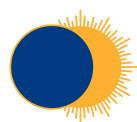


# Our Year 2016



# Welcome to the RHN

The Royal Hospital for Neuro-disability (RHN) is the oldest independent hospital and medical charity in the UK, and has been helping people with complex disabilities for more than 160 years.

Founded in 1854, our Putney-based community is a centre of excellence in the assessment, care and rehabilitation of people with disabilities resulting from profound brain injuries and neurological conditions.

As well as specialist medical care and rehabilitation, what sets the RHN apart from other hospitals are the extra services that enhance the lives of our residents and patients. These extra services are funded by our charity fundraising and include:

- assistive technology, which enables our patients and residents to have a greater level of independence

- communication aids that help people who have difficulty speaking
- bespoke wheelchair service which offers greater mobility to those who are unable to walk and who might have trouble using a standard wheelchair

Other services focus on recreation and relaxation. These include aqua therapy, art and music therapies, and a range of activities run by our Leisure and Families Services (LaFS) – including sports, gardening, and weekly film screenings. Transport services, provided by charitable donations, allow patients and residents to get out and about, with nursing support, away from the hospital.

Everything we do is underpinned by the concept of individualised care, providing therapies and tools which can maximise a person's opportunities for recovery. We believe in improving the lives of every person entrusted to our care, helping them to enjoy the things they did before, or to try new things.

The life-enhancing technologies and services that the RHN offers are only possible through the generous donations of those who support the hospital.



# A word from our Chief Executive and Chairman

We are pleased to report that 2016 was a very positive year for the RHN, with a number of successes and achievements. In particular, the year saw us make excellent progress with our six main objectives:

- creating a strategy – Our Plan for the Future
- supporting and developing our staff
- clinical leadership
- investment in infrastructure
- commercial and fundraising
- research and innovation

Over 200 staff attended our staff engagement sessions, which helped us formulate our five-year strategy – Our Plan for the Future. This can be summarised as “fix it, then grow it” which in essence means we continue to develop excellence in terms of the quality of our service, and in the long-term will explore more service offerings.

Supporting our staff is very important to us and becoming a London Living Wage organisation forms a key part of this strategy. We also improved rates of pay for clinical staff to ensure we are competitive with the NHS.

We have continued our organisational development programme, working with our partners Beech Consultancy, to roll out leadership and management development for all of our staff.

We are also introducing a culture of “humanisation” across the RHN, which not only places the patient at the heart of all we do, but also helps further shape and influence our culture and community in terms of how we all interact and engage with each other.

We continue to work with our leaders to engage, inform and work together to shape the future through our monthly leadership forum, a meeting of our 70 senior managers.

As a result of refurbishment works we now have a fantastic modernised and accessible conference facility. The board also approved a number of projects that you can read more about on page 14.

We recognise that in order to continue to grow and improve, it is vital that we are financially stable. As such, we are very pleased that we have moved into a position of surplus for the first time in many years. This puts us on a much firmer footing and enables us to reinvest in our infrastructure, our staff development and our future. As part of this, we remain fully committed to our site in Putney.

Our fundraising and communications department have had another successful year – with grateful thanks to the generosity of our supporters. This enables us to directly fund a number of services and programmes which enhance the quality of life for our patients and their families. Money raised from charitable sources now equates to 10% of our overall income and differentiates us greatly in terms of the services we offer from the NHS. This is described in more detail on page 9.



Des Benjamin, Chairman



Paul Allen, Chief Executive

We were also delighted to win the Charity Times, “Best Use of Internal Communications” award in 2016, a reflection, we feel, of the time and effort invested in engaging with our staff, particularly those who are ward based.

Research and education continues to be a vital element of what the RHN offers and allows us to share experience and expertise with others. Our research team continues to influence and shape great work in the field of neuro-disability. We are also working towards accreditation for our first ‘Putney Nurse’, which will formally recognise with a qualification, the excellent skills and experience in neuro-rehabilitation nursing. We plan to extend this programme further in the future.

# Our year in numbers

We are England's largest provider of specialist neuro-rehabilitation services for people with complex care needs and our patients come from all over the UK.

While some of the people we care for call the RHN home, other patients can be with us from a few weeks to several months.



\*on average

# Meet one of our patients

## Perry's story

Perry came to the RHN in 2014 after an awful accident at work.

After serving in Afghanistan, as a member of the British Army, Perry came home and started working as a lorry driver. While locking up his van at the end of a shift the tailgate fell and hit his head.

This life altering accident resulted in a traumatic brain injury and left Perry in a low awareness state for two years.

In this time, Perry was visited by family and friends but they feared the worst. Perry's mum Debby said, "When he had his accident it was a hurricane of emotions. For two years, we believed there was no hope. Then I began to notice his eyes moving as I talked and I began to think there was something there".

In 2015, Perry began to show signs of consciousness which were recognised by his family and the team looking after him. During a therapy session a therapist put a pen in Perry's hand, and he wrote the word 'mum', for the first time since the accident. An amazing breakthrough!

After two long years of grief and hopelessness for his family and loved ones, Perry was responding. Over the next few weeks Perry fully emerged from his low awareness state



Perry with his mum, Debby

and was transferred from one of our long-term care wards to a rehabilitation ward. Here his programme of intensive rehabilitation began.

A few months later Perry was talking, using a mobile phone to call and text, as well as using the internet. He was also taking part in the hospital's leisure activities, using the art room, had joined the gardening group and was winning games of skittles!

When Perry left the RHN in May 2016 he was looking forward to the next stage of his rehabilitation. Debby said, "The progress he's made is astounding. His grandad has taught him to shave again and he can brush his teeth. He is eating again, and he still loves his food! It has been great seeing him slowly achieving these milestones. His memory isn't the best but is improving... He appreciates everyone who has looked after and supported him".

Perry's goal is to walk and eventually get back to work and regain his independence.



Perry enjoying a music therapy session

# Enhancing the lives of our patients and residents

Every day our Leisure and Family Service (LaFS) run sessions, activities and interest groups for patients and residents to choose from. They can take part individually or as part of a group.

We're very fortunate to have lots of committed volunteers who generously give their time to support the hospital. This allows us to run these activities that are unique to the RHN and our volunteers play an important part in this.

Last year we had 162 active volunteers each week. They assisted us with groups such as:

- art
- boccia
- film screenings
- making music
- Monday gardening
- Saturday live performances



Volunteers helping during a boccia game – photo Rachel Swithinbank, The Wimbledon Foundation

## In 2016 there were



**552**

hairdressing appointments



**182**

trips arranged for patients/residents



**1,312**

CDs loaned from the audio library



**150**

talking books loaned from the audio library



**445**

aquability sessions

Would you like to volunteer at the RHN? Find out more at [www.rhn.org.uk/support-us/volunteering/](http://www.rhn.org.uk/support-us/volunteering/)

# Meet one of our patients

## PJ's story

PJ has an MSc in Public Health. She was a clinical advisor to the London Ambulance Service and a clinical nurse specialist for 11 years prior to that.

In May 2016, PJ was on holiday with her husband celebrating her birthday when she had a serious stroke which left her unable to speak or use her right arm or leg.

PJ was at first treated in the hospital that she had worked in for over a decade – but once her condition was deemed stable was transferred to the RHN for assessment and rehabilitation. An intensive, six month, multi-disciplinary programme of rehabilitation began.

This programme combined a number of therapies: speech and language, music, aquatic, occupational therapy and physiotherapy.

Therapists quickly realised that PJ loves music, (Lionel Richie being a particular favourite) and she was very motivated for music therapy sessions.

Though PJ was unable to speak she could sing. This is a common phenomenon and is due to the unique impact music has on the brain and its ability to create new neural pathways.

In collaboration with speech and language therapy, this was used to help PJ learn to speak again.

PJ identified phrases that were important to her in her everyday life, such as asking for help or for a cup of coffee. Through therapy these phrases were put into simple melodic phrases.

The joy on her face, the first time she sang the phrases and heard herself was immeasurable. She was once again able to express herself and with lots of practice hopes to use this in everyday life so that she can be heard and understood.



PJ making great progress in music therapy

PJ also received combined physio and music therapy sessions where music was used to help her synchronise and regulate her movements while working on her walking rehabilitation.

Using her favourite song, 'Three times a lady' as a rhythmic cueing pattern was a huge boost, physically and motivationally, as she enjoyed singing along.

Working in the rehabilitation gym every day with her physiotherapist, PJ progressed from needing assistance from two people with her care needs, for example getting dressed and using the bathroom, to just one.

During her time with us, PJ learnt to stand holding a rail and regained some use of her right leg. Her longer term goal is to learn to walk again.

PJ was one of the 130 patients who go through rehabilitation at the RHN each year.

**To learn more about how we work with our rehab patients, visit [www.rhn.org.uk/what-makes-us-special/rehabilitation](http://www.rhn.org.uk/what-makes-us-special/rehabilitation)**

# A huge thank you

Thanks to the consistency and generosity of our supporters, we are able to offer a number of additional facilities and therapies that enhance the lives of our patients and residents.

This year we hosted our second annual Afternoon Tea, which is our opportunity to show appreciation to our valued supporters.

The De Lancey Lowe room was adorned with bunting, colourful decorations, balloons and beautiful vintage tea sets to welcome over 70 of our regular donors.

This year guests were introduced to our psychology team's Dr Nathan Illman and Rebecca Dellaway who explained how they work to assess the impact brain injury has on cognitive (thinking), emotional, behavioural and decision making skills. This provides insight into not only how to treat the patient but also how to help their family members understand their loved one's condition.

Guests took part in a relaxation session, led by Rebecca, showing a technique used with our patients to help them focus and relax.

Music therapist Bernice Chu told us the story of a patient who had used music to communicate his emotions to his family, and gave a tear-jerking rendition of the song he had written. Along with Bernice, Rosanne Tyas (music therapy) explained how music is used in rehabilitative care, not only enabling emotional expression and communication but also in developing physical and cognitive skills.

The presentations were followed by a workshop where guests were invited to take part in a mini music therapy session.

Senior fundraiser Isabel Barrett said, "This is becoming a popular event. There wasn't one spare seat and the atmosphere was relaxed and fun. The catering team outdid themselves, and our guests had a lovely time. They deserve it too; we really couldn't do our work without them. An added bonus is that we got to learn more about them. We have lovely supporters, which makes our work all the more satisfying."

**Are you interested in becoming a supporter?**  
Visit [www.rhn.org.uk/support-us](http://www.rhn.org.uk/support-us) for details.





# How you have helped us

For 2016 we set ourselves the ambitious fundraising target of £2.7million. Thanks to trusts and foundations, major donors, events, donor development and legacies, and the incredible generosity of all of our supporters, it gives us great pleasure to say that we reached that target.

Much of the work that goes on at the RHN is only possible as a result of charitable donations. This year, our supporters have enabled us to provide extra therapies and services for people, helping to enhance the quality of life of all our patients and residents.

Donations have helped us to fund:

 <p>music therapy</p>	 <p>aquability pool sessions</p>	 <p>our programme of research</p>
 <p>art sessions</p>	 <p>an external service providing computer therapy and specialist communication aids</p>	 <p>specialty-adapted wheelchairs and mobility equipment</p>
 <p>nurse escorts and transport for patient outings</p>	 <p>an extensive programme of on- and off-site leisure activities</p>	 <p>volunteer training</p>
 <p>in-house, multi-faith chapel services and a fully-functioning chaplaincy</p>	 <p>gardening therapy</p>	 <p>essential equipment, including new beds and hoists</p>

In addition, money has been put aside to fund two upcoming projects: a pergola garden in the grounds of the hospital will provide a relaxing space for residents, patients, families and staff to unwind; and a major refurbishment of the Morris Room café and catering facilities across the hospital which will enable fresh food to be served on all of our wards.

# Some big achievements

Your donations are essential to funding life-changing services for our patients and residents.

Every year, our fundraising team works on a range of events to help raise much appreciated funds.

Our thanks go to all of our supporters – over the past year we've enjoyed:

## Night of the Stars

February 2016

This star studded bridge tournament held at the RHN for the third year, and sponsored by Russell Cooke solicitors, raised a fantastic £22,000.

## Virgin Money London Marathon

April 2016

Though somewhat depleted through injury, Team RHN's remaining 14 brave runners took part in the epic 26 mile challenge for the hospital, as well as many of our injured runners continuing to fundraise. Together the team raised over £35,000.



## Haberdashers Gala Dinner

May 2016

Our Gala Dinner this year held at the stunning Haberdashers Livery Hall in the City of London, was an incredible success, raising a staggering £53,000. A special thank you to both the Gala Dinner Committee and to our event sponsor Healthcare and Locum Recruitment.

## Ashcroft Fun Run

June 2016

June saw six hundred students from the local Ashcroft Technology Academy starting and ending their fun run in the hospital gardens, donating a wonderful £6,000 in the process.

## Row Hard

July 2016

One of our flagship events, Row Hard, involved teams rowing 2,000 metres in relay to raise funds for custom wheelchairs. The event was a great success, generating just under £11,000.

## Prudential RideLondon – Surrey 100

July 2016

The race saw thousands of cyclists take to the road, riding from Canary Wharf to The Mall via the Surrey countryside. A 13-strong team took on the race on behalf of one patient, raising more than £20,000, but our



fantastic RHN team of 31 riders together raised an incredible £39,517.

## Tandem skydiving

September 2016

Arielle, the daughter of a patient, along with staff members Marc Harris and Lily Ledwith Cavanna, bravely jumped out of a plane at 10,000 feet to raise nearly £2,000!

## Christmas Carol Concert

December 2016

Our annual carol concert, sponsored by Nelsons, capped off the year with mince pies and mulled wine all round. We were joined by the wonderful London Chorus and Putney High School Choirs, and soprano Jocelyn Somerville whose festive singing helped to raise more than £10,000.

For more, visit

[www.rhn.org.uk/thank-you](http://www.rhn.org.uk/thank-you)



# Our staff in 2016

Very special people work here. Our staff have deep personal motivations for working at the RHN; working here is often more than just a job.

This year, as an organisation, we agreed on our values. The things that motivate us to do our best work – how we do, what we do.

## Our values are,

- seeing the whole person
- willingness to learn
- delivery on promises
- honesty and integrity

These values came out of 12 collaborative sessions held throughout the year with staff from all areas of the RHN. Alongside engagement sessions there were also lunch and learn information sessions, team meetings and surveys – various ways for staff to share their views and offer feedback.

In 2016, our organisational development programme continued to be supported by Beech Consultancy, who are specialists in strategic organisational development. They have facilitated coaching, leadership and consultancy programmes with our staff, which proved popular and very effective.

Because we place great value on our staff, we invest in them, ensuring we have a happy and productive workforce. The 2016 staff survey results are good evidence that this is working as they show staff morale at 81.5%, an impressive increase from 55.3% in 2012.

The opportunities for staff discussion were also great forums for sharing hopes for the future of the RHN and fed into 'Our Plan for the Future' which spans 2016 – 2020.



## The key principles agreed in Our Plan for the Future are:

- continue to get our basics right, then grow,
- provide high quality services in each of our different areas,
- be at the forefront of research and innovation,
- provide for families as well as patients and residents,
- stay on our site in Putney, but not be limited by it,
- be financially sustainable,
- continue to provide high quality care,
- use charity donations to enhance our services, not subsidise them.

## Other staff highlights

- We brought our clinical staff pay into alignment with NHS pay scales and introduced the London Living Wage for all staff.
- Development of our 'Putney Nurse' qualification is progressing and we hope 13 nurses will attain the qualification in 2017.
- A preceptorship programme for newly qualified nurses is being developed.



# Our research

At the RHN, research is important – we recognise the value of researching the best treatment and care for people living with severe and complex neuro-disabilities. We believe that clinical care, alongside research, will lead to the best possible treatment for our patients and residents. It's also essential that these learnings are shared.

## Innovation

Schwartz Rounds are a multidisciplinary forum designed for all staff to come together once a month to discuss and reflect on the emotional and social aspects of their jobs.

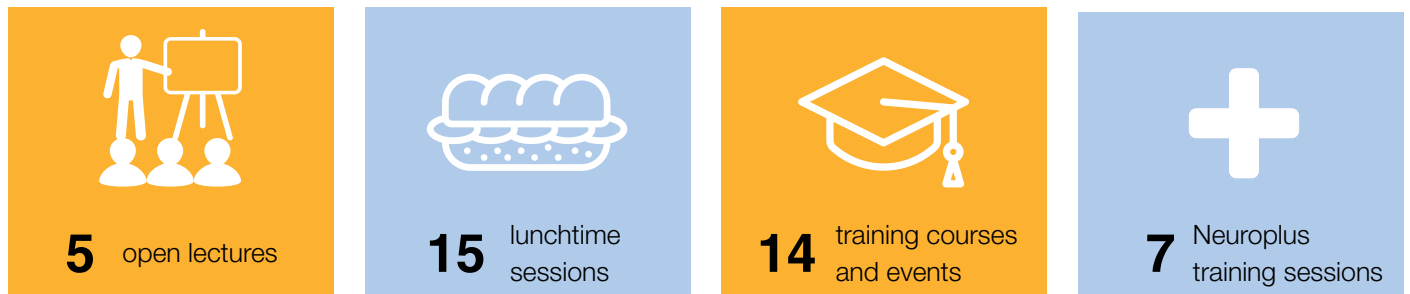
This was our first full year running Schwartz rounds in collaboration with the Point of Care Foundation, and with generous support from the South London Health Innovation Network.

## Education and training

2016 was marked by the refurbishment of our training and conference facilities, which now provide our delegates and trainees a modernised and improved learning environment.

With many coming from London and the surrounding areas, we also welcomed professionals from across the UK, including Birmingham, Ireland, Liverpool, Scotland and Wales.

During 2016, the events/conference team ran and hosted a number of events at the hospital;



These were attended by a variety of professionals;



All events were well attended, by the end of the year we had a total of:



## Research

On 1 July we hosted our annual conference which this year was 'Challenges and Opportunities for Nursing in Brain Injury'. Delegates from London, Cambridge, Birmingham, Northumberland and Ireland heard from external speakers: Dr Carole Pound (Bournemouth University), Dr Amy Kingston (Trinity Hospice), Nikki Bones (Sweet Tree Home Care Services) and Jennifer Hornby (Holy Cross Hospital) and also RHN staff: Mona Lisa Marinas, Sorin Neacsu and Debbie Laycock.

We were also delighted to host, for the first time, the Society for Research in Rehabilitation's winter meeting. The themes of the conference were 'New Research Perspectives from Rehabilitation in Prolonged Disorders of Consciousness', and 'New Perspectives in Paediatric Rehabilitation'. Both fields involve highly complex and mixed populations cared for in specialist settings.



**Our researchers continue to circulate their findings on the national and international scene.**

Dr Kudret Yelden was invited to present her PHD findings on circadian rhythms and disorders of consciousness at the World NeuroRehabilitation conference in Philadelphia in May 2016.

Dr Agnieszka Kempny published her study on 'Near Infrared Spectroscopy as a probe for consciousness assessment in prolonged disorders of consciousness' in *NeuroImage: Clinical* in July 2016.

Dr Julian O'Kelly and S Rappich presented "Emergent research findings: music therapy with disorders of consciousness" at the 2016 European Conference of Music Therapy, Vienna.



Sonja Soeterik gave a presentation, at the second National Conference on Disorders of Consciousness at Holy Cross Hospital – 'Complex coping: the experiences of families and how healthcare professionals can help.

Complex caring: the experiences of healthcare professionals and the effectiveness of an intervention on perceived competence' based on the latest results of her PhD project.

Our expertise was sought for the background work to the 'States of Mind' exhibition at the Wellcome Collection, London. Dr Kudret Yelden and Dr Sophie Duport presented an evening discussion to accompany the exhibition at the Wellcome Collection.



Image courtesy of the Wellcome Collection

# Our environment

We were very pleased to have plans approved for some crucial capital projects.

## Restaurant and catering upgrade

We will be redesigning our restaurant and café facilities to give families and staff access to a wider range of food, in a much improved, larger and more comfortable space. We will also be creating new ward kitchens that will allow us to provide fresh food and significantly improve the quality and choice of food for our patients and residents.

## A new therapy hub

A purpose built, state-of-the-art hub will be created to replace our existing facilities. The main aim of it will be to create an uplifting, modern environment that boosts morale and promotes healing and wellbeing. The new space will also have zoned areas to give patients privacy, protect their dignity and also allow families to be involved in rehab sessions.

## Ward refurbishments

A number of ward reconfigurations and upgrades have been planned for the next five years, the first of which will be Drapers ward.

We will create a modern ward and fit it out with specialist equipment that will provide a beneficial and healing environment for our patients.



# Looking forward to 2017

In 2017, we look forward to a very busy and exciting time. We will continue to focus on our six main objectives:

- strategy – Our Plan for the Future
- supporting and developing our staff
- clinical leadership
- investment in infrastructure
- commercial and fundraising
- research and innovation

2017 will see the roll out of our ambitious capital programme, starting with improving our kitchen and catering facilities. We will also be raising money for and building a state-of-the-art therapy hub, which will create a modern rehabilitation environment for our patients, using our two main gyms. We also hope to begin work on a series of major ward refurbishments. All of these developments are aimed at improving the experience for our patients, families and staff and providing a high quality ward environment.

We have our biggest ever fundraising target to date - £3.1million to help us carry out our capital projects and to continue to fund our additional services and research. We are looking forward to many exciting fundraising activities and events throughout 2017, particularly our Annual Gala Dinner on 11 May at Goldsmiths' Company's Livery Hall.

During 2017, we will also seek to further consolidate our clinical leadership, continue to invest in our leadership development and work to further introduce a culture of humanisation within the RHN.

As part of our family support initiatives, 2017 will see the completion of a PHD Project on supporting families of patients in disorder of consciousness. This means that we will have evidence

based interventions for families and staff, training and psychological support for families. We are also establishing family support group initiatives to oversee all of the family support offered by the RHN. Our plan is for this to underpin a range of new initiatives.

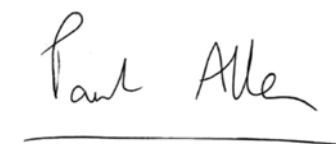
This year will also see the establishment of our 'Putney Nurse' programme which is a year long specialist project to support and train our nurses in delivering the best possible care for our patients. This project will also provide evidence based best practice. We are delighted that our fundraising team have already secured funding for the first year of this project.

We are very excited to be organising two high profile conferences in

2017 – 'End of Life in Disorders of Consciousness' and 'Craniotomies in Patients with Severe Brain Injury'. Both of which signal our continued leadership in the field of complex neuro-disability.

There is always so much to do, but as ever, we continue to place our patients and their families at the heart of everything we do. Here's to a busy, challenging and exciting year ahead!

Best wishes

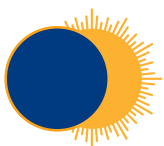


Paul Allen  
Chief Executive





Rehabilitation and long term care  
for people with profound disabilities  
caused by brain injury.



## Royal Hospital for Neuro-disability

A national medical charity  
Registered Charity No. 205907

Royal Hospital for Neuro-disability, West Hill, Putney, London, SW15 3SW  
020 8780 4500 | [www.rhn.org.uk](http://www.rhn.org.uk) | [info@rhn.org.uk](mailto:info@rhn.org.uk)

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