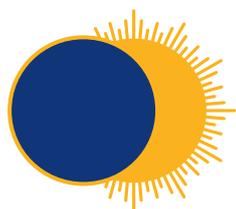


# OUR YEAR 2019



Royal Hospital for  
Neuro-disability



# Welcome to the Royal Hospital for Neuro-disability (RHN)

**Founded in 1854 by Andrew Reed, we are one of the oldest, independent charity hospitals in the UK. Today we continue as a charity hospital and research centre, caring for adults with complex brain injuries and neurological conditions.**

These life-changing disabilities can be the result of a stroke, an accident, a heart or asthma attack or a condition like locked-in syndrome. We provide our patients and residents with rehabilitation, specialised long-term care and innovative technologies – all of which work together to provide a full circle of care.

In addition to being an established specialist in neuro-disability, we are also a charity. Our charitable income enables us to offer extra services and therapies which further enhance the lives of our patients and residents. These extras include:

- assistive technologies and devices that allow patients to communicate in person and online
- a bespoke wheelchair service that ensures every patient/resident has the right mobility solution for them

- our Leisure and Families Service who run weekly interest groups, organise trips/holidays and manage our volunteers.

As we believe in looking at a person as a whole, choice and communication are integral to everything we do and the decisions we make.

Though levels of ability are different from person to person, we work to provide the best possible quality of life for everyone entrusted to our care.



**Royal Hospital for  
Neuro-disability**

# A word from our Chairman and Chief Executive



Des Benjamin, Chairman



Paul Allen, Chief Executive

## This last year has been one of growth and progress.

A number of our priority projects were delivered, and are most noticeably reflected in our physical site.

The extensive refurbishment of Drapers Ward and the creation of our Therapy Hub (an investment of £3.2m) successfully completed, and the next phase of reconfiguring and refurbishing Cathcart and Evitt wards is in progress. These wards, in the original part of our historical building, once concluded in April 2020, will also provide state-of-the-art facilities for our patients and residents.

During the year we carried out two major nurse recruitment campaigns in Dubai and the Philippines. The Philippines trip was particularly successful and as a result, we are expecting nurse vacancies to fall to zero early in 2020.

To support these recruitment campaigns, we also completed refurbishment of Bellringer House, our staff accommodation building.

Part of our strategy has also been to invest in and support the development of our clinical services. Haberdashers House, our former transitional unit for patients leaving the hospital, was refurbished and reopened, as a new service for young adults aged 18-25.

This exciting development meets the needs of patients who traditionally have not been well catered for in the wider health service.

We also expanded our specialist dental service, adding a second chair specially designed for our patients, and created a new pharmacy on the ground floor to support our Brain Injury Service.

Forming another part of our strategy, we achieved another two major clinical milestones.

The first being the provision of IV (intravenous) antibiotics onsite. This began in April and is rolling out through the hospital. This will greatly benefit our patients who won't have to be admitted to acute hospitals to treat infections and can be treated at the RHN.

Secondly, the Electronic Patient Record was introduced, with e-observations now on all wards, and e-prescribing in place on four. This will greatly improve the accuracy of our record keeping and overall efficiency.

As a charity, fundraising is a vital source of income, both to support the additional services we offer our patients and residents, and to invest in our capital projects. Bringing in voluntary funds is always challenging and 2019 was no different. Fortunately though, at the end of the financial year we were very grateful to receive a donation of £0.5m from the Garfield Weston Trust to support

our Evitt and Cathcart renovation projects.

Moving towards creating a better, more successful hospital, we will sometimes face setbacks. Two clinical incidents we reported, resulted in the temporary suspension of our 'Good' CQC rating and a short notice focused inspection. This identified some leadership deficiencies on a ward which are being rectified as a matter of urgency.

We also expect a comprehensive CQC inspection in the first quarter of 2020.

At the end of another year, we give our deepest thanks to all of our patients, residents and their families.

Thanks also go to the Executive Team who welcomed a new Director, Lesley Mill (promoted to the new role of Director of Service Delivery), our Trustees and wonderful volunteers.

We are grateful to everyone for the diligence, commitment and goodwill they bring to serving our community at the RHN.

We wish everybody a happy, healthy and successful year ahead.

**Des and Paul**  
December 2019

Handwritten signatures of Des Benjamin and Paul Allen.



# 2019 in figures



**199**

people admitted to the RHN

**Beds occupied across the hospital**  
Brain Injury Service Continuing Care



**213**

people cared for at the hospital, at any one time



**121**  
**days**

average length of stay in the Brain Injury Service

**60**

patients with tracheostomy

**£42 million**  
annual turnover in 2019



**307**

nurses and healthcare assistants

**659**

full time staff

\*on average

## The difference your support makes

**In order to provide the additional therapies and services that make such a difference to our patients and residents, each year we have a fundraising target to achieve.**

In 2019, this target was £3.4 million and thanks to the incredible generosity of our supporters, we exceeded it. Smashing this target means so much to our patients/residents, because it ensures the continuation of the activities and services that make such a difference to them. These include:

- Adapted sports sessions (eg. tennis, bowling, boccia)
- Aquability pool sessions
- Compass computer room (adapted technologies)
- Gardening group
- Indoor group activities (eg. making music sessions, film/documentary screenings)
- Music therapy
- Nurse escort service
- Occupational therapy art
- Specially adapted wheelchairs and mobility equipment

### Donations also go towards,

- specific refurbishment projects, to upgrade older areas of the hospital to modern standards befitting the type of care we provide,
- our research department, ensuring our processes and overall care are evidence-based and focused on positive patient outcomes.



# The benefits of music therapy

**Music therapy is a clinical intervention involving the use of music as a rehabilitation tool, helping physically, emotionally and socially. It is one of the many additional therapies we are able to provide thanks to our charitable income.**

At the RHN, we use music therapy to help our patients/residents to communicate and express themselves, and is not dependent on musical skill or background. Music is processed in many parts of the brain, which makes it an excellent tool for helping people living with a neuro-disability.

## Music therapy in action

A patient was admitted to the RHN in December 2017. She had a hypoxic brain injury post-cardiac arrest and presented with Lance Adams syndrome. She was referred to music therapy to help strengthen her voice and to support self-expression. The use of oral motor and respiratory exercises helped reduce her vocal tremor, using a harmonica.

“My therapist taught me how to play breathing in and out. I started with three beats and by the time we finished all the therapy sessions, I could reach eight beats. She was impressed!”

She also wrote songs to help express her emotions.

“The sessions helped me to come to terms with my experience, I have lots of emotions running through me and I could not express them because I could not write, so with the music, it helped me release some of my emotions and the more I wrote and song, the better I felt.”



# Our 2019 fundraising champions



Donations from our wonderful supporters are vital to continue funding the additional therapies and services for our patients and residents that make the RHN such a special place.

Each year individuals, schools, organisations and corporate partners take part in challenges, hold events, donate their time and event proceeds – all while raising awareness of our important work.

Here are just a few of our champions...



A fantastic team of 10 runners took on the epic 26.2 mile challenge of the **Virgin Money London Marathon** and raised a staggering **£29,210**. Arnel is an assistant care worker here at the RHN, he sees first-hand what your support means to the hospital.



The **Prudential Ride London**, considered the marathon of cycling, is a gruelling 100 mile cycle from London to Surrey and back again! We had a team of 20 cyclists (up for the task) and together they raised an amazing **£23,620!**



Seven members of staff took on the **South Coast Challenge** and walked either 100 or 55 kilometres and completed the challenge with their heads held high.



Dressed in capes, masks and general superhero attire, two companies, Premier IT and Gallagher, represented the RHN as part of **'Superhero in the City'** and ran 5km around the City of London.



Our very own **RHN Choir** made up of staff members performed and busked all year round and raised a fantastic **£2,388**. Come rain or shine, this group are extremely passionate and dedicated in their support of RHN.



Local company **Body & Brain**, raised **£815** by holding monthly massage sessions for the RHN community, including staff and patients at the hospital.



# Gala dinner 2019

**This year we were joined by over 200 RHN supporters at our annual charity Gala, this year hosted at The Royal Automobile Club in Pall Mall.**

Sponsored once again by Healthcare and Locum recruitment, our flagship event raised an incredible **£74,277**, which went towards the refurbishments of two of our wards.

Our guests were greeted by our chairman, Des Benjamin, and President, Leonora, Countess of Lichfield, before being amazed by talented magicians during a champagne reception.

Guests were seated to a special rendition of Haydn's 'Emperor' Quartet, Op. 76, No. 3, which was performed by 'The Strand Quartet', a group of pupils from Putney High School.

A delicious three-course meal was then served to guests, accompanied by wine which had been generously donated by Cillar de Silos.

After dinner, guests proceeded to an auction conducted by professional auctioneer Addison Gelpey.

Towards the end of the evening, guests heard more about the invaluable work and research we carry out. RHN vice president Ruth Maxwell, gave a moving pledge speech about her son's brain injury and his time at the RHN.

A sincere thank you to all our guests and to everyone who so generously donated. Further thanks go to our wonderful Gala Dinner Committee, led by Ruth Maxwell, for all of their hard work and support.

# Christmas carol concert



**On Thursday 5 December we were joined by hospital staff, patients and residents, and the local community for an evening of musical performances and cheerful carols.**

Taking place next door to the RHN at the Holy Trinity Church in Putney, guests indulged in delicious complementary mince pies and mulled wine whilst enjoying performances from the Royal Harmonics, Alfie Memet, Pitch Purple 2020 and others.

All proceeds from the evening will be going towards the Music

Therapy service at the RHN. Thank you to all our performers and guest speakers. We can't wait for next year!





# Founder's day

**On Wednesday 18 June we held our annual event to remember and celebrate Dr Andrew Reed, who founded the hospital in 1854.**

Each year, the whole hospital community (including patients' families) comes together for an afternoon of fun.

Staff, patients and guests were able to enjoy lots of activities like professional ballet performances from our friends at the Chelsea Ballet Company and live music performances.

We were also joined by a few local business who ran stalls and provided festival-goers with free ice cream for the rest of the afternoon.

There was a wonderful atmosphere across the hospital as we celebrated the RHN's history together.

Above: The 'Putney Chiefs' perform for staff  
Below: A dancer from The Chelsea Ballet Company



# RHN Festival

**Instead of holding a traditional staff conference, we take a different approach and put on the RHN Festival.**

The RHN festival has become an annual event, taking place on the same week as our Founder's Day celebrations.

Spread over four days, there were opportunities for staff to meet our trustees, take part in workshops, information and wellbeing sessions, a wheelchair pit stop challenge, a bake-off, a friendly staff game of rounders and even a heritage-based treasure hunt!

Our staff band, the Putney Chiefs, led by our Chief Executive Paul Allen, performed live for the first time, and the evening ended with a BBQ and party.

The festival brings staff from all over the hospital together to learn more about different areas of the hospital, spend time with colleagues in other teams, share ideas and socialise in a more relaxed and enjoyable atmosphere.

Thank you to everyone at the RHN and local community who contributed to another successful festival – see you next year!

## Activities

- Bake-off
- Heritage treasure hunt
- Live ballet performances
- Staff BBQ & party
- Sports day
- Wheelchair pitstop challenge

## Interactive sessions

- CEO drop-in session
- Meet the trustees
- Information stands

## Workshops

- Art & music
- Music therapy
- Compass interactive session



Staff enjoyed a friendly game of rounders



The Mayor of Wandsworth delved into the RHN archives



The winning entry from our bake-off competition



Staff were able to meet with hospital trustees

# Research is important to us

**Our research department is an important part of the RHN. We believe research paired with clinical care equals the best possible treatment and outcomes for our patients and residents.**

As well as providing us with the best foundations to care for people living with complex brain injuries, it's important to us to share our learnings.

In 2019 we held:

## 2 Conferences

- Prognosis in Prolonged Disorders of Consciousness: Where Are We?
- Opening up the Archives: Disability History and Heritage Conference to Mark the Opening of the RHN Archive Service.

## 5 Open lectures

- Ward leadership
- Oral care and pneumonia risk
- In conversation with Putney nurses
- Sleep and recovery from brain injury
- In conversation with Putney volunteers

## 13 Training courses - including

- SMART assessor training
- Swallowing and nutrition
- An interdisciplinary team approach to the management of patients in prolonged disorders of consciousness

Our training and education programme attracted over 700 delegates from across the UK.

**Our clinicians continue to further their knowledge...**

PHDs in progress include,

Principal Clinical Psychologist, Alexandra Rose  
**Improving assessment and treatment of mood and wellbeing in people with severe brain injuries**

Part-time PhD, University of Glasgow

Clinical Lead Speech & Language Therapist, Amy Pundole

**Improve the diagnosis of emergence from a Disorder of Consciousness (DoC)**

Part-time PhD, University College London

Lead Nurse for Research & Quality Assurance, Della Warren

**The impact of reflective practice in nursing on patients and residents**

Part-time PhD, University of Hertfordshire

Advanced Specialist Speech & Language Therapist, Helen Paterson

**Developing a training intervention for nurses around the use of communication aids**

Part time PhD, Manchester Metropolitan University

## Spotlight – voice banking

**Richard Cave**, Advanced Specialist Speech and Language Therapist, has been recognised for his work with Motor Neurone Disease patients and voice banking.

Patients with Motor Neurone Disease are often unable to talk within six months. Voice banking allows these patients to preserve their own voices when using Augmentative and Alternative Communication (AAC), retaining things like accent and dialect.

Richard has completed this work as part of his Masters qualification at UCL.

# Our five-year research strategy

## This year we finalised our research strategy that will take us to 2024.

Our research department was established to provide an academic base to set standards, improve treatment and care for people with complex neurological disabilities, provide education for clinical professionals and to influence practice nationally and internationally.

The objective of the new strategy is to make a direct difference to our patients, residents and others through improved clinical practice.

The five key themes are:

### 1. Research

The main themes will be:

- Assessments and measurements
- Disorders of consciousness
- Tracheostomy and ventilation
- Assistive technology
- People and environment

### 2. Research culture

This includes growing the RHN PhD fellowship programme, establishing a support scheme for post-doctoral fellows and providing guidance, training, mentoring and support to researchers.

### 3. Resources

Ensure resources are used effectively, to investigate new sources of funding and improve the efficiency of research grant development and management.

### 4. Maximising impact

Includes supporting the publication and wide circulation of research and clinical practice successes. Ensuring researchers contribute to our education programme and take part in training courses and reinforcing internal engagement while supporting clinical excellence.

### 5. Dissemination and outreach

It's important to share the team's work and outcomes with patients and families, special interest groups, peers in the neurological field and the wider community.



## Projects underway by the team include;

### “Effect of Sleep — Wake Cycle Optimisation on Neurological Rehabilitation”

Led by Dr Kudret Yelden.

### “Validating the Music Therapy Assessment Tool for Awareness in Disorders of Consciousness (MATADOC) against the best practice external reference standard”.

RHN Lead Kudret Yelden and the Music Therapy team.





Staff with certificates after completing the programme



HCA's and nurses were presented their awards in June

## Putney Nurse and Healthcare Assistant programmes thrive

Since our first cohort in 2017, our specialist training programme for registered nurses and healthcare assistants (HCAs) has gone from strength to strength.

The part-time course focuses on themes relevant to patients with complex neurological disorders. It was developed to help our nurses provide the best care for our patients and residents, and is now open to external nurses.

In 2018 we started offering the Putney Healthcare Assistant (HCAs) programme.

Find out more about our programmes visit [www.rhn.org.uk/putney-nurse-programme/](http://www.rhn.org.uk/putney-nurse-programme/)

78

HCAs have completed courses

45

nurses have completed the programme





# Ruth's story

**In 2017, Ruth suffered from a brain aneurysm that left her unable to speak and walk, with no memories of her life before.**

After an incredible 12 operations on her brain, Ruth was eventually transferred to our care in January 2018.

“When I arrived at the RHN, I couldn’t do anything really. I couldn’t talk or eat and I had terrible trouble trying to remember things.”

Since her arrival at the RHN, Ruth has received expert care and benefits from a range of charity-funded therapy treatments.

**“I have seen a massive improvement since I arrived at the RHN. I’m able to talk now, and I had my PEG removed so I can eat on my own. I do music therapy every Tuesday, which I really enjoy despite not being able to sing!”**

Music therapy is just one of many additional therapies and activities which we are able to offer to patients and residents thanks to the generous donations of our supporters.

“The RHN really is an amazing place. The staff put on so many activities for us, like boccia – we play every week and compete in teams of patients from across the hospital.”

Boccia is a precision sport played by competitors who have a physical disability which requires the use of a wheelchair. It is one of several sport activities available to patients.

Looking to the future, Ruth hopes to continue to see improvements in her condition.

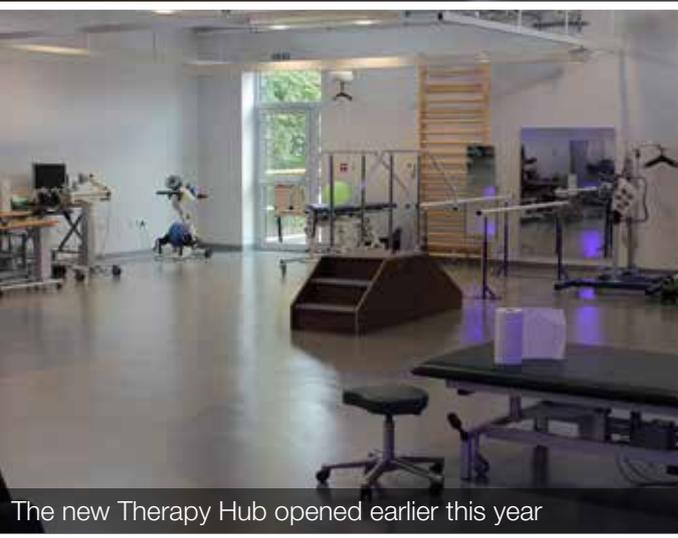
“I hope that I’m able to walk again one day. I have an operation on my legs soon to help realign my joints, so hopefully after that and a bit of physiotherapy I’ll be able to. With any luck I’ll be in the position to be living independently again.”

**“It doesn’t feel like a hospital at all, it feels like a home. If I have to be in hospital, I’m really glad it’s this one.”**





Drapers Ward was the first to undergo refurbishment



The new Therapy Hub opened earlier this year



Haberdashers House reopened in June



Our in-house pharmacy

# A few of our 2019 achievements

Last year we spent £7 million on the successful delivery of some of the projects that are part of our organisational objectives.

## Improving our facilities

- 1 **Drapers Ward**, the first to undergo an extensive refurbishment, was completed. Now a contemporary, bright ward, designed with patients in mind, the design and specialist equipment in each room, ensures our patients are in an environment that maximises their care and comfort.
- 2 We were thrilled to open our new **Therapy Hub** and **Quiet Gym** – important milestones in our refurbishment programme.  
  
These modern spaces give our patients/residents spacious and state-of-the-art environments for various rehabilitation therapies – spaces fit for modern healthcare needs.
- 3 **Haberdashers House** re-opened in June. An 11-bed rehabilitation unit, for young people aged 18-25 who require complex care. It's now a home-from-home space, providing a lively, caring and nurturing atmosphere.
- 4 At the end of 2019, we decided to bring our **pharmacy** services back in-house. Part of this project included relocating it from the basement to the ground floor of the hospital and employing a manager and new team.
- 5 **Bellringer House**, our staff accommodation block, was also refurbished to support our overseas nursing recruitment campaign and upgrade the quality of accommodation for all staff.

## Clinical projects

### IV therapy

In April we were pleased to launch an important clinical update, IV (intravenous) therapy to our wards.

This means we can now treat more of our patients/residents on site, instead of having to move them to acute hospitals for certain types of treatment.

### Electronic Patient Records (EPR)

After a successful pilot rollout on four wards, the first phase of EPR is now operational across all 13 of our wards.

Used to prescribe and administer medications, and record electronic observations, the system (by PatientSource), is improving efficiency of the care we deliver and further embedding safer and more robust practices.



The new family room in Drapers Ward



Jack Emerson Centre went live with EPR

## The RHN archive

The RHN received funding from The National Lottery Heritage Fund to create a sustainable public engagement programme for the RHN's new disability history archive.

Aimed at the local community and people living with disabilities, the programme is funded for two years and will provide insight into the lives of people with chronic or long-term illnesses over the last 165 years.

As one of the oldest medical charities in the UK, the RHN holds an important place in medical history, pioneering the provision of long-term care for people with chronic illnesses and more recently care and treatment for people with severe brain injuries. The archive traces the history of the hospital from its origins as 'The Hospital for Incurables' in 1854.

The archive service was established in 2017, and an Archivist appointed in 2018. The National Lottery Heritage Funding will support our aim of sharing our unique heritage with a wide public audience.



Our archive holds the history of the hospital since 1854





Noah and his sister Martha spend time together at the RHN

## Noah's story

**Noah was out celebrating a friend's birthday when he leaned against the promenade railing on Brighton seafront. The 18 year old lost his balance, fell backwards and hit the ground ten metres below.**

Noah arrived at the RHN in mid-2019 to begin his rehabilitation programme. Since arriving, he has progressed quickly in a short period of time.

"All of the staff here have been amazing. I've done a lot of work with the physiotherapy team, and I have built up enough strength to have two sessions of physio a day. I practice my walking, balancing and even a bit of weight training. When I first arrived, I couldn't walk at all."

Noah has also benefitted from speech and language therapy (SLT), having progressed from a communications board to speaking.

"The SLT has helped me with other things too, like my ability to eat. I'm due to move off pureed foods and onto soft and bite-sized foods. I've had a few occupational therapy (OT) sessions where they've taught me how to make soup, curries and pizza,

but I'm really looking forward to being able to eat lasagne again!"

Throughout his time at the RHN Noah has written a song in music therapy about his experience and, as a keen rugby fan, has taken five trips to watch matches at Harlequin's rugby stadium in Twickenham.

**"I have visitors all of the time. I'm sure the hospital staff get bored of me constantly being surrounded by people, but I'm glad I'm allowed to have so many visitors as not a lot of hospitals allow that."**

Noah recently spent Christmas at home with his family after the RHN was able to provide ambulance training to his father and OT assessments of his home.

"I'm looking forward to being able to go back home. My future goals are to go to university to study business and marketing, and then eat as much food as possible!"

# Staff awards



**In December, we celebrated our annual staff awards. Each year we acknowledge the fantastic work that goes on, in and around the hospital.**

There were so many well-deserved nominations, alongside testimonies of excellent work, care and support from all levels of the hospital.

The winners were:

## Newcomer of the Year

Caleb Nyarkoh • Charge Nurse

“For being an excellent addition to the Draper’s team, handling stressful situations calmly and being an excellent leader.”

## Unsung Hero

Marianna Szabo • Domestic Assistant

“She’s exceedingly friendly, goes well beyond her role and is incredibly kind.”

## Outstanding Innovation

Jane Bache • Clinical Lead

“For her fantastic achievements and contributions in developing the Compass assistive technology service from a small computer room to what is now a national leader in assistive technology.”

## Non-clinical Excellence

Roy Banerjee • Porter

“For bringing the RHN into the modern era in terms of what we do for the environment and in doing our bit for climate change.”

## Outstanding Leadership

Macarena Ruiz • Ward Manager

“She has strong leadership skills, listens and respects others while being greatly respected. She is competent in her work and always has a positive attitude.”

## Excellence in Care

Adama Bathily • Healthcare Assistant (Level 3)

“For the kindness and compassion shown to patients, and being an example of truly exceptional care, always.”

## Best Team

Devonshire ward

“A patient-centred experience, with art, music, sports and different sensory environments. A caring, creative and dynamic team and a ward manager that gets 12 out of 10!”

## CEO’s Achievement Award

Shelly Allen • Head of Patient Safety and Quality

“For going above and beyond despite having one of the toughest jobs in the hospital. She is called on when things don’t go quite to plan yet is always cheerful, measured, considered, thoughtful and kind. She is brilliant!”

**Congratulations to everyone who was nominated, and furthermore to those who won!**



# Our staff

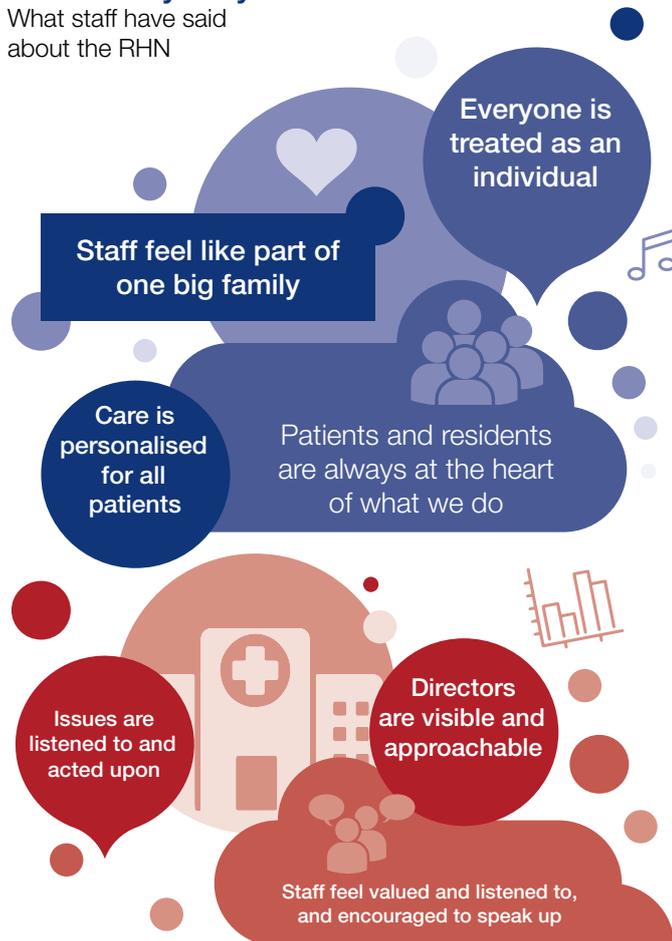
## Introducing the 'Putney Way'

The Putney Way is our culture – our personality, beliefs and behaviours – it defines the environment in which we all work, how we see ourselves, interact and engage with one another.

At our staff roadshows in May 2019, we asked what makes the RHN unique and what we see as the important things that inform and make up our culture, dubbed the 'Putney Way'.

### The Putney Way

What staff have said about the RHN



## Recruitment this year

During the year, there have been successful overseas nurse recruitment campaigns, resulting in a large number of nurses coming to work at the RHN and an equally successful campaign to recruit healthcare assistants (HCAs).

- 22 overseas nurses have joined
- 7 newly qualified nurses have completed their student placements and are now permanent staff
- 41 HCAs recruited



# Looking to 2020

In 2020 we predict a busy and productive period, as we continue to provide the best care for our patients and residents while working to achieve our main objectives.

1

Improving the RHN's financial surplus with focus on income, costs and fundraising

2

Delivering the nurse recruitment trajectory

3

Preparedness for a CQC comprehensive inspection (expected before March 2020)

4

Completion of the Evitt/Cathcart refurbishment

5

Development of 'The Putney Way' as the overarching RHN culture

6

IV (intravenous) therapy on the remaining wards

# A charity for adults with brain injury



Royal Hospital for  
Neuro-disability

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