVID-19 who needed advanced intensive care.

Previously a high dependency unit providing specialist care for adults with different medical and surgical conditions, the ward became an intensive care unit looking after 26 COVID-19 ventilated patients.

The nursing team, led by senior sister Denise Breen, ensured the right equipment was in place and undertook intense training sessions to ensure everyone had the necessary skills and knowledge to look after patients requiring such complex care. Denise said: "It was a huge challenge to ensure that patients on ventilators had the advanced level of care they

needed, but the team took learning new skills in their stride. Everyone stepped up and moved seamlessly to provide this new level of critical care. I am in awe of all of them, and very proud to be part of this team."

### Moving from caring for child to adult patients

Royal Brompton's paediatric intensive care unit (PICU) transitioned from a paediatric to an adult intensive care unit (AICU), with most child patients transferred to other hospitals.

To prepare for the transition, PICU became an "education machine" says senior nurse and service manager in paediatrics, Lizzie Biggart, with the entire team quickly learning many new skills, including how to operate equipment and administer medication to adult patients in a completely different environment.

*Continued overleaf* ▶

## Coronavirus timeline

### 2020

After a new coronavirus emerged in Wuhan, China, the UK detected its first cases in late January. As the virus spread internationally, Italy experienced the first European surge in February.

### MARCH 2020

#### 4 March

Cases of COVID-19 increase in the UK, with officials announcing the biggest one-day increase so far of 34 cases bringing the total to 87.

#### 12 March

Staff are asked to test technology which will enable them to work from home if needed.

#### 13 March

Visiting is limited to one essential visitor per patient following guidance from NHS England to help prevent the spread of the virus. Our restaurants, coffee shops, retail shops and other facilities are "temporarily closed" to members of the public.

Many patients who are due to visit our hospitals for outpatient appointments are offered telephone consultations instead.

Staff are asked not to travel internationally and almost all recruitment to clinical research studies at both sites is postponed – with just a few exemptions.

#### 16 March

Prime Minister Boris Johnson delivers the first of many daily news conferences urging everybody in the UK to work from home and avoid pubs and restaurants to help prevent the spread of COVID-19, to give the NHS time to cope with the pandemic.

#### 17 March

The first patient with COVID-19 is admitted to Royal Brompton Hospital.

Continued  
overleaf

# Taking on **new** responsibilities to **fight COVID-19** *(continued)*

Lizzie said: “Everything was different for our PICU team. Few of the paediatric nurses had ever looked after adults and they had to contend with entirely new parameters of care – which they did absolutely brilliantly.

“Our nurses are proud they are PICU nurses. They are taught to question, enquire and learn in order to provide excellent, exquisite care for patients who sometimes weigh less than one kilo. To be asked to look after very sick adult COVID-19 patients in a completely different environment was a massive ask, but one which they accepted with their usual professionalism, courage and commitment.”

## **Transforming Harefield’s cardiac care unit**

The Adult Cardiac Care Unit (ACCU) at Harefield Hospital, which includes two wards and is normally home to patients with heart failure or those recovering from heart procedures, was transformed into a facility to care for patients with COVID-19.

Peter Doyle, divisional lead nurse and associate general manager at Harefield, said: “To turn this around in just a few weeks was phenomenal. Everyone came together so well – the estates team built new partitions and installed sinks to keep the areas safe,

the IT team implemented new systems for the clinical teams and many other staff across the hospital stepped up to deliver what was needed.”

Matron Mandy Brown, who leads the nursing team on ACCU, added: “Our nurses had to learn lots of new skills, use different systems and work with different clinicians. Each and every one of them went far above and beyond their usual roles and we are immensely proud of them.”

## **Healthcare assistants**

Healthcare assistants (HCAs) across the Trust upskilled to help colleagues put on and take off personal protective equipment (PPE) – so-called donning and doffing.

Putting on and taking off PPE correctly is a critical process that requires training and involves significant care. Properly fitted PPE protects staff from catching COVID-19. Careful removal and disposal of PPE that has been exposed to COVID-19 is particularly important to prevent transmission of the disease.

In areas where the highest level of PPE was required, hundreds of staff had to don and doff gowns, masks, gloves and face shields every day – sometimes more than once.

The HCAs worked long hours to make sure that colleagues would always have someone available to help them get carefully in and out of their PPE.

Aude Taittinger, practice educator for HCAs, said: “The HCAs worked tirelessly on the donning and doffing stations, playing a crucial role in the COVID-19 operation at the Trust. They all exhibited such fantastic team spirit and kept smiling all the way through. Their positivity, resilience and adaptability has been a real asset for us in these challenging times and we are all so proud to be supported by them.”



Putting on and taking off PPE correctly is a critical process that requires training

## FROM THE FRONTLINE

## Laura Davis, *clinical nurse specialist, redeployed to intensive care*

Clinical nurse specialist in familial hypercholesterolaemia, Laura Davis, was redeployed to the intensive therapy unit (ITU) at Harefield during the pandemic. She shares her story about what it was like working in full personal protective equipment (PPE).

"Before the COVID-19 pandemic, I had worn PPE but the donning and doffing procedure was a new term for me. We had to be trained on exactly how to do it and be very precise about the order everything went on. I started to worry that I'd get it wrong and endanger my colleagues and patients. Then, shortly after the training, it felt like the pandemic suddenly landed in our laps and we were sent for our first shift in ITU the next week.

"I was so nervous before that first shift, I didn't know what to expect. How sick would patients be? What would be expected of me? I hadn't been in ITU for a long time. I remember thinking, 'How am I going to work in PPE? Even just breathing is difficult,' and working in ITU is a physically intense job. You have to turn patients (known as proning), move and change equipment constantly.

"Then there were simple practicalities that made everything more difficult. You couldn't see properly through the visors and I don't think I realised how much I rely on lip-reading to understand people in normal everyday life. So speaking with colleagues and patients was hard. I had to focus on one task at a time, 'If I can get through this next task then I'll be a bit closer to taking the PPE off,' and I would always look forward to getting the mask off for good at the end of the day.

"Little irritations become big irritations in PPE, wanting to scratch your face, getting hot, not being



able to recognise anyone. But the hardest part was the effect the long shifts had on my family, having to tell my kids that I wouldn't see them until the next day was tough when they were not used to that.

"The biggest respect goes to those in ITU full-time, I was lucky, although redeployed and having to adjust, I am part-time and dealing with the PPE on part-time hours was more than enough. There was a certain camaraderie among staff though, everyone seemed grateful that we were there to help, even if you didn't know everyone or recognise them from one day to the next with PPE on. Shifts where you just didn't know anyone else were hard.

"It feels strange to think back on it, I almost can't explain it.

"Even after I went back to my normal role, I'd think about the patients that I'd left behind in ITU."

### 19 March

Access to hospital sites is limited. This is monitored carefully by security staff.

### 20 March

Cafés, pubs, bars and restaurants in England are told to close tonight. Schools also close their doors except for children of key workers or those who are deemed vulnerable.

A programme begins to provide all staff with hot meals and sandwiches free of charge while they are working on-site. Several companies offer discounts on food and drink to NHS staff.

### 23 March

The first UK lockdown is announced by the Prime Minister on national television who says: "From this evening I must give the British people a very simple instruction – you must stay at home."

Following guidance from NHS England, Royal Brompton's paediatric intensive care unit prepares to start caring for adults. Our paediatric team works with colleagues at Evelina London and Great Ormond Street Hospital so the necessary support for specialist children's referrals is available.

### 24 March

Over 300 clinical staff have now undertaken specialist training on how to safely manage patients with COVID-19.

### 26 March

National lockdown measures legally come into force in England and Clap for our Carers starts.

Tighter visiting restrictions are introduced at the Trust. Visitors are now only allowed in exceptional circumstances.

Work to reconfigure services across the Trust is on-going. This includes moving Fulham Road inpatient services and staff to the Sydney Street site at Royal Brompton Hospital.

All staff annual leave is cancelled for April.

Continued  
overleaf

FROM THE FRONTLINE

**Beccy Lytton, paediatric intensive care matron, redeployed to adult intensive care**

Beccy Lytton, Royal Brompton deputy matron on the paediatric intensive care unit (PICU), was redeployed to the adult intensive care unit (AICU) during the pandemic. She shares what it was like treating adults after 23 years of being a paediatric nurse.

“I’ve worn personal protective equipment (PPE) before, but there was definitely a heightened sense of anxiety about putting on PPE for COVID-19. The first time I put it on for a shift I was terrified. I could hear every breath I took, as the masks originally had a valve that would click as air went in and out. This was equally reassuring and terrifying – to know that it was working, but whenever you couldn’t hear it you’d worry it was broken. The weight, both literally and metaphorically, of the PPE was overwhelming. It felt like a costume, I had to put my face mask on as well as my metaphorical nurse mask and act brave while I treated patients as best I could.

“Opening the doors to the Covid ward was like walking through the doors to another world, it was so surreal to see an entire ward dressed in PPE. Not that you could see much, the masks and hoods muffle all your senses – your vision becomes blurred and your hearing is distorted. You feel entirely disconnected from reality, like you’re in a bubble.

“Once the novelty wore off, I came to hate it. The donning stations (where you were helped to put the PPE on) felt like a production line. It almost felt de-humanising, I’d lose all identity and just be given a role, such as runner or staff nurse.

“During shifts I’d be sweating and stressing that I couldn’t get out or even take a breath of fresh air. But I knew that I couldn’t show any weakness as I was in a position of responsibility, so I felt a huge sense of pressure to be a role model to the rest of my team. I wanted to do



Beccy, pictured above right, working in her role as a deputy matron in paediatric intensive care

whatever I could to make it easier for them; to make them feel safe. But the whole time I feared that I didn’t have the answers, none of us did.

“When you eventually take PPE off after a shift, no matter how hot the weather is, you feel freezing. I really appreciated the staff who helped take off our PPE (doffing) though, they would give us such a morale boost, I hope they know how much they helped build people up after difficult shifts. But immediately after you were out of ICU, the anxiety would start back up, knowing you had to go back eventually. I have scars on my face from the PPE that won’t heal.

“When we were first told that we might be redeployed my initial reaction was ‘I don’t want to do it’. I just couldn’t imagine how to do that job, treating adults is much more physical than caring for children and babies. But I knew I had to step up. Once I came to terms with it a sense of peace settled. The first shift in full PPE almost felt like a rite of passage, I was proud to be helping my AICU colleagues. I learned a lot from them, they are so slick and professional. It was inspiring.

“But it was intimidating going to other departments where at first you didn’t know anyone or any of the processes in place. I was totally out of my comfort zone.

“There was joy to be found though, such as meeting new colleagues. Sometimes I pass them now in a corridor and I can tell they recognise me but without the PPE they aren’t quite sure who I am!

“Communicating with the few patients who were well enough to be awake was also frustrating in PPE. One patient spent an entire shift trying to tell me something, but with a tracheostomy (a tube inserted into the windpipe to help patients breathe), even understanding one of his sentences was hard. When I did finally understand what he was trying to tell me, I was overcome with emotion. He gave me a smile and a thumbs-up. It just felt so great to finally have a positive interaction with a patient.

“Looking back, I am so proud – both personally and for the whole of my team who were exhausted but got through it. Everyone was amazing.”

## FROM THE FRONTLINE

## Louise Croft, Macmillan lung nurse specialist, redeployed to help look after COVID-19 patients

**“My entire face would be sore every day because of the PPE – nothing felt comfortable. I’d be counting down the hours till each shift was over.**

“Wearing PPE was hard, but I always thought that it must be hard for patients too – waking up in that environment with people dressed like that, not being able to see their faces or hear them properly. And then not seeing anyone without PPE on until they left the hospital. It must have been disturbing.

“The nurses that have never worked in ITU before did such a fantastic job, it was a challenging time for everyone so to come to such a busy and unfamiliar environment during such a difficult time must have been very hard. As an experienced ITU nurse who had also been redeployed it was important to me to help support these nurses.

“Not having any visitors in ITU was really strange. I can only begin to imagine how hard it was for the families. The video calls that we were able to facilitate were great but not without their challenges. Communicating face-to-face in PPE was difficult enough but trying

to do this over a screen was so hard, hearing families sobbing, so desperate to comfort their relatives was just heartbreaking. You so desperately wanted to comfort them but nothing we could say could make it any better.

“I hated not being able to speak to patients’ families and relatives face-to-face. We would try using video calls so they could see their loved ones in ITU, but then they would get upset. How was I supposed to comfort someone over a video call, especially with a mask on?

“I’d also be worrying about my normal job. I’d go and see my manager during breaks to see if everything was okay. I could never switch off, I’d always been thinking about what needed to be done for both jobs. And, of course, we were all scared about catching Covid ourselves.

“The pandemic became all too real when we had a couple of nurses from another hospital in ITU with Covid. They worked together and all I could think was, ‘That could have been me or my colleagues.’ We didn’t know if they would survive, so many didn’t, but I was so relieved to find out that they did.”

Louise Croft, left, pictured with colleague Laura Davis



Photo courtesy of Jack Hill for The Sunday Times

### 26 March (continued)

Trust chief executive Bob Bell announces that Harefield, along with St Bartholomew’s Hospital, will become responsible for London’s emergency cardiac surgery, should other cardiac surgery units in London become unable to provide their usual services.

He says the Trust is also increasing the availability of critical care beds to around 80 ventilated beds at each hospital.

The Trust is asked to identify staff who will temporarily be ‘seconded’ to the NHS Nightingale Hospital at the Excel Centre to help deal with the expected surge in demand for ventilated critical care beds in London.

A range of support tools, processes and training are put in place to ensure outpatients’ telephone appointments can run smoothly, including reconfiguring online technology (MedChart) to allow our clinicians to prescribe medication remotely.

Staff are offered free access to NHS digital wellbeing services.

### 27 March

The Prime Minister tests positive for coronavirus.

### 28 March

The number of seriously ill COVID-19 patients being cared for at the Trust has risen to 41 at Royal Brompton and 10 at Harefield.

### 30 March

COVID-19 testing for Trust NHS frontline staff is offered at Wembley.

## APRIL 2020

### 1 April

Royal Brompton & Harefield Hospital’s Charity launches a COVID-19 Emergency Appeal to raise money for the Trust’s fight against coronavirus.

### 5 April

The Prime Minister is admitted to hospital with coronavirus. He leaves hospital a week later.

Continued  
overleaf

# Staff volunteers step in to help run new family liaison service

The sudden rise in COVID-19 patients being transferred from other hospitals for specialist treatment prompted a flood of phone calls from relatives, desperate for news about their loved ones.

Calls were initially routed through to critical care wards, putting huge pressure on frontline staff, and it became clear early on that additional support was needed.

Experts from the rehabilitation and therapies teams quickly organised a family liaison service to provide the support needed.

Lauren Berry, associate director patient services, explained: "We had to close our hospitals to visiting to protect our patients and staff from increased risk of infection, which put considerable pressure on relatives at an already stressful time.

"Not being able to see a very sick relative or have a good understanding of the illness and the current care in place is very difficult. This was resulting in a high volume of calls, which was adding to the pressure on our staff."

The service was co-ordinated by the supportive and palliative care team together with their lead nurse, Mary Williams, and outpatient sister Claire Denney.

A call for volunteers resulted in 39 staff members supporting the service – all were contributing support within their current roles, and on days off and weekends. They included a range of nurses, allied health professionals such as physiotherapists and speech and language therapists, and chaplains.

Members of the service worked on a seven-day rota contacting families as soon as possible after their relatives came into one of our hospitals. Each family was sent a letter explaining there would be a daily call from the service to provide an update about the last 24 hours, together with general



Rosa Osborne, palliative care co-ordinator, with some of the knitted hearts and teddies sent by volunteers in the community and shared with patients and their relatives

information about the intensive care their relatives were receiving.

Rosa Osbourne, the palliative care co-ordinator, monitored messages and photographs sent by families to a dedicated email address. These were then printed, laminated and taken to bedsides. To help people feel more connected, a matching pair of knitted hearts was offered with one put beside each patient and the other sent to the family. Knitted teddies were sent to children.

Service volunteers were also able to refer families who needed additional help to the Trust's welfare advisor, psychology or chaplaincy teams.

Lauren said: "The number of calls to wards quickly dropped taking pressure off frontline doctors and nurses." Volunteer Cathy Bindoff, governance and safety lead in rehabilitation and

therapies, said: "Working as part of the service was a very rewarding and positive experience all round. As a remote worker I felt I was really able to help support my colleagues and to give family members much more time to talk and process what was happening to their loved-ones.

"On many occasions, my phone calls to families were answered with statements such as 'I have been looking forward to your call'. I was also asked if I could just explain things such as what 'inflammatory markers' were because relatives didn't want to ask the doctors as they knew they were so busy. There were some difficult and challenging conversations with families, but the staff working in the service were wonderful at supporting each other and we had regular online meetings to share and discuss feedback from calls."



# Volunteers helped us make our own PPE

In response to a shortage of surgical gowns across the country at the start of the pandemic, our clinicians took matters into their own hands and developed a blueprint which could be made from operating theatre drapes.

Caroline Gratton, director of The Fashion School in Chelsea, south west London, took up the challenge of producing the gowns, sourcing a factory location, sewing machines and a team of more than 300 volunteers.

Helped by the Trust's finance team and the Friends of Royal Brompton charity, a slick production line occupying six rooms was up and running within a week at nearby Kensington and Chelsea College, to transform surgical drapes into more than 30,400 surgical gowns.

Finance manager, Tom Bennett, who project managed production, said: "Without doubt, this was initially a daunting task. However, the energy and motivation from all of our volunteers has been amazing. We have been overwhelmed by people's support."

Joy Godden, director of nursing and clinical governance, said: "This is an excellent example of how people across the Trust are responding to the challenges of this pandemic by getting involved in areas where they have little or no experience. I would like to give big thanks to everyone for their support, and to our very brave frontline staff who, when told about the



shortage of gowns, challenged themselves to find a solution."

Volunteers for the project came from all walks of life and even included fashion designer Michael Halpern, who commented: "It's been amazing to see how people whose job this isn't normally are able to produce really amazing things in times of need."

His enthusiasm was shared by two other volunteers from the fashion world:

Creative director Michael Holloway said "I think it's one of the few opportunities in life where fashion can actually be a skill that can contribute to helping people stay safe, so it was really a no brainer to come and join this group of volunteers."

Stylist Kenny Ho said "Having read about the shortages of PPE, I feel that it's really great that we are able to offer what is necessary. Literally everything that we are making here is going straight from the workshop into a hospital ward."



Joy Godden, director of nursing and clinical governance

## 9 April

The number of COVID-19 patients continues to rise at the Trust. There are now 58 patients at Royal Brompton and 37 at Harefield.

Trust staff develop and launch a new family liaison service for inpatients in response to the restrictions on visiting. The service accepts referrals from the critical care family liaison team and wards, and can offer psychological support, spiritual support, welfare advice and end of life and bereavement support.

## 16 April

Lockdown is extended for 'at least' three weeks. The government sets out five tests that must be met before restrictions are eased.

## 17 April

In response to a shortage of surgical gowns across the country, our clinicians develop a blueprint to create a supply chain for the Trust and a team of more than 300 volunteers help to transform surgical drapes into more than 30,400 surgical gowns.

## 18 April

COVID-19 patient numbers continue to increase with 72 critically ill patients at Royal Brompton Hospital and 45 at Harefield Hospital.

## 27 April

Staff who require a COVID-19 test can now request one at one of our hospital sites rather than externally.

## 28 April

A one-minute silence is held nationally to honour all key workers who have died from coronavirus.

## 30 April

The Prime Minister says "we are past the peak" of the pandemic.

## MAY 2020

### 5 May

The UK surpasses Italy to become the country with the highest declared death toll in Europe, with more than 32,000 fatalities.

### 8 May

The number of COVID-19 patients being cared for at the Trust is gradually falling with 41 at Royal Brompton and 10 at Harefield.

Continued  
overleaf

# Innovations transforming the way we work

**Our dedicated staff rolled out an astonishing number of new initiatives to keep services running for patients during the pandemic.**

Nick Hunt, executive director for Harefield and director of service development, said: "Emergency situations often bring out the best in people and that's certainly been the case for us. Some initiatives that we'd talked about for months, or even years, materialised in weeks.

"As a Trust, we're well-known for our innovation, but the speed at which these solutions were found was remarkable; we have literally transformed the clinical landscape."

A new virtual communication system was set up in just 14 days to give frontline teams round-the-clock remote access to specialist colleagues at the Trust.

The equipment for the system was crowdsourced via social media and through the Royal Brompton & Harefield Hospitals Charity.

Using a simple set-up, high-resolution webcams were linked to computers at

patients' bedsides in intensive care to enable frontline clinicians to get on-demand access to virtual support from consultants any time they needed it.

The system also allowed patients in intensive care to see and talk to family members who were unable to visit due to infection risks.

For the wife of one patient, the webcam was an opportunity to comfort and connect with her husband by singing to him, alongside their two children. For other families, it allowed them to spend precious time speaking to their loved ones to support recovery.

Laura Rowlands, senior staff nurse on Harefield Hospital's intensive therapy unit (ITU), said: "What started as a way of helping staff communicate with each other, evolved into a way of letting families onto the ward as if they were physically there.

"A huge part of my role is to look after the families of patients, so seeing what this has meant to them and for their morale – whether it be individual patients speaking to their husband or wife for the first time since entering the

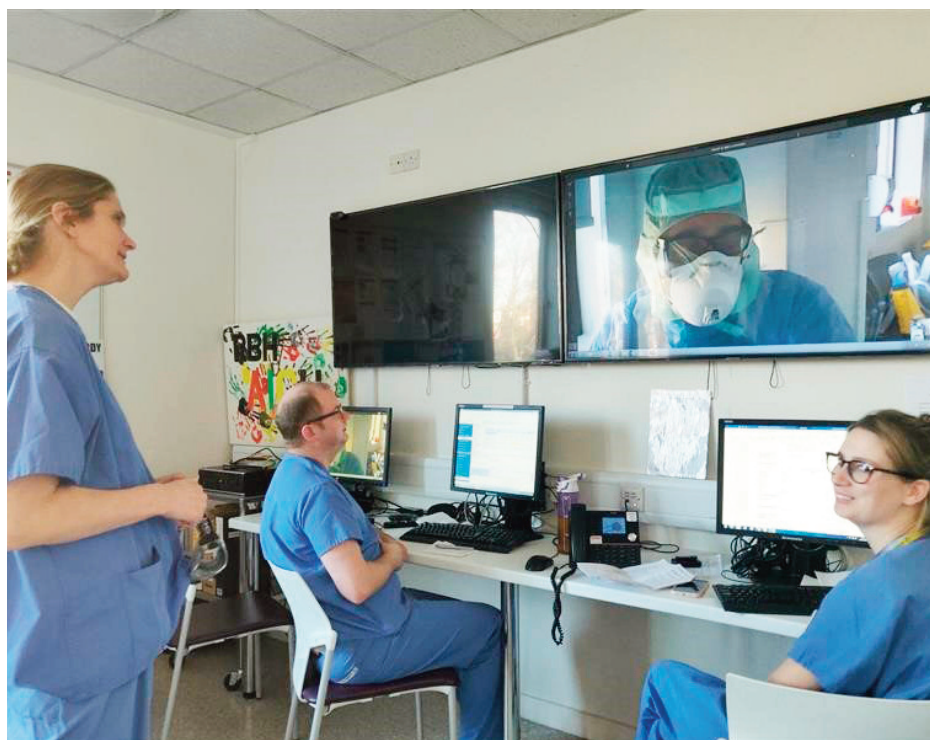
ITU, or a whole family getting together on a smartphone to dial into the virtual system – has been incredibly uplifting."

A member of one patient's family echoed her comments, explaining: "My mother, sister and I have taken tremendous comfort from the video calls that the ITU team at Harefield Hospital have been able to arrange with my father. This incredible system has allowed us to see Dad, to tell him how much he is loved and means to each of us, and to encourage him to remain strong and recover.

"We have also been able to see and talk to some of the incredible doctors and nurses that have been so attentive, dedicated and professional. The system has even allowed them to monitor Dad's responsiveness to our voices while they are reducing his sedation and slowly waking him up. When all we want to do is be by Dad's bedside and will him on to a full recovery, the system has given us the opportunity to be a little closer to him."

Other examples of innovation accelerated by the pandemic include:

- Offering many of our outpatients the opportunity to attend 'virtual' appointments by video using a secure web-based platform called Attend Anywhere, which is now available as part of a national programme (see page 26).
- Introducing home testing kits that allow patients to carry out certain tests at home rather than in hospital. Examples include a capillary blood test and a cough swab test.
- Launching Microsoft Teams to enable many more staff to work from home, with easily accessible technology to allow meetings both across the Trust and with external organisations.
- Launching smartphone applications (apps) through which patients on cardiac surgical waiting lists and with long-term chronic diseases such as asthma can record and report symptoms, enabling better prioritisation of treatment according to clinical need.



# Trust **estate's team** produces **1,500 visors**

When our hospitals began to run perilously short of protective face visors for frontline staff, the estates team rose to the challenge manufacturing 1,500 visors over the course of a weekend.

Members of the team were initially asked to produce 500 visors within 24 hours. Undaunted by the task at hand, interim estates manager Billy Retter dismantled an existing visor and made a sketch of the various parts to create a makeshift design which was sent to London-based contractor RFP.

The contractor sourced all the necessary materials: polycarbonate

plastic, elastic and special foam, then cut the plastic and attached the foam sending 500 visors back to the Trust within 12 hours of the order. The estates team then created an efficient production line to finalise the visors within 18 hours.

A further 1,000 visors were then completed for use across the hospital.

Commenting, Jan McGuinness, chief operating officer, said: "This was such an incredible effort involving many people from across the Trust. We often talk about having a 'can-do' attitude, but I've never seen anything on this scale before. This effort has humbled many of us."



Billy Retter, interim estates manager, with a box of the new visors

## 10 May

The Prime Minister announces a conditional plan for lifting lockdown, and says that people who cannot work from home should return to the workplace but avoid public transport.

## 20 May

We continue to try and provide the best care for patients with a wide range of complex heart and lung conditions. Many patients are concerned about visiting for surgery, or scans and tests, that can only be carried out in hospital. Our teams work hard to provide information and reassurance – calling patients to book appointments and explaining all the measures we have in place to create the safest possible environment.

## JUNE 2020

### 1 June

Phased re-opening of schools in England.

### 4 June

Our chief executive Bob Bell says that over the last three months Trust staff have performed 225 cardiac surgery and 474 catheter laboratory procedures, six transplants, and carried out 25,000 outpatient appointments (via telephone or video) – despite the pandemic.

### 15 June

All staff entering hospital buildings have to wear surgical face masks to comply with new government rules.

### 21 June

As the first wave subsides across the country, the number of COVID-19 patients at the Trust continues to fall. Now there are 11 cases at Royal Brompton and five at Harefield.

### 23 June

The Prime Minister says the UK's "national hibernation" is coming to an end – and announces relaxing of restrictions and the two-metre social distancing rule.

### 25 June

Members of Harefield Hospital's lung transplant team invite patients to join them for their first ever live webinar to discuss COVID-19.

Continued  
overleaf

# Providing **life-saving surgery** during the pandemic: the **Cardiac Hub**

During the COVID-19 pandemic, Harefield Hospital was designated one of only two hospitals in London to perform emergency cardiac (heart) surgery.

Two of our clinicians, Mr Mario Petrou, consultant cardiac surgeon, and Dr Shelley Rahman Haley, consultant echocardiologist, jointly set up and chaired a 'Cardiac Hub' to ensure that priority cardiac procedures could still go ahead.

The Cardiac Hub ran through the first and second COVID-19 waves and involved bringing together an expert team of consultant cardiologists and surgeons from across London who

met virtually seven days a week to review and discuss patient cases from across the capital and the South East – to decide if urgent surgical intervention was needed.

Dr Rahman Haley explained: "When COVID-19 hit, we had to come up with a new way of working to ensure cardiac patients still received the best treatment, despite the strain the pandemic was having on the NHS.

"People didn't stop having heart attacks and people were still living with serious heart conditions that required urgent attention to prevent permanent damage. Time is an important currency for patients with

critical conditions, and the Cardiac Hub process helped to clarify who needed treatment and when."

Mr Petrou said: "With the Cardiac Hub, patients were not just getting a second opinion from one doctor, but maybe 20-plus doctors, which is incredible."

Dr Rahman Haley added: "Heart surgery during a pandemic is risky, but sometimes the risk to patients of doing nothing is worse, and we must make difficult choices. This way of working, where surgeons work with and take on work from other surgeons in a real collegiate manner, showcased the best of the NHS."

## Care for **transplant patients**

Teams at Harefield's transplant unit continued surgery throughout the pandemic. Normally 40 to 50 lung transplants are carried out each year, and between 25 and 30 heart transplants. Over the past year, focusing on patients with the very greatest need, the teams still transplanted 25 lungs and 13 hearts.

Like many other teams across the Trust, the lung transplant team had to adapt how it delivered services. Many patients who were shielding benefited from having their appointments virtually (see page 26).

The move to 'virtual' appointments – by phone or video – is one of the positives to have emerged from the pandemic.

Vanessa Tedbury, who had a lung transplant nine years ago, needs regular check-ups. Now instead of them taking place in person at Harefield, they are virtual appointments, but she says: "I prefer it. I used to have to write off a day."

Vanessa also benefited from new regular online webinars organised by the transplant team to keep patients

informed about the latest COVID-19 developments and how these might impact them. The first webinar was hosted by respiratory and transplant medicine consultants Dr Martin Carby, Dr Anna Reed and Dr Vicky Gerovasili, consultant pharmacist Haifa Lyster and psychologist Dr Melissa Sanchez, and attended by 117 participants.

It included a comprehensive question and answer session covering topics such as face masks, vaccination and socialising.

Explaining the rationale for the webinar, the team said: "The media has concentrated on the obvious negative aspects of the pandemic but we wanted to provide our patients with some balanced information for reassurance, along with education and a message of hope as government advice about emerging from lockdown changes."

The session was very well received with positive feedback from patients including:

"Thank you very much! I am sure I speak for all of us when I say I miss

seeing you guys! This has been really useful. Stay safe and well at Harefield."

"Brilliant, really informative and reassuring."

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“

The media has concentrated on the obvious negative aspects of the pandemic but we wanted to provide our patients with some balanced information for reassurance.

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# Aircrew flew in to **help** staff on the **frontline**

Two 'first class lounges' run by aircrew provided a space for staff in need of respite to relax, away from the stresses of the frontline.

Project Wingman was set-up by furloughed pilots, cabin crew and ground staff from a number of airlines to help support NHS workers dealing with the COVID-19 pandemic.

Around 30 volunteer crew members were on-hand every day to give our staff taking rest breaks the chance to unwind and chat. Having been trained in compassionate listening and stress reduction techniques, the pilots and cabin crew were able to offer friendly support and advice for managing stressful and pressurised situations.

Eamon Green, a senior first officer, said: "Project Wingman is an opportunity for us to give back to fellow uniformed professionals at this critical time. There has been a really

positive response from staff who may need that extra sense of appreciation. As a former patient of Harefield Hospital, I have a personal attachment to the site and I am delighted to be back to support the staff who helped me."

Critical care matrons Ciara Collins and Ellen Dunthorne confirmed just how much that support was welcomed by staff.

"It was lovely to have a comfortable space to relax away from the Covid madness, the team enjoyed being looked after," said Ciara.

"Project Wingman was incredibly important for the intensive care team as it gave them somewhere to go for some time out of the unit where they could relax and wind down out of PPE. Everyone felt very spoilt being served tea and having some desperately needed TLC!" said Ellen.

Staff were given a chance to relax in one of two 'first class' lounges run by Project Wingman aircrew volunteers



## JULY 2020

### 1 July

The Trust's cardiac sarcoidosis team hosts its first webinar for patients to explore the challenges and implications of COVID-19 for people living with cardiac sarcoidosis.

### 4 July

UK's first local lockdown comes into force in Leicester and parts of Leicestershire. More restrictions are eased in England, including reopening of pubs, restaurants, hairdressers.

### 8 July

Chancellor Rishi Sunak announces a new Eat Out To Help Out scheme will run during August.

### 13 July

A record 139 people attend the Trust's Annual General meeting, which is held virtually for the first time. Chief executive Bob Bell tells the audience that the Trust is now in a recovery phase operating on average between 65-70 per cent of normal activities and gradually increasing this.

### 31 July

Trust chief executive Bob Bell reminds staff that we are not over the 'COVID-19 challenge' and still have seven patients with coronavirus in our hospitals.

## AUGUST 2020

### 3 August

Work continues to enable the safe delivery of elective and non-elective activity.

### 11 August

A virtual coffee morning held by the paediatric inherited cardiac conditions (ICC) team, to provide support and ease anxieties about coronavirus, proves a great success with parents of children with cardiomyopathy.

### 14 August

Lockdown restrictions eased further, including reopening indoor theatres, bowling alleys and soft play.

### 24 August

By late August, a total of just four COVID-19 patients are being cared for at the Trust.

Continued  
overleaf

A PATIENT'S VIEW

## Maureen Clements, senior nurse at Northwick Park Hospital in Middlesex and COVID-19 patient at Harefield Hospital

**Senior nurse Maureen Clements was admitted to Harefield Hospital with respiratory failure as a result of contracting COVID-19.**

Maureen, who works at Northwick Park Hospital in Middlesex, went on to spend a month in Harefield Hospital's intensive therapy unit (ITU) and a further month on its wards. She said: "As a senior nurse I have been involved in delivering patient care for years as well as assessing nursing practice. I was absolutely blown away by the care I received and continue to get from Harefield Hospital. Incredible is the only word.

"The standard of care I received and standard of practice I witnessed was second to none. From the moment I woke up to the moment I left, it didn't falter."

Maureen was one of an unprecedented number of critically ill patients admitted to Northwick Park Hospital at the height of the pandemic who needed mechanical ventilation, which is provided to patients with acute respiratory failure when they are unable to breathe for themselves.

The hospital's accident and emergency department admitted one of the highest numbers of coronavirus patients in the UK and, despite trebling ITU capacity, was unable to manage the sheer volume of patients requiring ITU. Hospitals with available ITU bed capacity were able to help out via the North West London Critical Care Network, which co-ordinated transfers of critically ill patients between hospitals.

Via this network Maureen was transferred to Harefield Hospital on 10 April 2020 and admitted to its ITU. Harefield's lead nurse and associate general manager, Peter Doyle, said: "When Maureen came to us, she was seriously ill. She was ventilated and had very low oxygen levels."

While in ITU Maureen's condition worsened as she suffered kidney failure and did not respond to proning, a procedure where patients in intensive care are placed on their stomach to help treat acute respiratory distress syndrome.

Peter continues: "We had a large number of Covid patients in ITU. It really was a highly emotional and traumatic time for many of our staff, who had seen Northwick Park overwhelmed and were desperate to support them in any way possible."

After a month in ITU with several close calls and further recovery on 'step-down' COVID-19 wards, Maureen was discharged in June 2020.

"It's always an incredible moment to see someone who was so very ill recover and go home to their loved ones," Peter said.

"So many of our staff got to know Maureen during her time with us and were involved in her care. I know that she has a story to tell about so



many of our staff of all disciplines. The thing we'll always remember about Maureen, and her husband Jay, is their great sense of humour at such a stressful time in their lives. I'm not sure whether she realises how much she helped our morale at a time when we were all feeling real pressure. It was an emotional and joyous day when she was discharged, and lots of staff gathered to clap her out of the hospital."

"It sounds strange to say it was a good experience being in hospital, but it really was," adds Maureen. "Of course, it was challenging and frightening, but within the realms of that it really was such an enjoyable experience. The teams that cared for me – the nurses, physiotherapists, psychologists and occupational therapists – treated me like I was someone very important."

Recalling the lengths staff went to during her long stint in hospital, she said: "I had only ever seen the staff who were taking care of me in full PPE (personal protective equipment), which can be really disorientating. One day, a group of nurses and physiotherapists got together and stood apart outside my window so they could take their masks off and I could see their faces. I won't ever forget that."

“

One day, a group of nurses and physiotherapists got together and stood apart outside my window so they could take their masks off and I could see their faces. I won't ever forget that.”

”

## A PATIENT'S VIEW

*Royal Brompton patient Sam McQueen speaks about his COVID-19 'journey'*

**COVID-19 patient Sam McQueen was transferred to Royal Brompton from Northwick Park Hospital on 22 March 2020 with severe COVID-19 related lung disease.**

Sam spent time receiving intensive care treatment on Elizabeth ward (EICU) and two other wards, where his dignity, kindness and humour made him very popular with staff.

On 29 May, 72-year-old Sam was discharged in time to celebrate his son's birthday. A number of intensive care and respiratory staff gathered to wish him well on the afternoon of his discharge.

Consultant in respiratory and sleep medicine Professor Anita Simonds, who was part of the team who treated Sam, said: "Sam had a very complicated clinical course and went through numerous struggles during his recovery from COVID-19.

"Staff got to know him very well over the course of his time with us, and it was heart-warming to hear him speak with such fondness

about our staff and the care he received.

"It was such a boost for the staff who worked so hard to keep him alive to see him go home."

In a moving video, Sam shared his struggles battling COVID-19: "It's been a journey for me, a rough one. One night I had a bad experience, all kinds of nightmares. It was scary. I dreamt my son died. I said 'no, let him live and let me die' I did not sleep for the whole night. The following night they sent me a nurse. I said you're like my Mum. She said 'I'm not old enough to be your Mum!', I said 'no it's your touch' very caring, so every step of the way I felt I was getting stronger.

"I began to feel the change gradually and I began to use my legs and my hands and in the past two weeks I hear folks talking about home and when I heard 'home' it was like another infusion of energy. Those folks who touched me they really touched my life. I'm going home. I'm so glad I'm going home. Without the NHS I wouldn't be here today and I'm truly grateful."

COVID-19 patient Sam McQueen, centre, leaves Royal Brompton Hospital



## SEPTEMBER 2020

**14 September**

'Rule of Six' introduced. Indoor and outdoor social gatherings above six banned in England.

**22 September**

The Prime Minister announces new restrictions in England, including a return to working from home and a 10pm curfew for the hospitality sector.

**24 September**

More than one million people download the government's new contact-tracing app for England and Wales within its first day of release.

**30 September**

Prime Minister says the UK is at a "critical moment" in the crisis and he would "not hesitate" to impose further restrictions if needed.

## OCTOBER 2020

**6 October**

Trust leaders make preparations to deal with any second wave of the virus and encourage staff to get the flu jab – particularly as the risk to health is far greater in people who contract both flu and COVID-19.

**14 October**

A new three-tier system of COVID-19 restrictions starts in England.

The number of COVID-19 patients at Royal Brompton Hospital begins to rise in early October and reaches 10 by 14 October.

**23 October**

Patients are given more guidance about the measures the Trust is taking to protect them during hospital visits for appointments, tests or procedures. Three members of our clinical teams feature in a new video on our website which explains what patients should expect during visits.

Continued  
overleaf



# The continuing challenge of COVID-19

## *The second wave*

For a time in autumn 2020, when areas of the country such as Manchester and the North-West were experiencing a second wave of COVID-19, patient numbers in London and the South East remained stable and relatively low.

But towards the end of November the situation began to deteriorate and the number of people requiring hospitalisation for COVID-19 began to rise rapidly.

Interim chief executive, Dr Richard Grocott-Mason, wrote to staff shortly before Christmas to inform them that the Trust's leadership team was working day and night with NHS partners, officials, and suppliers to ensure that the impact of the second wave was manageable.

He said: "In the early spring we all pulled together to work against a

common enemy; we need to do that again, but with a vaccine now available, it should be for the last time. Ahead of us are the last few steps in a marathon, and while they may be the hardest, the prize when we cross the finishing line will be more than worth it.

"There are many families in England who, without the care that you provided earlier in the year, would be spending their first Christmas without a loved one."

During the first COVID-19 wave, non-urgent elective care was suspended nationally, but during the

second wave this was not the case, many procedures and diagnostic services continued.

The shortages of personal protective equipment (PPE), a feature of the first COVID-19 wave, did not recur; staff had access to a regular supply and new storage facilities meant less reliance on deliveries from central sources.

The challenges faced during the second wave were significant, but with careful planning we were able to deliver a robust response while reassuring staff that their health, wellbeing and safety was a priority.



# Supporting the **health and wellbeing** of staff

Recognising the vital importance of supporting our staff during the second wave was a major priority and a number of new initiatives were introduced.

## **New in-house staff counselling service launched**

A dedicated in-house psychology service for individual members of staff or whole teams, was launched early in 2021. The service is led by Dr Debbie Ford, consultant psychologist, and supported by five highly experienced psychologists.

Debbie said: "I trained as a psychologist over a decade ago and started in the NHS in 2004, and from the very beginning I have been interested in staff health and wellbeing. Being in patient-facing roles has also given me valuable insight to our staff, their roles, challenges and pressures.

"While there are brilliant health and wellbeing resources available to staff, having an internal service has tremendous benefits – we know the culture and experiences so we can provide tailored and confidential support."

Lis Allen, director of human resources, said: "The wellbeing of our staff has always been paramount, but given the pandemic, we wanted to make sure

that our people have access to our own experts on-site. It is a real privilege to have a team of this calibre providing such a comprehensive psychology service."

## **Psychological First Aid available to all staff**

All staff were offered the opportunity to attend a Psychological First Aid session, via Microsoft Teams.

Psychological First Aid is a supportive and crisis-focused discussion that looks at the pressures of working in an emotionally demanding environment or the experiences of a traumatic event, for example COVID-19.

The sessions, run by a specially trained team, aim to help reduce distress by exploring experiences and feelings and to help staff build short and long-term coping strategies.

Lis Allen said: "The Psychological First Aid sessions are for any staff member who may feel overwhelmed or anxious from a pressurised situation. The past months have been challenging for all of us and this is just one of a number of options we have put in place to support staff with their mental and emotional wellbeing. The sessions are a great way to support each other and find constructive ways to cope."



## **27 October**

Engineering and medical specialists at Royal Brompton Hospital publicise how a 'simple' modification of domiciliary (i.e. designed for use at home) non-invasive ventilators could significantly reduce oxygen consumption by hospitals treating COVID-19-related respiratory failure.

## **NOVEMBER 2020**

### **5 November**

Second national lockdown comes into force in England to prevent a "medical and moral disaster" for the NHS and soon after the UK becomes the first country in Europe to pass 50,000 COVID-19 deaths.

### **12 November**

COVID-19 cases rise in North West London and teams at the Trust are now caring for 14 patients who have the virus. Staff continue to provide specialist care to patients with other heart and lung conditions.

### **24 November**

The Prime Minister announces up to three households will be able to meet up during a five-day Christmas period of 23 to 27 December.

### **27 November**

Asymptomatic self-testing for COVID-19 is now available to staff who are given home testing kits and asked to do tests twice a week.

## **DECEMBER 2020**

### **1 December**

The number of patients with COVID-19 rises to 16 at Royal Brompton by the end of November and in early December more patients with the virus start to arrive at our hospitals.

### **2 December**

Second lockdown ends after four weeks and England returns to a stricter three-tier system of restrictions.

On the same day, the Pfizer-BioNTech vaccine is approved by the Medicines and Healthcare products Regulatory Agency, making the UK the first country in the world to approve a coronavirus vaccination.

Continued  
overleaf

# Changing working practices

To reduce the risk of spreading COVID-19 and provide the safest possible environment for staff and patients, a radical re-think of the way services were delivered took place during 2020.

Patients were only invited into our hospitals for treatment, if clinical

teams believed that the benefits of their visit outweighed any risks.

Before the pandemic a new system was under development to enable patients at select clinics to have 'virtual' appointments by video, using a secure web-based platform called Attend Anywhere. This fledgling

project quickly came into its own and was adopted by teams across the Trust.

Given the fact that our clinicians carry out more than 175,000 outpatient appointments every year, the scale of these changes was significant.

Professor Michael Gatzoulis, consultant cardiologist and one of the senior clinicians leading the virtual consultations by video project, said: "While the implementation of this has undoubtedly been fuelled by our response to COVID-19, the benefits to patients are long-term.

"Conducting appointments in this way means we can reduce the need for lengthy journeys, which often take place for routine consultations. We can also facilitate meetings involving clinicians from different organisations and provide our staff with greater flexibility in how they deliver their practice."



Professor Michael Gatzoulis conducting a virtual consultation by video

## Administering medication **at home**

IV therapy is medication given intravenously (through the veins) straight into the bloodstream through long flexible tubes called IV lines. Every year, hundreds of patients are admitted for lengthy inpatient stays for IV therapy.

An innovative Home IV therapy programme was accelerated by the COVID-19 pandemic. Patients, parents and carers now only need to make one visit for one day to be taught by our nurses how to give the medication. They can then refer to one of a series of specially created patient information videos and leaflets that provide step-by-step instructions about how to give each type of IV medication.

Patient Spencer Chapman was among the first patients to benefit and is enthusiastic about the programme. He said: "I started having IV therapy seven years ago, every eight weeks taking up a bed for up to 14 days. It was frustrating because the cycle came round so quick,

"Then three years ago the idea of 'Home IVs' was put to me. Obviously, it was just an idea then, but a year later I had the opportunity to try the first generation of home IVs, a PICC line (a long, thin, flexible tube that is inserted into a vein so that medicines can be given) in my bicep and a nurse visiting me at home every day. Absolutely brilliant.

"Covid came along and accelerated the process to where we are now, a refined process that works a treat. Fantastic training, simple to use and quick to pick up.

"The support videos are first-class and the staff call you during your course to make sure you're okay. One day in hospital of revised training and to access my portacath (a device under the skin used for IV therapy) and away I went.

"Initially I was sceptical about the process and was worried about

hurting myself, but a year later home IV feels like an everyday task. I would recommend it to anyone who wants to keep life to a norm."

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“

Covid came along and accelerated the process to where we are now, a refined process that works a treat. Fantastic training, simple to use and quick to pick up.

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# Specialist care for patients suffering long-term effects of Covid

Following the first wave of the pandemic, innovative post-COVID-19 follow-up care was established to help survivors of the virus with their long-term recovery.

As a specialist cardio-respiratory centre, with additional expertise in intensive care, the Trust's clinicians cared for some of the sickest COVID-19 patients with severe acute respiratory failure. Many of these patients continue to experience long-term effects after being discharged.

Consultant in intensive care and respiratory medicine Dr Sundeep Kaul said: "There are a host of issues that require attention in post-COVID-19 patients, ranging from shortness of breath to fatigue to joint problems."

Patients are supported by a variety of clinical disciplines including respiratory medicine, critical care and cardiology, as well as rehabilitation and therapies.

After initial visits in person to the hospitals, patients are treated remotely via video and telephone calls. Patients are offered personalised care based on their specific rehabilitation needs.

Respiratory registrar Lydia Finney explained: "We involve a

multidisciplinary team as it has become apparent that the virus has wide-ranging effects."

Patients who are suffering from breathlessness, for example, benefit from pulmonary rehabilitation and are referred to the pulmonary rehabilitation service at Harefield Hospital (see page 42).

Some patients experience shoulder issues and hand weakness, impacting their ability to return to work or drive, and are referred to specialist musculoskeletal physiotherapists and other specialists for strengthening exercises.

Others are treated for issues ranging from respiratory problems, blood clots and cardiac issues to lethargy and hair loss.

Former intensive care patient Vanessa Vyapoore said: "The follow-up was fantastic. Being home from hospital can be somewhat daunting and there was a level of anxiety as to whether I was progressing positively in my recovery. Having the follow-up care gave me confidence that I would know either way and if it wasn't great, there would be some immediate help on hand to get me on the right track."



## 19 December

The Prime Minister announces tougher restrictions for London and South East England, with a new Tier 4: 'Stay at Home' alert level and cancels Christmas for almost 18 million people after scientists warn of the rapid spread of a new variant.

## 29 December

Dr Richard Grocott-Mason, the Trust's interim chief executive, tells staff that the number of patients needing our specialist care is increasing as the second wave escalates.

## JANUARY 2021

### 4 January

The Prime Minister announces new national lockdown measures for England due to the spread of a new variant that he describes as "both frustrating and alarming".

The Trust is significantly increasing its critical care capacity at both sites. There are 50 patients with COVID-19 currently receiving treatment at the Trust – 22 at Royal Brompton Hospital and 28 at Harefield Hospital. The paediatric intensive care unit remains open during the second wave.

### 6 January

England enters third national lockdown.

### 8 January

The Trust has increased its critical care capacity once more from 42 beds across both sites to 80 beds. Staff vaccinations start.

### 14 January

Teams at the Trust prepare to provide 'super surge' capacity by providing a total of 96 critical care beds by 18 January.

Government figures show that more than 100,000 people have died within 28 days of a positive Covid test in the UK.

### 22 January

Our COVID-19 patient numbers peak in late January with 82 critically ill patients: 41 at Royal Brompton Hospital and 41 at Harefield Hospital.

Continued  
overleaf

# Delivering the COVID-19 vaccination programme

In January 2021, the first delivery of the COVID-19 vaccination arrived at our hospitals.

Rolling out a vaccination campaign for our 5,000 staff in just a few weeks was a significant task. Several teams including those from pharmacy and procurement, occupational health and HR, worked tirelessly on the planning and preparation of every aspect of the programme, from sourcing the vaccine to training over 20 vaccinators.

Reflecting on the first day of staff vaccination clinics, Nicola Holt, associate chief pharmacist, said: "It is amazing to be here and see it in reality. In pharmacy there has been enormous preparation for the arrival of this vaccine. As well as procurement and ordering, we had to ensure all the necessary governance procedures were in place and thoughtfully consider the logistics between our sites."

In the first five days following the launch of the programme 2,150 staff had received their first jab. Dr Richard Grocott-Mason, interim chief executive, said: "Many thanks to all involved in making this happen. It has

been an amazing effort and has given everyone a morale boost. The exceptional way the vaccination programme has been organised, in such a short space of time, is a credit to everyone who played a part."

“

It is amazing to be here and see it in reality. In pharmacy there has been enormous preparation for the arrival of this vaccine. As well as procurement and ordering, we had to ensure all the necessary governance procedures were in place and thoughtfully consider the logistics between our sites.

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A member of staff receives the COVID-19 vaccine



# ECMO saving lives

ECMO (extracorporeal membrane oxygenation) supports recovery after major life-saving surgery or life-threatening illness by oxygenating blood outside the body and returning it – effectively doing the work of a patient's lungs,

or both heart and lungs, until theirs can resume to normal functioning. It is often the last hope for the sickest patients.

The Trust is one of only five adult ECMO centres in England.

## FEBRUARY 2021

In February, the Prime Minister reveals his long-anticipated roadmap out of lockdown. The pandemic continues.

## MARCH – MAY 2021

The next few months would begin to see a significant shift in the national picture of COVID-19.

Across our hospitals, the number of critically ill COVID-19 patients started to fall steadily and by the end of March the total figure stood at 20. By the middle of May, this figure dipped to single digits – a level not seen in almost a year.

While staff continued their response to COVID-19, non-urgent care and planned procedures increased – with some activity resembling normal levels and critical care almost back to normal service. Meanwhile, the Trust's COVID-19 vaccination programme continued at pace, with 90 per cent of staff receiving both doses, marking a vital step in the fight against COVID-19.



A PATIENT'S VIEW

## Raj Nair, a recovered COVID-19 patient thanks staff for giving him a second chance at life

**Raj Nair, who was on ECMO (extracorporeal membrane oxygenation) for 62 days, longer than any other patient treated at our hospitals, thanked staff for performing 'a miracle' and giving him a second chance at life.**

Raj was initially admitted to Northwick Park Hospital in April 2020 but was transferred to Royal Brompton with respiratory failure due to COVID-19 and put on ECMO, a form of life support (see more on page 29), after conventional ventilation failed to work.

Raj, 42, had multiple heart and lung problems and went into multi-organ failure. However, almost four months after he was first admitted, he defied all odds and walked out of hospital.

Commenting on his care, Raj, 42, who lives with his wife Ami and two sons five-year-old Aarav and two-year-old Ayaan said: "The doctors, nurses and staff performed miracles. I want to thank every person who stood by me, cared for me 24/7 and gave me a second chance at life. I'm thrilled to be back on my feet and doing well, with my wife and kids, who are my life. All these magical moments are down to you – thank you."

Raj's wife Ami also wanted to thank staff for saving her husband's life: "I honestly don't have the words, it's like they treated Raj, not as patient, but as one of their family. I've never seen anything like the care and support Raj received."

"It's been six months since Raj left hospital and there isn't a single day

we don't think or talk about the staff who saved his life – they are a part of our life now and we will be forever grateful."

Jo Tillman, adult intensive care unit senior nurse and matron, who along with her team looked after Raj throughout his time in hospital, said: "For so long he looked like a patient that wouldn't survive due to how sick he was. We were always quite cautious and guarded with his progress because he had been in multi-organ failure for so long, but despite everything he did start to slowly improve."

"Eventually, his journey turned around, and he kept improving against all the odds. We got to a point where he could come off ECMO in June and after this he continued to get better. It was

Raj is cheered by staff as he leaves hospital



amazing, as a team we were so happy to see Raj improve and be discharged back home to his family."

Although memories of his time in hospital are hazy, a moment Raj will never forget is staff lining the corridors to clap and celebrate him going home.

Raj said: "The celebrations started two or three days before my discharge. Staff came to say goodbye and to wish me luck; they came on their breaks, before and after shifts, it made me feel really special.

"Then the night before my discharge, I feared the worst and couldn't sleep. I kept thinking something would come up on the doctor's report and my discharge would be delayed. Staff lifted me up though, they were so excited for me and it gave me the confidence to feel excited too.

"The day came, and I didn't know what Jo (Tillman) and others had planned so when I left my room to clapping and cheering, I was overwhelmed with surprise. There were decorations, my name on a banner, staff lined all the way from my corridor to reception. I felt like a king, on top of the world, it was so special and emotional.

"I came out by reception and requested staff stop the wheelchair so I could walk out of hospital. I was able to walk out to see my lovely kids' faces and my Dad. It was a bittersweet moment; I knew my journey at the hospital had come to an end, but I was positive and hopeful for the future – a new journey was beginning at home."

Jo Tillman added: "To see him walk out, I thought 'wow, is this really happening?' It was such a special moment and one that I will always



Raj with his two sons, five-year-old Aarav and two-year-old Ayaan

remember. Raj is a very positive person, and his family are amazing. They had strength and faith throughout it all and when he woke up, I thought 'you are the same – positive and strong'."

Since leaving hospital, Raj has been recovering at home and says the best part about it is has been spending time with his family.

Raj said: "It's been like I'm in heaven. Every second has been precious with my lovely kids – talking, playing, dancing, singing, getting them ready, preparing their food, helping them with studies – it's honestly been an out of this world experience for me.

"And being back with my wife, who is my eternal world and strength. My second life has made me feel special and worth living even more, and it's all thanks to staff at the hospital. We hope to go on our first family holiday when things get back to normal. But for now, I'm so happy to be able to say: 'I am Raj and I am alive'."

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“

To see him walk out, I thought 'wow, is this really happening?' It was such a special moment and one that I will always remember. Raj is a very positive person, and his family are amazing. They had strength and faith throughout it all and when he woke up, I thought 'you are the same – positive and strong'.

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# Some of the many **messages of support** we received during the **pandemic**



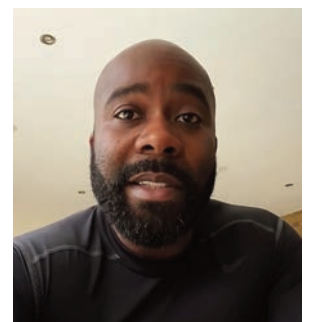
"I am thinking of you in these unprecedented times and I pray that you will remain safe and well. With all my good wishes, **HRH Princess Alexandra**" (Patron of the Trust).

Actor **Michael Sheen** posted a video to his Twitter page thanking hospitals across the UK for their hard work and included a special message for Harefield's intensive therapy unit (ITU) and theatre nurses. He paid tribute to the "hardworking, funny and incredibly professional" nurses, noting that half of the ITU was still operating for cardiac surgery while the rest of the unit treated COVID-19 patients. Michael ended the video by offering his thanks and best wishes to our staff.



England cricketer **Jos Buttler** donated his signed world cup final shirt which was auctioned for £65,000 to raise funds for vital equipment at the Trust.

**Melvin Odoom**, BBC Radio 1 presenter: "I want you to know that we really appreciate everything that you guys are doing. It may feel like a strange time and sometimes it may feel like we're not actually getting anywhere, but everyone appreciates every last thing, every hour, every second that you're putting into your work."



Message from Harefield's **MP David Simmonds**, MP for Ruislip, Northwood and Pinner: "Please share my thanks to colleagues who are working so hard on our frontline, not without personal risk, treating and caring for my constituents. I know I speak for all our community when I commend the heroic response of our NHS providers. It has been heartening to see the public display of appreciation, as neighbours join each other in 'clapping for our carers' at eight o'clock every Thursday evening. I appreciate that meeting this unprecedented challenge and delivering the NHS response involves overcoming countless and untold difficulties.





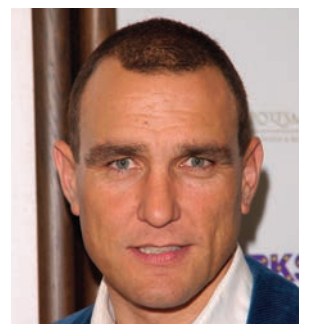
Nurse Georgina Ledwith tweeted her thanks to **Mayor of London Sadiq Khan** for free access to Santander Cycles and received a personal message back from the Mayor, who tweeted: "Thank YOU, Georgina – and to everyone at @RBandH for everything you are doing day in day out to protect and help Londoners. #LondonTogether"

Actor **Hugh Dennis**, fronting the Royal Brompton & Harefield Hospitals Charity's emergency appeal wrote: "Royal Brompton and Harefield Trust is a world renowned specialist hospital for heart and lungs and the amazing staff there are therefore at the forefront of the battle to care for the most vulnerable patients with Covid and the staff are being amazing. They are exhausted, they are worn out but they are keeping going to provide amazing care."



**Baroness Boothroyd**, former MP, Speaker of the House of Commons and Royal Brompton patient: "I have been in isolation for six weeks. I live alone in a house remotely situated in a small village... I pay my personal tribute to the NHS by doing a tap dance on the kitchen floor. But for Royal Brompton, which has cared for me for 20 years, I wouldn't be here, let alone capable of doing a jig. So, I do a few tap routines I learned as a girl, paying my tribute to all those in the NHS and care services, whatever might be their department. Thank you for your steadfastness and devotion to duty. You are like a bright star shining out over a dark, frightening sky, giving us hope for a future. Keep shining and smiling and mind how you go."

Footballer turned actor **Vinnie Jones**, whose late wife Tanya had a heart transplant at Harefield, said: "Hello everybody at Harefield, all the doctors and nurses, and everybody that works there. You know what a special place it is for me and I'm sure it's going to be a special place for a lot of other people in the next few weeks and months. Keeping going strong, we need you. You're fantastic, you're awesome all of you. You always have been and always will be."



Rolling Stones guitarist **Ronnie Wood** posted on the Royal Brompton & Harefield Hospitals Charity's 'care and share' noticeboard: "You're amazing, carry on doing what you're doing and everyone appreciates you so much. Thank you, thank you, thank you is the message."



**HRH Princess Eugenie** offered thanks for treating her father-in-law George Brooksbank, saying: "I just wanted to say a huge thank you to everyone at Royal Brompton Hospital for what you've done in saving my father-in-law's life. George came back to us the other day so happy and as the 'miracle man' as he's called himself, and from the bottom of my husband's and my hearts we just want to thank you for everything you've done on the frontline from risking your lives and those close to you and making sure that we can all keep safe and sleep well at night. So, thank you so much and thank you for giving us all hope, thank you for changing the course of this pandemic."

**HRH Prince Edward, Earl of Wessex:** "Today may be the final night for clapping the NHS, but you are not, nor ever will be, forgotten. You are still receiving and caring for very sick patients, and as you move to a COVID-free state you will resume your roles in specialist respiratory and premiere cardiac hospitals. I just want to take a moment to recognise your spirit and dedication, and to let you know how much we all appreciate what you've done, and continue to do every day. Thank you."



**Singer Sophie Ellis-Bextor** wrote: "I just wanted to say that my family on Thursday at 8pm and I will be clapping for Harefield Hospital. I know you're doing amazing things there and I know COVID-19 has given you some real tough challenges, but thank you so much for all you're doing, stay safe and we're thinking of you. Yes, you'll be hearing our pots and pans."

## Acts of public **kindness** and **benevolence**

During both waves of COVID-19, public support surged for our staff as they fought to overcome the immense challenges of treating patients who were critically ill with COVID-19, leading to an unprecedented outpouring of kindness and benevolence.

Staff at both sites were overwhelmed by the generous donations of food, IT and medical equipment from friends, companies and members of the local community. Meanwhile volunteers rallied to manufacture surgical gowns, and The Royal Borough of Kensington and Chelsea offered staff free parking. Gestures such as the weekly Clap for Carers lifted the spirits of NHS workers across the nation and the many messages of support teams at our Trust received from royalty, celebrities and members of the public, had a significant impact on morale.



Staff at Harefield receiving a donation of fresh vegetables from Waitrose



# Our profile in the media

**The Royal Brompton & Harefield brand features across a wide range of media channels each month. This year, much of the media coverage focused on the care critically ill COVID-19 patients received at our hospitals. Here are some examples:**

**Channel 4 News** and **Channel 5 News** both featured patients receiving ECMO (extracorporeal membrane oxygenation) – a form of life support used for some of the sickest patients in the country (see page 29) – at Royal Brompton’s adult intensive care unit. Victoria Macdonald, health editor at Channel 4 News, visited Royal Brompton to investigate. Dr Stephane Ledot, intensive care consultant and ECMO lead, and Jo Tillman, critical care matron, were interviewed. In one of the reports, patient Vanessa Vyapooree, who was the second COVID-19 patient to be supported with ECMO at the hospital, commented: “I don’t even think there are words to explain how grateful and how blessed I feel to have been given this second chance of life. I owed them my life, literally my life. They were amazing.”



ECMO patient Vanessa Vyapooree

**LBC Radio’s** political editor, Theo Underwood, visited Royal Brompton where he interviewed Dr Sarah Trenfield, Dr Suveer Singh and consultant nurse, Debbie Field, to gain insight into the challenges of dealing with the first phase and peak of COVID-19 with staff, while also recalling his own experience of the virus.

**The Times Online** featured a number of portraits of Royal Brompton staff in a poignant photo gallery, describing staff as ‘some of the people who are keeping services running during the coronavirus crisis’ in the first wave of the pandemic. The piece included portraits of staff from a variety of clinical and support services including catering, security, theatres, physiotherapy, research, the adult intensive care unit and family liaison.

**ITV News London** featured Harefield Hospital’s Cardiac Hub, which provided cardiac services to London and beyond throughout COVID-19 (also see page 20). ITV News described the Cardiac Hub as ‘a new way of prioritising patients and operations’ where ‘senior doctors consult remotely to prioritise patients most at risk.’ Hub chairs, cardiac



Nurse consultant Debbie Field conducting ventilator training pre-COVID-19



Harefield Hospital's transplant unit was featured in The Sunday Times

surgeon Mr Mario Petrou and consultant cardiologist Dr Shelley Rahman Haley, were both interviewed.

**The Evening Standard, The Daily Telegraph** and international outlets including **Fox News** featured coverage of Princess Eugenie's father-in-law, George Brooksbank, thanking staff at Royal Brompton following his recovery from COVID-19. Mr Brooksbank commented: "The point I really want to get across is that I think the NHS is absolutely magnificent. The way I was treated was incredible. Nothing was too much trouble."

**The Sunday Times** ran a double page feature: 'Every day they transplant new life into the dying, and they don't stop for Covid'. The piece continued: 'Harefield Hospital, with its world-leading organ donation unit, is still saving patients in the middle of this winter's coronavirus surge.' The article was written by Sunday Times correspondent Christina Lamb who reported that COVID-19 had forced the hospital to innovate like never before: 'Spending two humbling days there last week, I found that sense of adrenaline and esprit de corps more common to field hospitals in war – only this time the enemy is a microscopic virus with a crown of club-shaped spikes.' Lamb reported...

'that even in the midst of a pandemic that has pushed the NHS to breaking point and hospitals to the fullest they have been, life-saving operations go on, thanks to the incredible dedication of staff.'

**The Sunday Telegraph** and **Telegraph online** featured a series of portrait pictures of Royal Brompton's adult intensive care unit (AICU) and its staff as they cared for some of the sickest patients battling COVID-19. A series of captivating images were taken to give an insight into what an AICU in a busy London hospital looks like. Coverage explored the use of ECMO (see page 29) to treat patients, stating: 'It is as intensive and hi-tech as medical care gets anywhere in the world'.

**The Times online** published several moving photographs of Trust staff caring for critical care patients on Christmas day, and **The Sunday Times** used two of the shots – one on the front page. A number of supportive comments were posted on **The Times online** site, praising NHS teams for their dedication during such challenging times: "True Grit of the NHS people. Meet everybody and everything on the battlefield of life with the courage of a hero and the smile of a conqueror. Thanks to all the NHS team. GIANTS."



London  
**Evening Standard**

**LBC 97.3 FM**

**TIMES ONLINE**



**The Daily Telegraph**

**The Sunday Telegraph**

**THE TIMES**

**THE SUNDAY TIMES**



# New imaging centre progresses well



**Work started on a new state-of-the-art imaging centre in April 2019, and continued throughout 2020-21 despite the challenges posed by the COVID-19 pandemic.**

Our current imaging facilities already offer patients some of the most cutting-edge services to diagnose cases of suspected heart and lung disease in the UK. The new centre will allow us to expand clinical services, increase research and education programmes and create the type of sophisticated centre patients expect from a leading specialist heart and lung centre.

It will also improve access to our imaging services, including MRI

(magnetic resonance imaging), CT (computerised tomography) and X-ray for both children and adults in a bigger, better space. Plans for the centre have been co-designed with clinical teams and patients.

The new centre has four storeys – two above and two below ground level – and will open in early 2022. It represents an investment of £47 million.

Professor Simon Padley, consultant radiologist and director of radiology,

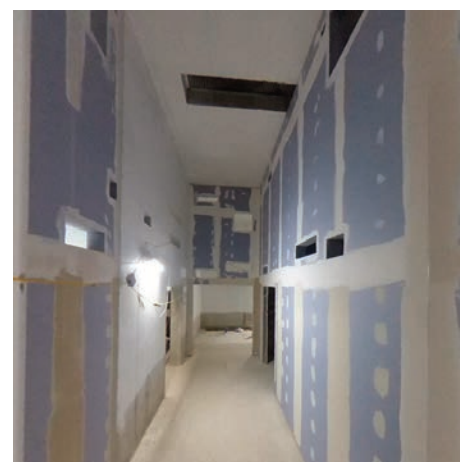
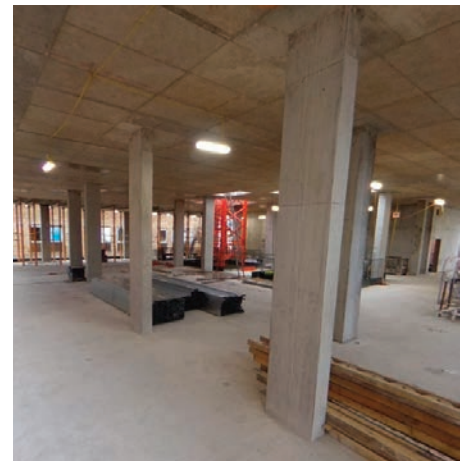
said: “Having a single building for most of our imaging facilities is going to be a significant step forward. It will mean we can, at last, offer all of these tests in one location and in a much more co-ordinated way.

“Importantly, the new centre will also have a multi-bay day case facility meaning we can treat many of our patients in a day and completely avoid the need for them to be admitted. We know that this is a very welcome development from the patient perspective.”

## FACTS AND FIGURES

## Facts and figures about the new imaging centre at Royal Brompton

- Imaging plays a vital role in modern medicine. It involves using a variety of technologies – including X-rays, ultrasound, CT and MRI – to produce detailed images of the inside of the body to help diagnose, monitor and treat medical conditions.
- The project was signed off by the Trust Board in 2015 and given planning permission in December 2018. Preliminary building work started in April 2019.
- Excavation took three months with up to 50 lorries a day transporting the total equivalent of four Olympic swimming pools of material from the site.
- The roof of the new centre will be the same size as four tennis courts.





# Research highlights

**Pioneering research at our hospitals this year has contributed to global efforts to understand more about COVID-19 and treat patients who become seriously ill with the virus.**

When the pandemic started, the focus quickly shifted to delivering COVID-19 research projects, some of which were identified as urgent public health priorities by the Department of Health.

‘Regular’ research studies were put on hold, but as the number of patients with COVID-19 began to fall and services began to resume, so did research programmes. Over 2,000 patients were recruited to research projects and there are now almost 200 active projects running.

During 2020–21 Trust researchers and their collaborators were awarded just under £15m of grants by a variety of

funding bodies including the National Institute for Health Research (NIHR), UK Research and Innovation (UKRI) and the British Heart Foundation.

**COVID-19 programmes included:**

- Discovering a clear link between COVID-19 and blood clotting, by using hi-tech CT (computerised tomography) scans to take images of lung function in patients most seriously affected by the disease.
- Using similar scan techniques to establish a link between blood vessel disease and severe COVID-19.
- Showing inhaled nitric oxide given

to patients with severe COVID-19 pneumonia, significantly improved oxygen levels.

The researchers also worked with our clinical engineers to design and produce an inlet adapter to modify ventilators. This innovation would enable ventilators to capture wasted oxygen, allowing for the delivery of more oxygen-enriched air – compared with standard use of the devices.

Despite the pandemic, our researchers produced over 800 peer-reviewed publications, ensuring our expert teams remain at the forefront of cardiovascular, critical care and respiratory research.



## Research highlights over the past year include:

A study led by Professor Pallav Shah, consultant respiratory physician, demonstrated that a **30-minute lung 'freezing' procedure** can **improve symptoms** in patients with **chronic bronchitis**.



Professor  
Pallav Shah

A **record-breaking** five pre-doctoral clinical academic fellowships (PCAFs) were awarded by NIHR in a programme which **supports early career researchers**. This amounted to **10 per cent** of the PCAFs awarded nationally.



Dr Sandra  
Scott

Dr Sandra Scott, the **cystic fibrosis** team's lead research nurse, won an **outstanding achievement by an individual** award at the North West London Clinical Research Awards. Her work during 30 years as a research nurse has been **instrumental in improving outcomes** for people with cystic fibrosis.

Dr Anand Shah, consultant respiratory physician, led a study that showed an **increased risk of hearing loss in people with cystic fibrosis** as a result of antibiotics needed to treat infections.



Dr Anand  
Shah

The Trust's adult intensive care unit research team won a special award in **recognition of outstanding COVID-19 research** at the North West London Clinical Research Awards.

The clinical outcomes of patients with coronary heart disease who undergo **invasive interventions** (stents or surgery) **are not any better** than patients who take **medications only**, according to a study led by Professor Roxy Senior, senior cardiologist.



Professor  
Roxy Senior



# Pulmonary rehabilitation team celebrates national first

**This year the pulmonary rehabilitation team at Harefield Hospital became the first service in the country to receive full accreditation in a scheme run by the Royal College of Physicians (RCP) in association with the British Lung Foundation and the British Thoracic Society.**

Launched in 2018, the Pulmonary Rehabilitation Services Accreditation Scheme (PRSAS) aims to improve the quality of pulmonary rehabilitation services throughout the UK.

Dr Claire Nolan, senior research physiotherapist, said: "This accreditation is the equivalent of a Care Quality Commission (CQC) inspection for pulmonary rehabilitation services. There are about 250 pulmonary rehabilitation services in the UK, and Harefield

pulmonary rehabilitation team is the first to achieve full accreditation.

"It's a mark of quality which we can highlight to clinical referrers and commissioners, and major kudos to be the first team to have met these standards. We can be proud that the clinical service we provide is second to none."

Gaining accreditation took two years and involved hundreds of hours of

work culminating in a two-day visit from three inspectors.

Dr William Man, consultant chest physician, said: "I am so proud of the team. Obtaining accreditation was a long journey and every team member played an important part of the success. This will be a 'stand-out' in our careers. It's very rare to have the opportunity to be the first at achieving something that is nationally recognised."

# Royal Brompton Hospital ranked in world's top 10 hospitals

A global survey among tens of thousands of medical professionals identified Royal Brompton Hospital in the top 10 hospitals worldwide for cardiology.

The 'World's Best Specialized Hospitals 2021' survey, published by American weekly news magazine Newsweek, ranked the world's best hospitals in a number of specialised fields. Royal Brompton Hospital was ranked tenth in the cardiology listing, the only UK hospital to appear in the list's top 50.

The ranking is based on peer recommendations for specific areas of expertise from doctors, healthcare professionals, hospital managers and

administrators from over 20 countries. Newsweek partnered with global market research and consumer data firm Statista Inc. to run the survey, which saw more than 40,000 medical experts recommend and assess various hospitals within their respective specialisations. The results of the survey were then validated by a global board of renowned medical experts.

Commenting, Dr Mark Mason, medical director, said: "Our Trust has long been a destination centre for

professionals from around the globe and we have taught and continue to train some of the best and most talented clinicians in Europe and beyond. Our expert teams of clinicians, academics and researchers have a clear focus on innovation, enabling us to improve the care and outcomes for patients through multi-disciplinary collaboration. Receiving an endorsement like this from peers around the world is extremely encouraging and will be welcomed enormously by colleagues."



# Listening to our patients

One of the Trust's core values is treating patients with respect, dignity and courtesy, and making sure they are well informed and involved in decisions about their care.

We actively encourage patients, their families and carers to provide us with feedback about their experiences of care. This provides opportunities to learn from success while also identifying areas or services we could continue to improve.

Feedback comes from a variety of sources and we use it to continually improve patient care. We are proud to have scored highly in Care Quality Commission's (CQC) Adult Inpatient Surveys and other annual national patient surveys demonstrating high levels of patient satisfaction at our Trust.

This year we set up a new inpatient

forum for people who have long-term and/or multiple stays at our hospitals. It was created in response to feedback from patients who were finding it difficult to cope with the isolation of being in hospital during lockdowns. We have also introduced a new activity co-ordinator, funded by Royal Brompton & Harefield Hospitals Charity, whose role is to offer additional support for those patients through a range of activities.

Our RB&H Trailblazers forum – a youth group for people aged 13 to 25 – offers a range of social, recreational and networking activities while actively encouraging young people's involvement in health improvement projects. With over 50 members, the forum meets monthly for informal catch ups and runs a youth-led newsletter and book club. The Brompton Fountain charity jointly oversees Trailblazers.



“

## Views of our patients

### Harefield

#### Oak ward (cardiology)

“From the time I arrived at Harefield by ambulance, I was treated with diligence, speed and absolute professionalism second to none. The nursing staff were fabulous and they went beyond the call of duty to help me and other patients on the ward. The 26 letters of the alphabet are not enough for me to describe the most amazing experience I had at Harefield at what was a difficult time for me. Just fantastic. Please keep up the excellent work.”

### Royal Brompton

#### Lung and Heart Day Unit

“The hospital was immaculate, Covid-safe measures were very much in place. I was kept informed about what would happen during my visit and was checked on regularly. The staff were all warm, friendly and kind, and I felt in very safe hands during a worrying time.”

### Harefield

#### Maple ward (adult surgical)

“At all levels medical and allied staff were exceptionally caring and skilful. I felt my care was prioritised and that all staff worked as a team. I felt very comfortable and safe.”

### Royal Brompton

#### Paul Wood ward (cardiology)

“A very well organised hospital, handling the logistics of all aspects admission and discharge very well. All the staff were extremely caring and kind, and I received technically and medically challenging treatment on my heart. All this during a pandemic, on the NHS and within a stay of just over 24 hours. I could not be more impressed or grateful.”

”

# Some online **patient feedback**

## NHS.uk

### Royal Brompton:

#### Best hospital!

No words can express my admiration and gratitude towards Royal Brompton Hospital and the intensive care team for their amazing work. During the first wave of the pandemic, the caring, expert staff worked tirelessly and valiantly to save my life. I will be forever grateful to the doctors, nurses, physiotherapists and all the members of staff who patiently took care of me. Thank you to everyone. May God bless you.

#### Outstanding care

Compassionate staff providing expert care. The paediatric intensive care team and everyone involved was warm, professional and world-class. Brompton saved our daughter's life and we are forever grateful.

### Harefield:

#### Guardian angels

I am so grateful once again to Harefield for looking after me. The kindness is nothing short of overwhelming. In these Covid times the staff continue to take care of you. God bless the NHS staff and all who work at the front line for being our guardian angels.

#### Heroes

Harefield saved my life. I was admitted with heart block and underwent insertion of a pacemaker. The staff are heroes. They are so dedicated, kind and worth their weight in gold. I hasten to add all the staff at Harefield treat you with such care and manners. The hospital is a credit to the NHS. I shall be eternally grateful.

## Twitter

### Harefield:

Harefield is an amazing hospital. Superb care from both doctors and nurses. Without them I would not be here today. As well as the care from doctors and nurses the other staff there are brilliant too! Porters, cleaners all can't be faulted. I owe Harefield so much.

Thirty-five years ago today at Harefield I was wheeled down to theatre before my heart transplant. Thank you for the last 35 years of wonderful care.

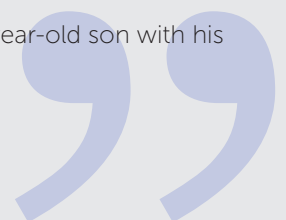
### Royal Brompton:

It's been 10 months since my lifesaving operation. The professionalism and dedication of the team at Royal Brompton was truly inspiring.

Just want to say a massive thank you to all the staff at Royal Brompton for helping my three-year-old son with his heart operation. You are the best.



To follow the Trust on Twitter, search [@RBandH](#)



# The healing arts

The Trust's arts programme **rb&hArts**, supported by the **Royal Brompton & Harefield Hospitals Charity** and other charitable organisations, delivered a range of creative arts to patients and staff during 2020-21.



Musician in residence Adrian Garratt has run interactive online sessions for patients and staff

Arts programmes can play an important role in healthcare, with research showing correlations with improved clinical outcomes, shortened hospital stays and improved mental wellbeing.

Working together with artists and musicians, the **rb&hArts** team provided as many group and ward-based

activities as possible this year by moving them to online platforms.

Musical activities are central to the programme and cater for patients of all ages. They range from Vocal Beats – a project which brings creative music-making skills to younger patients aged up to 25 – to the flagship Singing for Breathing project which

supports people living with chronic lung and heart conditions who experience breathlessness.

Two musicians in residence who usually play music for adult patients ran highly popular interactive online sessions for patients and staff.

The **rb&hArts** team also supports capital projects, working with colleagues to integrate art into the fabric of buildings and improve outside areas. This year the team has been collaborating with artists, designers and clinical teams to create the best possible interior and patient experience for the new imaging centre, involving patients from the early conceptual stage to ensure needs have been reflected in art and design plans.

The team has also formed new partnerships with external organisations to support wellbeing, including leading on a project to plant 400 tree saplings at Harefield Hospital which were donated by the Woodland Trust.



An **rb&hArts** Singing for Breathing session



Vocal Beats has been collaborating with **RB&H Trailblazers** – the Trust's youth forum – to deliver online group music activities for 13-25-year-olds. This has included a songwriting course in which participants co-write and record their own song and music video.



Relatives of former Harefield patients co-founded a project to create the new Harefield Healing Garden due to open in spring 2021. One of the founders, Rosie Pope OBE, second left, is pictured above with patient volunteers in the garden which is designed to provide a calming, restorative space to promote physical and mental wellbeing for patients, their families and staff. The project has been supported by Royal Brompton & Harefield Hospitals Charity.

# Our charities

A number of charities support our hospitals by fundraising for equipment and facilities not provided by the NHS. This year they played a vital role during the pandemic raising money for numerous projects including life-saving equipment.



## Royal Brompton & Harefield Hospitals Charity

The charity supports initiatives across both hospital sites, raising money for innovative treatment, equipment and research.

### COVID-19 Emergency Appeal – Raising over £1m to help NHS colleagues on the frontline

The charity quickly set up the COVID-19 Emergency Appeal to raise funds for much needed equipment and projects to enhance the wellbeing of staff when the pandemic began.

A host of celebrities including comedian Hugh Dennis and singer Shakin' Stevens helped publicise the appeal and run fundraising activities. England cricketer Jos Buttler donated his signed world cup final shirt which was auctioned for **£65,000**.

Money raised paid for vital equipment, including an ECMO (extracorporeal membrane oxygenation) unit and equipment, ventilators, and portable ultrasounds. ECMO is a sophisticated form of life support (see page 29).

The appeal was boosted by many generous donations, including from NHS Charities Together which funded a wellbeing programme for staff and a rehabilitation programme for patients. During the second wave of the pandemic, as the number of COVID-19 patients in the hospitals rose again, the charity set up the online Care and Share Noticeboard inviting messages of thanks and encouragement for NHS colleagues. Celebrities posting a message included rock musician Brian May, footballer turned actor Vinnie Jones and radio presenter Melvin Odom.

### Life in Focus and Lifeline Lab Appeals – Helping to buy the latest imaging equipment for our hospitals

Thousands of patients undergo life-saving and life-enhancing procedures in Harefield's and Royal Brompton's catheter laboratories each year. The charity raised **£500,000** for each hospital to provide new state-of-the-art imaging equipment for these labs.

The Life in Focus Appeal for Royal Brompton and Lifeline Lab Appeal for Harefield funded new scanners through a series of virtual events including bingo, wine tasting and a carol concert.





### The Patients' Fund – Improving the lives of patients at Royal Brompton and Harefield hospitals.

The charity provided **£120,000** to The Patients' Fund to fund projects around

our hospitals. Staff are invited to submit ideas to improve the experiences of patients.

In 2020/21 grants were made for projects such as providing iPads to

help teach patients and their families how to use software to measure breathing (spirometry); funding for leisure activities for long-stay patients and funding for patient comfort packs containing items such as toiletries.



The Trust's Singing for Breathing project for adults living with chronic respiratory conditions is very popular with participants and funded entirely by donations given to the Royal Brompton & Harefield Hospitals Charity

## The Brompton Fountain

**The Brompton Fountain charity supports babies and young patients aged up to 25 years being cared for by the Trust. During the pandemic, the charity dramatically increased its activities and the number of people accessing services.**

The charity worked closely with the hospital play team to provide resources and activities to those who were shielding. These included over 500 Buddy Boxes containing games, books, toys and gifts to keep children and adults entertained which were sent out to patients' homes.

Online groups were set up to give COVID-19 information to parents and specialised medical equipment provided to help families monitor their children's conditions at home.

The in-person parties and events of previous years were replaced with hugely popular online and virtual workshops, such as painting for the teenage youth forum group 'Trailblazers', and bake-along sessions, bringing people together to socialise, improve wellbeing and maintain a sense of normality.



## Friends of Royal Brompton

**The Friends of Royal Brompton relies on a strong network of volunteers and one part-time member of staff. In normal times, the charity runs two shops, operates trolley services for patients and their families on the wards, and hosts fundraising events throughout the year.**

This year, the charity's usual activities were curtailed by the pandemic, but it played a vital role helping the Trust during the pandemic. Its activities included:

- Marshalling over 300 volunteers and resources to help produce over 30,400 hospital gowns in 10 weeks to address the shortage of PPE (personal protective equipment) available to the staff (see page 17).
- Helping to fund meals served to frontline staff during the first lockdown.



FRIENDS OF  
ROYAL BROMPTON HOSPITAL

# Governance

**Royal Brompton & Harefield NHS Foundation Trust is the largest specialist heart and lung centre in the UK and one of the largest in Europe.**

As a public benefit corporation, Royal Brompton & Harefield NHS Foundation Trust has been an independent legal entity since 1 June 2009. The powers of the Trust are set out in the National Health Service Act 2006, as amended by the Health and Social Care Act 2012. The Trust governance arrangements are set out in the constitution of Royal Brompton & Harefield NHS Foundation Trust and include the Trust's membership, the Council of Governors and the Board of Directors.

The Trust has around 10,700 members, which are made up of the public, patients, carers and staff constituencies. From these members, governors are elected to our council of governors to represent their interests and influence the Trust's future plans.

The Trust board is responsible for all aspects of operation and performance, strategic direction, and for effective governance of the Trust. Board members are responsible for assuring that risks to the Trust and the public are managed and mitigated effectively. Led by an independent chair, and composed of a mixture of both executive and independent non-executive directors, the board has a collective responsibility for the performance of the organisation. The council of governors, which comprises both elected and appointed governors, challenges the board and holds the non-executive directors, who they appoint, to account for the board's performance. The council of governors also appoints the Trust's external auditor. There are four committees of the Trust

board: the audit committee, the risk and safety committee, the finance committee, and the nominations and remuneration committee.

Find more information about Royal Brompton and Harefield hospitals on [www.rbht.nhs.uk](http://www.rbht.nhs.uk)

On 1 February 2021, Royal Brompton and Harefield hospitals became part of Guy's and St Thomas' NHS Foundation Trust. Royal Brompton & Harefield NHS Foundation Trust ceased to exist on this date.



# Our board

## Executive directors Full year

**Mr Robert J Bell**  
Chief executive

**Dr Mark Mason**  
Medical director/senior responsible officer

**Mr Robert Craig**  
Director of development and partnerships

**Ms Joy Godden**  
Director of nursing and clinical governance

**Mr Richard Guest**  
Chief financial officer

**Mr Nicholas Hunt**  
Director of commissioning and service development

**Ms Jan McGuinness**  
Chief operating officer

### Part year

**Dr Richard Grocott-Mason**  
Appointed interim chief executive in November 2020 due to Bob Bell's ill health. Bob recovered in early 2021.

## Non-executive directors Full year

**Sally Morgan, Baroness Morgan of Huyton**  
Chair

**Mr Simon Friend**  
Deputy chair

**Mr Luc Bardin**  
Senior independent director

**Mr Mark Batten**

**Ms Janet Hogben**

**Professor Peter Hutton**

**Professor Bernard Keavney**

**Dr Javed Khan**

### Part year

**Mr Richard Jones**  
(to 24 April 2020)

**Mr Ian Playford**  
(from 25 April 2020)

# Our council of governors

## Public governors Full year

**Rt Hon Michael Mates**  
(lead governor)  
South London and South-East England

**Revd. Patrick Davies**  
Rest of England and Wales

**Pravinchandra Shah**  
Bedfordshire, Hertfordshire and Essex

### Part year

**Mr George Doughty**  
(lead governor from February 2018 to February 2020)  
North London

## Patient and carer governors Full year

**Lady Victoria Borwick**  
North London

**Mr Jeremy Stern**  
North London

**Mr Ryan Fletcher**  
South London and South-East England

**Mr Paul Murray**  
South London and South-East England

**Ms Helena Bridgman**  
Rest of the United Kingdom and Overseas

**Ms Caroline Karlsen**  
Representing Carers

### Part year

**Mrs Julie Bartlett**  
(to May 2020)  
Bedfordshire, Hertfordshire and Essex

**Mr Sean O' Reilly**  
(to 31 December 2020)  
Bedfordshire, Hertfordshire and Essex

## Staff governors Full year

**Mr Steve Caddick**

**Mrs Elizabeth Henderson**

**Ms Maxine Ovens**

**Dr Rishi Pabary**

### Part year

**Mr Stephen Palmer**  
(to 30 June 2020)

## Appointed governors Full year

**Cllr John Hensley**  
London Borough of Hillingdon

**Professor Ajay Shah**  
King's College London

**Professor Jadwiga Wedzicha**  
Imperial College London

### Part year

**Mr Tim Ahern**  
(to 31 August 2020)  
Royal Borough of Kensington and Chelsea

**Mr George Doughty**  
(from 1 September 2020 to 15 December 2020)  
Royal Borough of Kensington and Chelsea

On 1 February 2021, Royal Brompton and Harefield hospitals became part of Guy's and St Thomas' NHS Foundation Trust. Royal Brompton & Harefield NHS Foundation Trust ceased to exist on this date.

# Royal Brompton & Harefield NHS Foundation Trust accounts for 10-month period ended 31 January 2021

## Statement of comprehensive income as at 31 January 2021

	10 months 2020/21 £000	2019/20 £000
Operating income from patient care activities	358,722	399,637
Other operating income	76,844	54,841
Operating expenses	(428,512)	(447,217)
<b>Operating surplus from continuing operations</b>	<b>7,054</b>	<b>7,260</b>
Finance income	3	138
Financial expenses	(875)	(1,184)
PDC dividends payable	(6,159)	(8,378)
<b>Net finance costs</b>	<b>(7,031)</b>	<b>(9,424)</b>
Other (losses) / gains	(4,611)	1,119
<b>(Deficit) for the period / year</b>	<b>(4,588)</b>	<b>(1,045)</b>
Other comprehensive income will not be reclassified to income and expenditure:		
Revaluations	3,850	16,782
<b>Total comprehensive (expense) / income for the period / year</b>	<b>(738)</b>	<b>15,737</b>

Please note that FY 2020/21 is a ten-month period, whereas the prior year comparator is for twelve months.

## Statement of financial position as at 31 January 2021

	As at 31.01.21 £000	As at 31.03.20 £000
<b>Non-current assets</b>		
Intangible assets	10,653	11,847
Property, plant and equipment	219,287	207,308
Investment properties	90,190	94,846
Receivables	666	536
<b>Total non-current assets</b>	<b>320,796</b>	<b>314,536</b>
<b>Current assets</b>		
Inventories	12,000	12,631
Receivables	53,163	70,852
Cash and cash equivalents	63,714	7,315
<b>Total current assets</b>	<b>128,877</b>	<b>90,798</b>
<b>Current liabilities</b>		
Trade and other payables	(99,478)	(62,558)
Borrowings	(17,751)	(6,205)
Provisions	(127)	(389)
<b>Total current liabilities</b>	<b>(117,356)</b>	<b>(69,152)</b>
<b>Total assets less current liabilities</b>	<b>332,317</b>	<b>336,182</b>
<b>Non-current liabilities</b>		
Borrowings	(43,908)	(47,745)
Provisions	(1,473)	(1,257)
<b>Total non-current liabilities</b>	<b>(45,381)</b>	<b>(49,002)</b>
<b>Total assets employed</b>	<b>286,936</b>	<b>287,179</b>
<b>Financed by</b>		
Public dividend capital	109,934	109,429
Revaluation reserve	78,037	74,187
Income and expenditure reserve	98,966	103,554
<b>Total taxpayers' equity</b>	<b>286,936</b>	<b>287,179</b>



## Royal Brompton Hospital

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London  
SW3 6NP

Tel: +44 (0)330 12 88121



@RBandH

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## Harefield Hospital

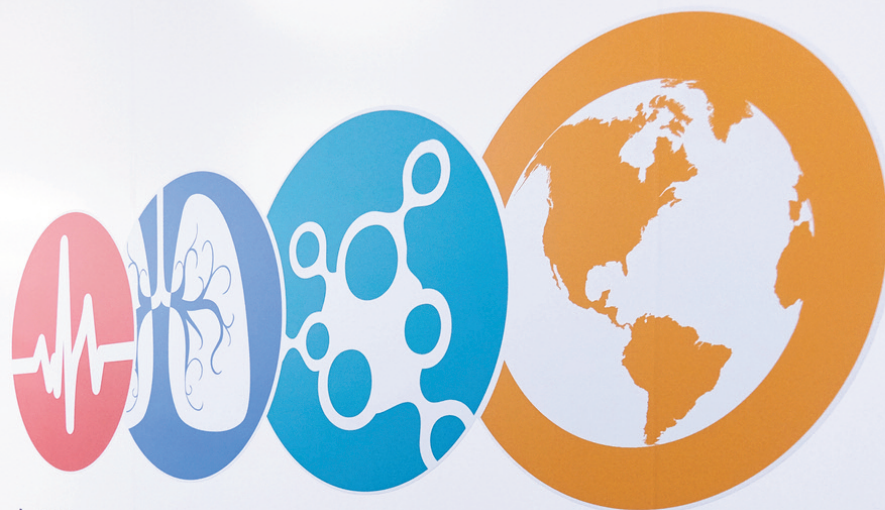
Hill End Road  
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UB9 6JH

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[www.rbht.nhs.uk](http://www.rbht.nhs.uk)

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A lifetime of specialist care