

Report on the impact of The Burdett Nursing Innovation Fellow at Chelsea and Westminster Hospital NHS Foundation Trust

Funded by The Burdett Trust for Nursing

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Summary

Thank you to The Burdett Trust for Nursing. For over 20 years, your support has inspired our nursing teams to produce vital projects which have improved patient outcomes; demonstrated the value nurses bring to healthcare innovation; as well as promoting and supporting nursing leadership and sector development.

This report will outline the activities and impact of The Burdett Nursing Innovation Fellow, a 36-month-long role at Chelsea and Westminster Hospital NHS Foundation Trust (CWHT), funded by The Burdett Trust for Nursing.

During the last three years, the Fellowship role has enabled an increase in nurse-led improvement projects, specifically with Shared Decision Making (SDM) and Quality Improvement (QI), contributing to a culture of continuous learning and innovation within the Trust. Over this time, **the number of ward SDM councils across the Trust has increased from 6 to 50**, and these councils have initiated **more than 70 QI and innovation projects**. In feedback from those staff involved, **85% of respondents agreed or strongly agreed that their involvement improved their job satisfaction**, whilst **over 90% highlighted improved teamwork as a significant benefit**.

As well as building capacity for improvement across the Trust, the Fellows have themselves led on QI projects. An example of this was **a project to improve the effectiveness of the Trust's patient transport service, which reduced unnecessary ambulance journeys and led to both financial savings of £90k for the Trust in just the last four months**.

The Fellows have also supported QI capacity-building through support for the Trust's different nursing training programmes. This has included the delivery of one-on-one training sessions, and establishment of **a monthly SDM study day, which has trained 134 staff nurses, midwives, and healthcare support workers**. They have also supported nurses in accessing the CW+ Grants programme: **nurses and midwives have become the most frequent applicants to the small grants programme, contributing to a four-fold increase**.

As part of the CW Innovation team, The Burdett Nursing Innovation Fellowship role has been key in establishing and sustaining important partnerships. **It has supported the Horizon Fellowship, a collaboration between CW+ and DigitalHealth.London which supports Trust staff in the development and delivery of innovation projects. Nurses have made up 20 of the 65 Horizon Fellows to date**. Other support for CW Innovation has included management of the new CW Innovation Hub and leading on a partnership with the Digital Health London's 'FemTech' programme (technology solutions to address challenges in women's health).

Over the next three years, the strategic focus of CW Innovation will be on fostering a robust culture of innovation, with a particular emphasis on the pivotal role of nursing. The



Fellowship role is therefore more crucial than ever in continuing to support nurse-led innovation within the NHS.

‘The hands-on experience of nurses offers valuable perspectives on patient care and operational issues, ideally positioning them to provide innovative solutions that address the real needs of those they care for. The role of The Burdett Nursing Innovation Fellow has empowered nurses across the Trust to engage with innovation, pursue professional development, and to lead on improvement projects which have made a real difference to the experience of our patients and staff.’

Lesley Watts, CEO Chelsea and Westminster Hospital NHS Foundation Trust

Context

Chelsea and Westminster Hospital NHS Foundation Trust (CWFT) is one of the top-ranked and top-performing hospital trusts in the UK. It employs more than 7,000 staff over two main hospital sites, Chelsea and Westminster Hospital and West Middlesex University Hospital, and across 12 community-based clinics in north-west London, providing outstanding care to a community of more than 1.5 million people. CW+ is the official charity of the Trust, including its hospitals and clinics. The charity works with the Trust to create world-class facilities, drive innovation and research, and enhance patient and staff wellbeing.



Chelsea and Westminster Hospital and West Middlesex University Hospital

A key element of our collaborative working with the Trust, and integral to this role is CW Innovation. The CW Innovation programme looks for ideas and concepts that support the everyday care of patients. Since its launch in 2019, CW Innovation has developed into one of the most prolific and active programmes of its kind in the NHS. One of 18 designated national partners on the NHS Clinical Entrepreneurs Programme (CEP) Innovation Sites



Programme, working with NHS England and the NHS Clinical Entrepreneurs Programme to trial the best in UK medical innovation.

We have partnerships with dozens of SMEs and global health and tech companies including GE, GSK and Novo Nordisk to design and share new digital solutions nationally and internationally; alongside the CW Innovation Horizon Fellowship programme, which supports and funds a cohort of Trust staff through its 12-month programme to develop and deliver their innovation projects.



About the role

In July 2020, a generous grant from The Burdett Trust for Nursing enabled CW+ to fund a unique Nursing Innovation Fellow position at the Trust. It was the first role of its kind created specifically to spearhead nurse, midwife, and allied health professional-led projects as part of the CW Innovation programme, making a significant difference to patient care at the Trust's hospitals and clinics. The first Fellowship role was filled by Debbie Van Der Velden, a critical care nurse specialist and Vice Chair of the National Outreach Forum; and more recently until November 2024, by Nonhlanhla (Noni) Nyathi, who joined CWFT from Imperial College Healthcare NHS Trust, where she worked as a Shared Decision-Making Clinical Facilitator.

Of this role, former CWFT Chief Nurse Pippa Nightingale commented: 'We are hugely grateful to The Burdett Trust for Nursing for enabling this important partnership and helping us create the post of Nursing Innovation Fellow at the Trust which will help us continue to deliver nursing led quality improvement to improve the care and experience of our patients. We are incredibly proud of our diverse and creative nursing workforce, which is constantly encouraged to seek out and invent innovative solutions, which may then be implemented in a ward environment.'



The role continues to develop and evolve from this, providing a unique opportunity to work collaboratively with divisional nursing, medical, operational and innovation leads, in the development of improvements that support clinical strategy.

A snapshot of the role in numbers:



50 wards participating in Shared Decision Making (up from 6)



Shared Decision Making (SDM) training for 134 nurses, midwives and healthcare support staff



Presentations at three international conferences



£90k annual savings from patient transport innovation project



Nearly 30% of the Innovation Fellows are nurses, midwives or healthcare support staff



£127k awarded in grants for CW+ Nurses, Midwives and AHPs funding call

Nursing and Shared Decision Making (SDM)

Shared Decision Making by front line staff, who know best their patients' needs, has been proven to improve staff engagement resulting in improved clinical outcomes for patients, improved patient experience and improved staff experience. Originating in the USA, SDM is a core component of the 'Magnet Accreditation' and 'Pathways to Excellence' programs, administered by the American Nurses Credentialing Centre. Hospitals with Magnet designation are renowned for their ability to attract and retain staff, thereby improving overall healthcare delivery.

Our Trust actively participated in the Magnet4Europe research project, alongside 60 other European hospitals (11 in the UK), to evaluate the applicability of Magnet principles beyond the USA. The success of this program fundamentally relies on SDM and the implementation of evidence-based practices. The desired model of practice is that SDM councils are set up for each ward or unit area, and they are led by a nominated member of the ward staff. They are then given protected time within these councils to discuss issues in their workplace and identify solutions, which are reviewed by the Chief Nursing Officer. This increases engagement supports bottom-up proposals coming to the fore.



Under the leadership of the Burdett Nursing Innovation Fellow, over the last two years the number of ward SDM councils across the Trust has increased from six to 50. The Fellow has also produced the SDM terms of reference, the study material and the schedule of training. The ward SDM councils have initiated more than 70 QI and innovation projects, which have led to significant improvements in staff engagement, patient experience, and clinical outcomes. Some examples of these are given below.

- On the Day Surgery Unit, the SDM council identified a lack of suitable theatre trolley beds as contributing to delays and cancellations of surgery. They addressed this by arranging for the procurement of additional trolleys, coordinating their availability and maintenance with other departments, and providing additional training for staff on proper usage protocols. A pre-post project comparison of theatre utilisation time showed a significant increase of 4.18 percentage points, representing a 4.97% relative improvement in theatre efficiency.
- The SDM council at the Chelsea and Westminster Hospital stroke unit (Nell Gwynne Ward) reduced patient falls by analysing clinical outcomes data to identify root causes and implementing targeted strategies to address these. Falls decreased from 3.49% to 1.9%. These insights were shared Trust-wide via the Falls Group, benefiting other departments, and were shared more widely with other NHS Trusts.
- Staff on Starlight paediatric ward at West Middlesex hospital sought to improve communication with new patients and parents with the introduction of a welcome pack, including new age-appropriate resources and information. In feedback following their introduction, 89% of those who used the new resources said they found them useful, while 85% of staff members reported a decrease in redundant questioning of parents/caregivers. An extract of the leaflet is shown below.

Starlight ward: Parent leaflet
Our leaflet below

Parking

We offer Free overnight Parking for our parents and our vehicles, please speak to the Nurse in Charge.

Extra Information

- Please empty your own milk and nappies. We have a very small stock for things where you can but do not rely on this.
- We supply towels and wash products and have multiple showers available to use.
- We as a trust are not responsible for any lost or damaged personal property.
- Unfortunately, we do not have any spare clothes to donate due to infection control reasons.
- If English is not your first language and would like to have an interpreter, please let us know we can arrange one over the phone for you.
- If you are placed in a cubicle this may be due to many reasons such as an infection risk and your child may need to stay in the cubicle, please speak with your allocated nurse if you have any questions. During your stay your child may no longer need to be cubicle and will be expected to move if asked to do so by the Nurses.

If you have any complaints or suggestions please contact:

- Send the PALS Team at complaints@chx.nhs.uk
- Call the PALS Team on 020 8221 6201.

Please scan the QR code to give feedback.

Welcome STARLIGHT

Located on the third floor in the east wing of the hospital, the ward is a modern, bright and airy space with a view of the river and the city.

Starlight ward: Parent leaflet
Our leaflet below

Daily Ward Structure

07:00-07:30	Wash paper are brought around throughout the ward. Ward lights switched on.
08:00	Nurses handover. Day team starts.
08:30-09:00	Doctors from Day handover. All patients have to open and patients bed folded away.
09:30-10:00	Doctors will start the ward round.
11:00	Lunch is served.
16:30	Doctors handover.
17:30	Dinner is served.
20:00	Nurses handover and night team start.
21:00	Ward lights switched off. If you require a night light each bed space has a bed light if you require one.

Meal Times

All children will be supplied with 3 meals during the day. If you are breastfeeding, we will supply you with 3 meals during the day. Breakfast will be served to you at 08:00, lunch and dinner will be served during the day. At lunch and dinner a staff will be with you to help you with your meal. If you have any special requirements, please let us know. We will try to accommodate your needs. If you have any special requirements, please let us know. We will try to accommodate your needs. If you have any special requirements, please let us know. We will try to accommodate your needs.

Visiting

We only allow two people to be in the ward at one time due to safety reasons. Visitors are allowed to visit. Each person can be present throughout the day but only one can stay overnight. Must leave by 22:00 and can return at 08:00. Any questions please speak with the nurse in charge.

Doctor's

Doctors will come onto the ward between 09:00-10:00 and will start the ward round. Once your child has been seen they may not see you again till the next day. They may come around in the afternoon to check on how they are doing but the nurse will report back to the doctor regularly. Doctors will be in the ward 7 days a week and sometimes they will get called away for emergencies. If you have any questions please speak with the nurse in charge.

Facilities

Located by the River in a private room, it has you will find a cot for your child and if you would like and also a table and chair. There is a fridge for you to use. All facilities are provided and you will find them useful. We will try to accommodate your needs. There is a TV and coffee for you to help yourself at a convenience. Remember this is a private room and please help to keep it tidy.

We have a playroom which is open Monday to Friday, time slots need to be booked to use the playroom and can be booked through the nurse. The playroom is open Monday to Friday and is a great place for you to help yourself and help support your children during their admission and bring toys and games to the playroom. For more information please speak with your allocated nurse.

Chelsea and Westminster Hospital NHS Foundation Trust



‘The Burdett Nursing Innovation Fellow has instrumental in piloting and rolling out Shared Decision Making in the Trust.

Internationally, Shared Decision Making has been proved to have significant impact in terms of improved staff retention, patient experience, and clinical outcomes. The experiences at Chelsea and Westminster have been no different, with Shared Decision Making proving a highly effective tool for giving front line staff a voice and putting them at the forefront of quality improvement.’

Cathy Hill, Director of Nursing, CWFT

With the support of the fellow, a Shared Decision-Making Clinical Facilitator was recruited to work alongside the Trust’s Director of Nursing, with funding from CW+. As well as supporting clinical teams with improvement projects, the SDM Clinical Facilitator has supported the role in further developing a shared governance culture through staff training and education.

In feedback from those staff who have been involved in SDM projects, **85% of respondents agreed or strongly agreed that their involvement in these projects improved their job satisfaction, whilst over 90% highlighted improved teamwork as a significant benefit.**

And Noni, the most recent Burdett Nursing Innovation Fellow was able to present this work at several conferences of the American Nursing Credentialing Centre, with a poster presentation at the conference in Norway, a podium presentation in Belgium, and acting as a voluntary panellist for a Q&A session at the conference in the USA, which was attended by over 13,000 healthcare professionals.

Noni presenting at the ANCC Conferences in Norway and Belgium





Nursing Leadership on Quality Improvement (QI) and Deep Dives

The Fellow has supported the annual Research, Innovation, and Quality Improvement (RIQI) events, including the leading of Quality Improvement Rounds. These help to address inefficiencies in care delivery, promote evidence-based practices, and enhanced patient safety, with notable outcomes including the standardisation of clinical handovers, implementation of updated policies, and the fostering a culture of collaboration and learning.

As well as supporting nursing Quality Improvement, the current Fellow Noni has also personally overseen delivery of significant improvement projects. One example of this is a project to improve the effectiveness of the Trust's patient transport service, in which she identified potential new links between the Trust's electronic patient record system (Cerner) and transport booking system (HATS) via the Trust's inbuilt system: Timely Care Hub. By creating a link between these, the booking system can now automatically recognise patients that do not require transport, preventing unnecessary ambulance journeys and leading to £90k of savings for the Trust in just four months.

The Fellowship role has also supported the Trust's Deep Dives initiative, a recent example of which was a thorough review of the Clinical Handover process. After carefully examining of the Trust's existing policy, and identifying areas for improvement, the policy was rewritten to ensure it was both more effective and aligned with best practices. In addition to this, a study pack was developed, which provided essential resources to aid understanding and implementation of the revised policy.

Staff taking part in Quality Improvement rounds





Nursing empowerment through training and development

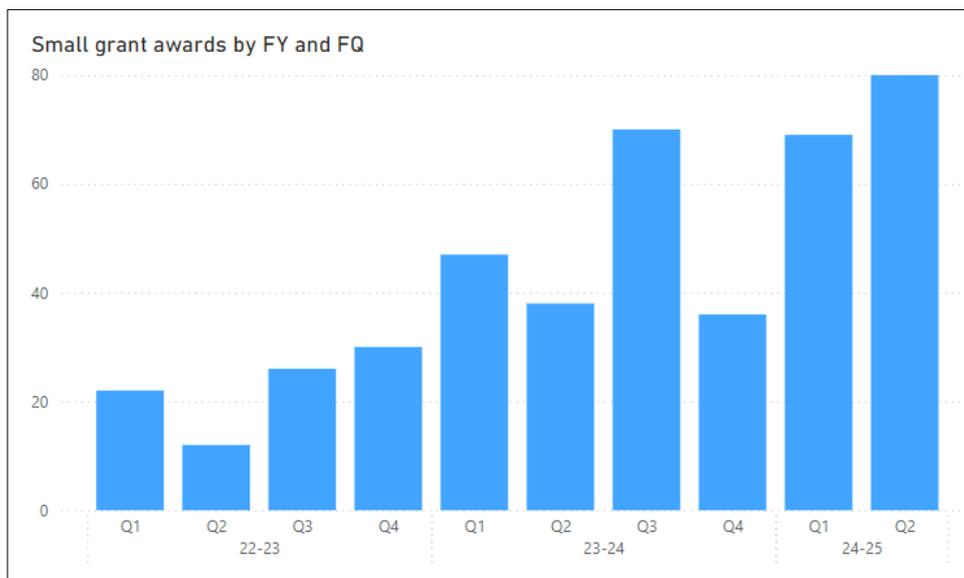
Research has shown that empowering staff through engagement and training opportunities are key factors supporting the retention of staff, lower mortality rates and better patient experience. In 2012 the Review of Staff Engagement and Empowerment in the NHS King's Fund report stated: 'An engaged and valued workforce is not a 'nice to have'. It is a necessary condition for meeting the NHS's unprecedented challenges against a backdrop of growing service pressures and tightening finances'.

The Fellowship has supported staff empowerment by enabling numerous training and development initiatives. This includes QI training sessions, providing one-on-one support focussing on both methodologies and report writing, **and a monthly SDM study day, in which 134 staff nurses, midwives, and healthcare support workers have been officially trained across 11 sessions.**

The role CW+ Grants plays in nursing excellence

A key success of The Burdett Nursing Innovation Fellowship has been the promotion of awareness of the CW+ grants programme among nurses and midwives, in particular the small grants that support patient experience, staff wellbeing and training, and the annual special call for nurses, midwives and AHPs. **In the last year, over 100 grants have been awarded to nurses and midwives through these programmes, totalling over £90k.**

The graph below illustrates the increase in awards since 2022 to nurses/midwives. Data from follow-up surveys indicates that 90% of small grant awardees felt the grant had contributed to improved patient care, and 82% felt that it had helped them to do their job more effectively.





The 2022 and 2023 special calls received a total of 29 applications and awarded over £127k worth of funding for new service development and improvements to patient care and experience.

Examples of projects funded through this call include:

- The use of 'Bili-Blankets' for the treatment of neonatal jaundice at home, reducing the need for families to attend A&E and avoiding the need for babies to be admitted to an inpatient ward.
- An expansion of pharmacy provision on the Acute Medical Unit at West Middlesex Hospital, which led to a halving of the time patients had to wait for medications on discharge.
- A programme of 'human factors' training, delivering 61 training sessions to a total of 175 attendees. 86% of attendees said they felt the training had contributed to improved patient care and led them to feel more confident in their role.

'When you're in hospital, feeling like you're cared about and understood is everything – it makes people feel like a human that matters rather than a 'number'. I want our patients to feel valued, respected, and understood. The grant has really helped to deliver that experience.'

Kim Watts, Lead nurse for Resuscitation,
Simulation and Clinical Skills, CWFT

'Thanks to CW+ Grants for helping to fund my additional qualification in non-medical prescribing - it will really enhance the holistic care I am able to provide to patients in the rapid access chest pain clinic.'

Sue Bourne, Cardiology Clinical Nurse Specialist, CWFT

Nursing and Innovation

Nurses play a pivotal role in driving innovation within the NHS. Their frontline experience provides unique insights into patient care and operational challenges, making them well-positioned to identify areas for improvement. By participating in quality improvement projects, nurses can develop and implement new protocols and practices that enhance patient outcomes and streamline workflows. Their direct interaction with patients also allows them to advocate for patient-centred innovations, ensuring that new solutions meet the actual needs of those they serve.



CW Innovation is a joint programme between the Trust and CW+ to test and scale high-impact innovations that address the most fundamental challenges healthcare organisations face today. Its portfolio of more than 80 innovation projects has generated national recognition for the Trust as an emerging leader in innovation and an early-adopter and designer of transformative, next-generation services and care tools.

Examples of nurse-led innovation projects supported by CW Innovation and the Burdett Nursing Innovation Fellow include:

- A collaboration between the Trust's stoma specialist care nurses and Ostique, a company whose products support patients living with stoma bags and to help improve stoma care at the Trust and beyond.
- A project focused on early detection and response to sudden patient deterioration. Using a real-time patient dashboard, the project improved clinical performance of nurses in providing care to acutely ill patients, leading to a 15% reduction in unplanned ICU admissions and prevention of adverse events. The project was led by Maria Lorena Pena, an advanced nurse practitioner and lead of the Chelsea and Westminster Hospital Critical Care Outreach Team, and its success led her team to win the 2024 HSJ Award for 'Patient Safety Team of the Year.'

Your support into the next three years

The Burdett Nursing Innovation Fellowship is more crucial than ever in continuing to act as a bridge to encourage greater participation in innovation from nurses and midwives, promoting their engagement in training programmes and facilitating their progression through the competence hierarchy, from awareness to leadership roles. The significance of nurse-to-nurse dialogue in this cannot be overstated. Nurses are central to the Trust's and the NHS's strategic vision and more, and their engagement and leadership is vital for success.

We would like to thank The Burdett Trust for Nursing for its support thus far with this vital work, and we would like to ask permission to apply for continuation funding for this pivotal role in 2025.