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# Guy's and St Thomas' Charity Annual Report and Accounts 2010–11

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## Chairman's welcome

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The year saw the successful completion of a major review of the Charity's strategy. Our new priorities reflect an intention to have greater impact 'at scale' in a number of critically important areas of health and healthcare improvement.

The Trustees have decided to focus on cancer, public health and transforming healthcare services. To achieve this we will work as a catalyst for change – not just investing financially in innovative ideas, but also bringing our substantial property and estates portfolio to bear, as well as actively stimulating creative thinking and imaginative proposals for health and healthcare improvement here in Lambeth and Southwark.

Partnership will be crucial to making our vision a reality. The key strategic relationship will continue to be with our principal beneficiary, Guy's and St Thomas' NHS Foundation Trust (GSTFT). However, given that health and healthcare, by their nature, will increasingly involve a range of different parties working seamlessly across institutional boundaries, we have also committed to seeking new relationships with other parts of the NHS, public, commercial and third sectors, working in Lambeth and Southwark.

Measurable innovation with impact, leading to better patient outcomes and healthier lives, is what interests the Charity. Therefore, we will provide grants, loans and on occasions investment finance for research, service improvement, capital development and training. We will support initiatives that address mental as well as physical health, and will continue to build on our substantial artistic heritage.

It is important that the Charity is at the leading edge of healthcare innovation. Its first responsibility is to the users of GSTFT and to the residents of Lambeth and Southwark, a catchment of enormous diversity, in terms of cultures and healthcare needs. Some of the work that the Charity supports in GSTFT and locally will have national or international relevance and in such cases the Charity is keen to establish partnerships with national bodies.

In order to deliver the new strategy, the Charity completed a review of its operating structures during the year. This resulted in a significant reduction in overheads expenditure, with 13 committees being replaced with just five. Sadly, a number of longstanding members of staff also left the organisation. I wish to thank all retiring committee members and departing members of staff for their huge contribution to the Charity over many years.

During the year, the Charity moved its fundraising into a new consolidated unit located in King's College London and working in tandem with King's Health Partners (KHP). This new body brings together the four members of KHP – three distinguished teaching hospitals with a world-leading university – with each of their associated charities, in a new fundraising force which is expected to deliver a step-change in fundraising performance over future years.

I would like to thank my Trustees for all the hard work and expert counsel that they have given in a year of considerable importance to the future of the Charity. In particular, I would like to thank two Trustees who retired: Stanley Fink for his major contribution to investment strategy and to fundraising, and Susan Elizabeth for her similarly significant contribution to grant-making and arts and heritage. In their places I offer a very warm welcome to Nichola Pease as new Chair of the Investment Committee, and to Dr Nicolaus Henke as Chair of the Strategy Committee.

Finally, I would like to thank everyone who assisted with the strategy review. Many individuals and organisations contributed to an extensive consultation process and without such advice the Charity would not have been able to set such an exciting and well-informed future direction. The talking and thinking is now over. It is time to turn strategy into action and to forge ahead with the positive agenda that we have set.

**Sir William Wells**  
Chairman



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## Summary of the strategic review

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During the year Guy's and St Thomas' Charity has completed a review of its strategy which has resulted in a refreshed mission and strategic priorities. The detail of the review, including the rationale for change, the consultation and change process and the outcomes that arise from it, are described on the following pages. The key changes the review has brought about are outlined below:

We have established our role as a catalyst for health and healthcare innovation and improvement in Lambeth and Southwark.

We have agreed transforming healthcare, cancer and public health as our three strategic priorities. We will make grants, loans and investment finance available and also harness our property and estates in pursuit of these priorities. We want to achieve high impact 'at scale' in our chosen priority areas.

We have re-affirmed our interest in service improvement, capital development, education, training and research. Innovation is the overriding factor in providing financial assistance.

We have re-affirmed our special relationship with Guy's and St Thomas' NHS Foundation Trust and also agreed to seek new partnerships with other parts of the local NHS, public, commercial and third sectors.

We are reviewing our investment strategy to align with grant-making requirements and have outsourced fundraising, in partnership with all the members of King's Health Partners and their respective charities, in a new consolidated fundraising office located in King's College London.

We have freed our Trustees up to play a full strategic and external relationship-building role and have established three new committees (replacing eight previously) to advise on grants and related spending. We have also reduced our staffing establishment by more than half and appointed new senior figures to lead each of three small teams.

Finally, we are reviewing and modernising all operational systems. This has included all aspects of our business from updating our human resources policies to reviewing how we maintain information about our stakeholders.



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## Creating a new Charity

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### The rationale for change

It has been a year of 'root and branch' change at Guy's and St Thomas' Charity. During the financial year we concluded a review of our strategic direction, consulted widely on our proposed mission and priorities, drew up a new set of organisational values, fundamentally revised our organisational structure and further professionalised the way we went about our business.

The strategic review was driven by a desire to have greater impact as a charity. It was also informed by the many changes taking place in the local, regional and national healthcare environment, including:

- The continuing trend towards 'whole system' healthcare, designed to forge high quality and seamless care across institutional boundaries.
- The existence of an Academic Health Sciences Centre – King's Health Partners – bringing together Guy's and St Thomas' NHS Foundation Trust (GSTFT), King's College London (KCL), King's College Hospital NHS Foundation Trust (KCHFT) and South London and Maudsley NHS Foundation Trust (SLaMFT) to deliver excellent teaching and clinical care underpinned by world class research.
- The need to be adaptable to current health reforms such as the Health and Social Care Bill.

In late 2009 the Trustees, led by the new Chairman and Chief Executive, envisioned a Charity that would build on the achievements of the past by:

- Strengthening our strategic alignment with GSTFT – our historic partner and principal beneficiary.
- Acting as a catalyst for health and healthcare innovation and improvement in Lambeth and Southwark.
- Setting a new, clear strategy and associated priorities.
- Seeking to make greater impact in fewer areas of activity.
- Forming new partnerships with a range of healthcare commissioners and providers, in public, private and third sectors.
- Deploying all our resources – finance, property and estates, and human capital – in pursuit of our overall mission.

### The consultation process

We issued a consultation document, including a proposed new statement of vision, mission and values, together with a breakdown of high level strategic objectives incorporating specific programmes of work or possible funding commitments.

The strategy consultation document was distributed widely, including to GSTFT, the other member organisations of King's Health Partners, relevant government departments and regulatory organisations, patient and user groups, NHS and health charities as well as other parts of the third sector.

That consultation process was augmented by more than 100 face-to-face external discussions with individuals and groups, as well as many internal meetings at all levels within the organisation, including several 'away days' involving Trustees, the senior executive and staff as a whole.

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**“The strategic review was driven by a desire to have great impact as a charity.”**

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## Our new vision, mission and strategic priorities

### Our new vision

The Trustees agreed that the Charity should:

- Act in ways that are clearly above and beyond core NHS or statutory activities.
- Deploy its finance and other assets to effect lasting change.
- Make one-off interventions and seek impact 'at scale'.
- Require innovation in all that it supports.
- Be provocative and challenging, yet supportive.
- Protect the real-terms value of its endowment.

### Our new mission

The Charity is a catalyst for health and healthcare improvement in Lambeth and Southwark. It supports innovation in order to create world-leading healthcare in GSTFT; to improve the physical and mental health of the local population; and to fulfill the vision of King's Health Partners.

### Our strategic priorities

- To help transform the healthcare system.
- To help create integrated world-class cancer care and services.
- To help improve the health of the local population.

### Our new values

We have also agreed six new values that will inform future behaviour and actions:

#### Creativity

We seek excellence in all we do and drive new thinking, new services, new techniques, new technologies and new ways of experiencing health.

#### People first

We empower health practitioners, patients, service users and communities to improve health and healthcare.

#### Practical action

We drive and support measurable, practical outcomes, bringing about positive changes in people's lives.

#### Independence

We sit outside the NHS but mostly work within it. The activities we support are over and above core NHS provision and our independence allows us to challenge the norm.

#### Combining forces

We value the experience of others. We believe in combining energy, knowledge, ideas and resources.

#### Health and wellbeing

We are as committed to early intervention and prevention as we are to treatment and care. We prefer to take a 'whole healthcare system' approach.

## Our delivery partners

A key aspect of the strategic review was clarifying whom we wish to partner with and support in future.

Historically we have provided funds to Guy's and St Thomas' NHS Foundation Trust, NHS Lambeth, NHS Southwark and South London and Maudsley NHS Foundation Trust. We also awarded funding for research at King's College London, London South Bank University and other organisations that work in partnership with one or more of our former beneficiary NHS Trusts.

The Charity has a special, strategic relationship with Guy's and St Thomas' NHS Foundation Trust, its historic partner and principal beneficiary.

We will in future also work with other members of King's Health Partners, as well as support other public, private, or third sector organisations that can help deliver our mission and priorities.

The Charity's Objects state that anything it does or supports must show a clear link with, or benefit to, either GSTFT or the wider NHS.

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**“The Charity has a special, strategic relationship with Guy's and St Thomas' NHS Foundation Trust, its historic partner and principal beneficiary.”**

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## Organisation restructure

Once the mission and strategic priorities had been approved, the Trustees sanctioned a review of the Charity's structure in order to ensure that we had the right roles, as well as the necessary mix of skills and experience in place to implement the new strategy. External professional expertise was commissioned to support the additional demands of the change process.

The new staff team is organised into three departments:

- Chief Executive's – overall leadership, policy, communications [five people].
- Strategy and Innovation – grants strategy and management, arts and heritage [five people].
- Finance and Development – investment, property and estates, financial stewardship, innovative financing [five people].

The heads of the three departments – the Chief Executive, the Director of Strategy and Innovation and the Finance and Development Director make up a new Executive Team.

The number of staff reduced from 33 to 16 people, partly occasioned by the transfer of most of the Charity's fundraising team to King's College London.

Oliver Smith was appointed as Director of Strategy and Innovation in October 2010 and David Renton, as Director of Finance and Development, in March 2011. Oliver and David complete the Executive Team, with Chief Executive, Peter Hewitt.

Oliver has responsibility for overall expenditure strategy, managing all requests for financial assistance, and evaluating and monitoring the impact of the Charity's work in health and healthcare. This new role also involves building new strategic alliances with GSTFT and more widely and fostering new ways of thinking across the local health economy.

As Director of Finance and Development, David is responsible for overall financial strategy and property and estates, as well as overseeing the Charity's investment portfolio and helping to develop innovative financing opportunities in healthcare.

## Reviewing our property and estates management

18 per cent of the Charity's commercial investment portfolio is made up of property and estates. Additionally, the Charity owns a range of buildings and land worth around £87 million, mostly on or close to the Guy's and St Thomas' hospital sites. The Charity deploys these property holdings in order to both enhance healthcare and achieve a commercial return.

The future property and estates strategy aims to ensure that the property portfolio assets are protected and enhanced and development opportunities are fully explored. As such, all current tenancies in Charity-owned property, principally staff accommodation, are being regularised and let on a commercial basis.

Early in 2010 a Project and Estates Manager was recruited providing capacity for the management of the Charity's property and estates. Since then significant progress has been made reviewing the Charity's portfolio of properties and our leasehold arrangements with our partners to ensure they are legally robust and support the furtherance of the Charity's aims.

As part of its renewed property and estates strategy, the Charity recently acquired the freehold of St Thomas' Church (which includes the Old Operating Theatre) near Guy's Hospital, and is hoping to negotiate the relocation of the Ronald McDonald House from the Guy's site to close to the Evelina Children's Hospital. It is also enabling discussions with GSTFT and KCL with a view to unlocking the healthcare and commercial potential of the Guy's site as a whole.

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## Reviewing how we are governed

The Charity is governed by a Trustee Board of seven people.

A key component of the Charity's strategic review was the streamlining of the committee structure and their functions to improve operational effectiveness, reduce bureaucracy and free Trustees to focus on their core strategic and external relationship building roles.

The Trustees agreed to streamline the committee structure so that the existing eight committees (listed on pages 32-34) would be replaced by three new committees with responsibility for allocating grants and finance:

- Executive Funding Team – with powers of allocation up to £250,000 – made up of the senior Executive Team, supplemented by other advisors as necessary.
- Major Funding Committee – with powers of allocation of up to £2 million – made up of 11 senior figures mostly from within the King's Health Partners terrain.
- Strategy Committee – with powers of allocation of above £2 million and the responsibility to oversee and monitor the organisation's grants strategy – made up of 12 senior figures from within the King's Health Partners terrain and beyond.

Additionally, the Charity retains Audit, Investment and Remuneration Committees.



## Funding redesign

In any five year period the Charity has approximately £100 million to invest in health and healthcare innovation. During the year a new application process has been designed.

The new funding model is based on a single 'front door' for all funding applications, judged against criteria linked to our new strategic priorities.

The Charity continues to fund service design, development and improvement; capital development; equipment purchase; arts and heritage; education and training; and staff development. All applicants are required to consider whether their project might include a mental health or arts dimension.

The Charity will continue to support medical innovations which have the potential for commercial exploitation. Following the strategic review, the Guy's and St Thomas' Charity Innovation Fund for Technology Transfer (GiFTT) is now open to all member institutions of King's Health Partners and London South Bank University.

The Charity is also committed to supporting scientific and medical research and a policy for research funding will be developed with King's Health Partners in the forthcoming year.

Funding is available in the form of grants, loans, fundraised income and investment finance. Full guidance and criteria for funding applications is available on the Charity's website.

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**“The new funding model is based on a single ‘front door’ for all funding applications, judged against criteria linked to our new strategic priorities.”**

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**Left:** One of the Palindromes series by Simeon Nelson. Commissioned for the Biomedical Research Centre at Guy's Hospital.

## Reaffirming our commitment to arts and heritage

The Charity is responsible for maintaining a large collection of art and heritage across GSTFT, much of which has considerable historic value. Site-specific art works have also been commissioned to complement major new capital builds and refurbishments across the NHS in Lambeth and Southwark in order to enhance the healthcare environment for patients, staff and visitors. Since 2002 the Charity has delivered a programme of performing arts which comprises free musical, poetry and theatrical performances at Guy's Hospital and St Thomas' Hospital each week, as well as a number of arts-led therapeutic interventions, developed in collaboration with clinicians to enhance the outcomes and experience of patients.

As part of the strategic review, the Charity confirmed its belief in arts and heritage as powerful forces for human engagement, health and wellbeing; for environmental improvement; and as a contributor to positive clinical outcomes. The Charity will take a more strategic approach to arts and heritage in future seeking to embed the arts in much of the work it supports, and commissioning the delivery of art programmes from a range of external providers.

## A new approach to fundraising

Early in 2011 the Charity's fundraising function became part of a new consolidated team under King's College London, bringing together the fundraising functions of the King's Health Partners constituent organisations. The principle behind the change is that the integration of resources and shared messaging will provide greater synergy for fundraising across King's Health Partners; avoid multiple approaches to donors; and provide a more attractive proposition for major givers. A grouping of this nature, bringing together three nationally recognised healthcare providers, three health charities and a world-leading university in a unified fundraising entity is unique in this country.

The Charity occupies a key seat on a Fundraising Council that sets strategy and monitors delivery. The current strategy prioritises cancer, trauma, neuroscience and mental health, transplantation, paediatrics, and public health. The King's College London fundraising unit also raises unrestricted income for the Charity.

## Achievements of major funded projects

The Charity has continued to honour funding commitments to major projects that were pledged prior to the strategic review. In this section we highlight the key achievements and milestones of these projects during the financial year ending 31 March 2011.

### Supporting improvements in cancer care

The Charity has defined cancer as one of its strategic priorities. It supports King's Health Partners Integrated Cancer Centre (ICC) with the objective of bringing world class clinical care and groundbreaking research to south east London. Since 2008 the Charity has committed £13 million to the ICC, a collaboration between GSTFT, KCHFT and KCL. This year, the Charity's funding has supported a number of clinical care, research, training and development projects.

#### Cancer Day Unit

The Cancer Day Unit at Guy's Hospital was reopened in 2011 following a £3.9 million refurbishment funded by the Charity, improving the quality of service and environment for patients receiving chemotherapy. The impact of this investment has set an example for what can be achieved in modern cancer services, with patients involved in everything from the layout of the unit to the state-of-the-art equipment and the specially commissioned artwork.

The combined location of pharmacy, acute oncology, counselling, complementary therapies and outpatient services on the same floor has ensured that care is delivered in the most patient-centred way. Patients are now treated alongside others with similar diagnoses so they can benefit from extended support networks. The acute oncology assessment unit will reduce the numbers of chemotherapy patients attending accident and emergency should they become ill after treatment. Other patient benefits include greater privacy, with no more than four patients in discrete areas, and the comfort of a coffee lounge and internet access during treatment.

#### Radiotherapy

Charity funding of £744,000 has been instrumental in shaping new radiotherapy services, including four dimensional computerised tomography (CT) imaging and respiratory adapted radiotherapy. Of particular benefit to lung cancer patients, this therapy has established GSTFT as one of the leading centres for lung radiotherapy in the UK.



**Top:** Minerva Salvador, Sister of the Cancer Day Unit, with David Dimpleby at the reopening.

**Bottom:** A patient is treated by Elise Arnett, radiographer (left), and Sarah Bothwell treatment lead radiographer (right), using state of the art CT imaging.

Intensity Modulated Radiotherapy (IMRT) is a technique to improve the quality of treatment by decreasing irradiation of normal tissue and associated toxicity. It has the potential to be used as the treatment technology for up to 40 per cent of all radiotherapy courses and was introduced into routine service in March 2011. A new IMRT delivery technology called Volumetric Modulated Arc Therapy (VMAT) has also been commissioned to treat patients.

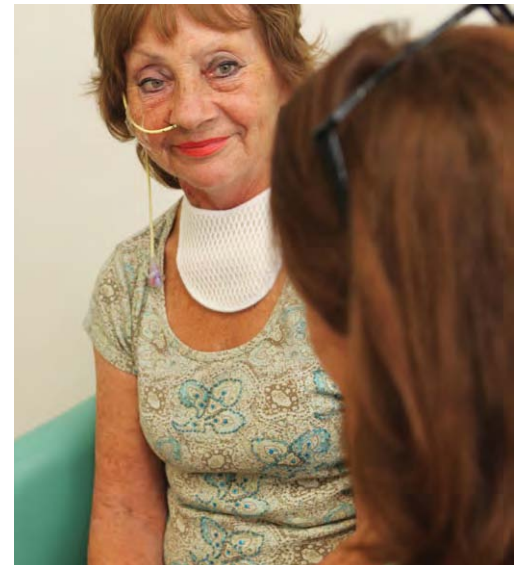
Image guided radiotherapy (IGRT) enables daily imaging of a tumour so treatment can be adjusted to ensure greater targeting and sparing of normal tissue. With the Charity's support the department has been able to use IGRT and a second radiotherapy machine has been in use since January 2010. In addition to the patient benefits, all of these investments have improved the department's research profile, with a number of publications linked to the clinical use of this equipment already achieved.

### Surviving Cancer: Living Life

This innovative service funded by the Charity in partnership with Pfizer Health Solutions, provides support to patients who have come to the end of their treatment for breast or prostate cancer. It is run by qualified cancer nurses who use motivational interviewing techniques to provide support for patients over the telephone on whatever areas the patient would like assistance. Calls are made at a time convenient to the patient, allowing support to be provided within the privacy and comfort of their own home. This service is part of a network of innovative approaches to providing care under the umbrella of the National Cancer Survivorship Initiative.

### Head and Neck cancer services

Investment by the Charity in a biomedical scientist post for the head and neck team has enabled the development of a bio banking facility. This allows for regular collection of head and neck cancer material, supporting future research and development. Diagnostic pathways have also been improved within new patient clinics resulting in more rapid diagnosis and greater convenience for patients. Funding from the Charity has improved supportive care, giving patients early access to therapy and rehabilitation services, resulting in reduced length of hospital stay and enhanced patient experience.



**Above:** Patient Patricia Ballantyne with Alison Dinham, High Specialist Physiotherapist for Head and Neck Surgical Inpatients.

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## Modernisation Initiatives

Since 2003 the Charity has funded five 'Modernisation Initiatives' (MI) which focus on areas of local health care need, delivering system-wide transformation facilitated by a team of health service change professionals working in partnership with NHS staff, other relevant service providers, the voluntary sector and patients. As with all the Charity's investments, the focus is on service improvement in Lambeth and Southwark with the dissemination of best practice and learning to the wider health service. Each programme has received around £4.5 million over three to four years and so far, substantial improvements to service delivery have been achieved in kidney disease, sexual health, and stroke services. The End of Life Care MI is now in the final phase and a new programme focusing on the transformation of diabetes services in Lambeth and Southwark started in 2010.

### End of Life Care

The End of Life Care MI was launched in June 2008 with £4.5 million from the Charity and additional support from King's College Hospital Charity and South London and Maudsley Charitable Funds. It set out to look at every aspect of end of life care to establish which health and care services worked well and where there was scope to improve people's choices at the end of their life and ensure services locally were of a world class standard.

A complex network of stakeholders including GPs, the London Ambulance Service, hospital staff, community nurses and care home staff, and critically, patients and their carers, has helped to develop a range of pilot schemes. More than 1,200 members of NHS and care home staff and volunteers have also received training or development through the programme.

Community groups and care home residents have been engaged in drama and other creative arts projects as a way to open up difficult conversations about death, dying and end of life care. A powerful performance was staged at Southwark Playhouse which was created and performed by members of Basaira Elderly Centre in Streatham and Lambeth and Peckham Elderly Asian Group in Southwark. *'Let the Wind Carry Me Home'* was produced in partnership with arts charity Rosetta Life and took its inspiration from the memories of local people, how they coped with bereavement and also how they said they would like to be buried.

Alongside improving health and social care in end of life care, the improved communication across service providers has been fundamental to the programme. A register for people in the last stages of their lives was set up to co-ordinate information and to ensure that patients' wishes about where they wanted to die were recorded and shared. Over 380 people have been added to the register, enhancing communication between care providers and thereby helping people to die in their preferred place of care.

The programme has successfully launched a new care bundle which is gaining national and international recognition. AMBER identifies hospital patients whose recovery is uncertain and ensures patients and their families are involved in planning for the future. By March 2011, 217 patients in Lambeth and Southwark hospitals had gone through the AMBER process. Cited as a model of good practice by the National End of Life Care Programme, the AMBER care bundle has also been piloted by three NHS Trusts in the East Midlands.

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**“More than 1,200 members of NHS and care home staff and volunteers have also received training or development through the programme.”**

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Through peer support for carers, implementing an end of life care pathway in mental health settings, facilitated assessments, role modelling discussions to plan for the future and training in pain assessment, approximately 1,000 people with dementia now receive improved end of life care. Dementia often affects people's ability to communicate when they are in pain. However, this is a common and treatable symptom and 92 per cent of care homes across the two boroughs have now received training in pain assessment.

The focus of the programme's work until December 2011 will be to ensure that the improvements which have been piloted are sustainable and that the legacy of the End of Life Care MI will be evident through high quality, patient-centred services, providing exceptional end of life care.

## Diabetes programme

The Diabetes programme was awarded £4.5 million to transform diabetes services in Lambeth and Southwark in 2009. The evidence of need is compelling. Around 20,000 people living locally don't know they have the early signs of diabetes and many who are diagnosed are lacking clear information, support or education. In 2009–10 alone, £21 million was spent on diabetes care in the two boroughs. This excludes the cost of preventable treatment arising from diabetes including amputations, dialysis and blindness.

The aims of the Diabetes programme are to:

- Reduce emergency and unscheduled care, and increase planned, coordinated care.
- Increase opportunities to prevent diabetes and related complications.
- Reduce the variability in clinical management and optimise the management of diabetes.
- Increase patients' knowledge, skills and confidence, helping them to work in partnership with their care team.

The first phase of the programme started in December 2010 with the release of £1.19 million from the Charity. Scoping work was undertaken by a multi-professional team under the leadership of Programme Director, Jane Stopher.

The programme is looking at the whole system of how diabetes is treated locally. It aims to build best practice by bringing together leading clinical expertise, patients and carers to develop and test new ways of working. Three core workstreams are now underway to create systems of excellence for Adults, Children and Young People, and Self-Management.

Success will be measured by changes that improve the quality of local diabetes care to make a tangible difference to patients. Target outcomes include:

- A reduction in preventable emergency admissions by 20 per cent.
- An improvement in detection rates of diabetes locally.
- Measurable improvement in patients' control over their diabetes (which is often variable).
- An increase in the uptake and accessibility of self-management support for patients.
- An improvement in the confidence and independence of people with diabetes.
- The delivery of a high quality community-based service, designed with and for local residents.



**Above:** Diabetes patient Joaquim Jose with Clinical Nurse Specialist, Mary Griffin in the Diabetes Eye Clinic at Guy's Hospital.

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## Grants awarded

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Until October 2010, the Charity responded to applications for funding in line with its former mission: to help ensure that patients get the very best care possible in the optimum environment by funding new services and approaches to healthcare. The objective of the former grants programme was to provide continued investment in health services and to support evidence-based improvement for public benefit. Grants supported service innovations, environmental improvements, investments in research and development, and in people.

During the financial year ending 31 March 2011 the Charity awarded a total of £19 million in grants and loans, towards service improvements, environmental projects, and research. Highlights included:

### Hands up for Health

Young people are being offered an insight into working for the health service, as well as improving their own health and wellbeing, in an innovative programme which was awarded £316,500 in December 2010. 'Hands up for Health' comprises teaching days within the Simulation and Interactive Learning (SaIL) Centre at St Thomas' Hospital, as well as interactive sessions in schools, and career / 'clinical taster' open days. Topics covered include healthy eating and physical activity; the effects of tobacco, drugs and alcohol; emotional wellbeing and career choices; and risky behaviours and trauma.

Within the SaIL Centre participants have access to a range of state-of-the-art facilities including life-like patient manikins, keyhole surgery simulators, and a physical limitations suit which replicates the limitations felt by the physically challenged – including poor hearing and eye-sight. Interactive sessions are delivered by students, patient educators (real-life patients) and simulated patients (actors), multidisciplinary healthcare professionals and trainers.



**Above:** Lambeth Academy students get a taste of hospital life as part of the Hands up for Health project.

'Hands up for Health' is led by Dr Peter Jaye, Director of the SaIL Centre and is a collaborative project involving the partner Trusts within King's Health Partners and King's College London's Department of Education and Professional Studies. It is also supported by the London Ambulance Service, Southwark Education and Business Alliance and the Lambeth Healthy Schools Programme, with plans to expand on this involvement and foster new partnerships within the local community.

The programme responds to healthy living issues associated with high levels of mortality and morbidity locally, as well as the high rates of young people involved in violent crime in Lambeth and Southwark. It also aims to address the above average levels of 16–18 year olds not in education, employment or training in the two boroughs by raising the aspirations of young people and offering them new role models, thus encouraging them into a career in healthcare.

Following a number of successful pilot days involving pupils from Lilian Baylis School, in Lambeth, and the Lambeth Academy, the programme will be extended to other schools and youth groups across the two boroughs in the autumn of 2011.

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**“Young people are being offered an insight into working for the health service, as well as improving their own health and wellbeing, in an innovative programme which was awarded £316,500 in December 2010.”**

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## **The psychological benefits of living kidney donation**

Funding of £84,000 was awarded in December 2010 to develop a tool to assess the psychological and emotional benefits from living kidney donation at GSTFT. Led by Mr Nizam Mamode, Consultant Transplant Surgeon and Reader in Transplant Surgery, the two-year project aims to assess the benefits to the donor of living kidney donation in terms of psychological and social wellbeing.

GSTFT is one of the UK Transplant's 'supercentres', performing over 130 living kidney transplants a year. As living kidney donations become more frequent, potential donors (often relatives of the recipient) are also willing to take greater risks to donate a kidney. Some evidence demonstrates that donating a kidney is physiologically safe, but no research has been carried out into the impact on emotional wellbeing. Anecdotally however, the researchers have observed that many donors describe donation as the most positive event in their life.

The aim is to consider the potential benefits to the donor against the possible risks. In the debate over donors' rights to proceed in the face of high risk (for example if the donor is obese or has kidney stones), a quantitative assessment of the donor benefit will be invaluable.

## Small Wonders Change programme

More than 1,300 sick babies are admitted to Guy's and St Thomas' and King's College Hospital NHS Foundation Trusts annually; of these, over 400 babies are born prematurely. Although these babies receive excellent clinical care, the outcomes for pre-term and sick babies could be enhanced with additional support for parents on issues such as breastfeeding and skin-to-skin contact – which are known to reduce the risk of serious infections and enhance security and attachment.

Funding of £185,274 was awarded in March 2011, to enable the introduction of a DVD to support the parents of pre-term babies to be introduced in the Trusts. The Small Wonders Change programme is being led by Consultant Neonatologists Dr Morag Campbell at Guy's and St Thomas' and Professor Anne Greenough at King's College Hospital.

The DVD, produced by the Best Beginnings charity, follows the journeys of nine families with premature babies and covers expressing milk and breastfeeding, twins and multiples, and bereavement, as a way for staff to open up discussions about how parents interact and care for their babies.

The Charity's funding covers the cost of a researcher to gather and analyse data before and after the intervention, to monitor changes in breastfeeding rates, parents' perceptions of engaging with their babies' care, postnatal depression within the first two weeks of the baby leaving the unit, and babies' weight gain and resistance to infection. Changes in clinicians' knowledge and confidence in coaching parents on the care of their babies will also be measured.

If the programme is found to have a positive impact on the outcomes for premature babies, it could set a precedent for neonatal care nationally.

## Medicinal safety in critical care

A grant of £19,000 was awarded in July 2010 to help carry out a feasibility study into the use of drugs in managing patients who are critically ill. Led by Dr Marius Terblanche, Consultant Intensivist at GSTFT, working closely with Cathy McKenzie, a consultant pharmacist at the Trust, the aim is to better understand how critically ill patients metabolise drugs, as the basis for making recommendations that will improve the safety of medicines in critical care.

The concepts of how drugs are absorbed, metabolised and excreted by the body is known as pharmacokinetics (PK). Drugs known to have few significant side-effects in healthy adults may have a risk of complications in critically ill patients due to the altered PK response. The funding will support an initial investigation into the PK response of critically ill patients to simvastatin, a type of statin (an agent widely used to lower cholesterol). The investigation aims to better understand how statins – commonly prescribed to intensive care patients – are metabolised in very sick patients and how they may be associated with liver failure/dysfunction and muscle breakdown.

The study will help build a model of testing drug metabolism that could be applied to a number of drug therapies. GSTFT boasts the largest Critical Care Unit in the country caring for around 3,000 patients each year; of these around a third are administered simvastatin. As part of King's Health Partners, the Unit will work with other critical care centres in the UK and worldwide to collect and analyse the data, and disseminate the findings.

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**“A grant of £19,000 was awarded in July 2010 to help carry out a feasibility study into the use of drugs in managing patients who are critically ill.”**

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## Research into antisocial behaviours

Children at risk of chronic and violent antisocial behaviour (which can lead to violent and criminal offending) are not all the same. Most are highly emotional and respond well to learning how to regulate their emotions. A smaller number, however, show “colder” temperaments, sometimes referred to as callous and unemotional personality traits (CU traits). These children can have trouble reading emotions in other people, often don't care about other people's feelings, and their parents may need additional support to help their children adopt social norms.

Professor Mark Dadds, a professor in child and adult psychiatry at King's College London's Institute of Psychiatry received £290,000 in December 2010 to assess whether parental training, personalised to the particular traits of the child, will help stem the development of conduct problems in children with high CU traits, resulting in better life chances for young people and ultimately, a reduction in crime locally. Working with Dr Jennifer Allen a senior researcher, Professor Dadds will recruit approximately 60 parents of children between four and eight years displaying defiant or bad behaviour to engage in the study. All parents will receive 10 training sessions in discipline and reward strategies, and half will receive an additional four training sessions from a therapist to learn how to engage their children in conversations about emotional issues and events.

The children's behaviour, emotional and physiological responses will be measured before, during and six months after the study to monitor changes to see whether the emotional training has a greater impact on reducing CU traits than parental training alone, as the basis for tailoring current interventions. It is expected that the extra intervention will be particularly important for the children with high CU traits, and could lead to new and effective treatments for these children.

## Commercial innovation achievements

The Guy's and St Thomas' Charity Innovation Fund for Technology Transfer (GiFTT) provides funding of up to £50,000 (and in exceptional cases, more) as well as access to advice on intellectual property, developing a prototype and seeking a commercial partner to take the product on to the market. GiFTT fits with the Charity's commitment to support innovations in health locally which may have a benefit to the wider health service, while providing a return on investment for both the Charity and the host organisation. All proceeds are administered by GSTC Health Innovations Ltd, a wholly owned subsidiary of the Charity.

During the year ending 31 March 2011, the Charity supported five innovations with the potential for commercialisation to the tune of £210,518. This included an investment of £47,163 to support the development of a novel device for the testing and treatment of balance disorders and dizziness and £46,000 towards the development of a rapid PCR test, (a scientific technique used in molecular biology), for the identification of antiseptic-resistant hospital-acquired infections.

During the year, two GiFTT supported innovations have secured a commercial partner. This includes a revolutionary manikin that will enhance the skills and confidence of obstetricians, doctors and midwives managing caesarean deliveries where the baby's head has become impacted in the womb. The manikin was developed in partnership between staff in Women's Health at St Thomas' Hospital and a consultant in NHS Fife with support of £33,000. It was licensed to a UK manufacturer of medical simulators in December 2010 and an advanced version of the product is under development.

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**“During the year ending 31 March 2011, the Charity supported five innovations with the potential for commercialisation to the tune of £210,518.”**

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## Arts and heritage activities

### Performing arts highlights

In addition to a diverse programme of free performances, the performing arts programme also undertook a number of arts in health interventions in collaboration with healthcare staff and patients.

One of the notable achievements during the year was the delivery of a series of week-long 'magic camps' for children with upper limb motor disorders at Guy's Hospital in conjunction with the Ichilov Hospital in Tel Aviv, Israel. Participants were taught tricks by a Magic Circle magician, which had been specially developed with occupational therapists to incorporate therapeutic hand movements. They also designed their own costumes and staged a final performance. The camps aimed to improve children's motor skills and confidence by encouraging them to practise therapeutic hand and arm movements in a fun and challenging way. The outcomes of the camps at Guy's Hospital and in Israel will inform an international research project to evaluate the effectiveness of magic therapy.

Spoken-word artist Simon 'Mole' Porter held weekly workshops to help the porters of Guy's Hospital write about their experiences. Their work was showcased at a performance, where the porters performed alongside professional poets. Their words were subsequently transformed into illustrated prints by artist Jess Wilson and exhibited in Guy's Hospital. The project had a profound impact in raising the profile of the porters and the challenging work they do.

Mum's First Steps is a booklet that focused on the emotional wellbeing of new mums during the first few months. The project was developed by artists Ana Laura Lopez De La Torre and Ceri Buck in collaboration with new mothers in Southwark. Mum's First Steps is being given to every new mother passing through St Thomas' Hospital during 2011 to help new mothers feel less isolated.

### Visual arts activities

Art, sculpture and photography projects continued to improve the healthcare environment whether through specially commissioned works and exhibitions by established and emerging artists, or the management of the Charity's 4,000-strong art collection, most of which is on display at different sites.

As part of the new Cancer Day Unit at Guy's Hospital one per cent of the project's funding was ring fenced to incorporate two artists into the production team. Artists Heather Barnett and Will Holloway produced images informed by workshops held with patients, carers and staff. Their work incorporates ideas and experiences gleaned from chemotherapy patients and is displayed on walls, windows and screens across the unit. It aims to provide a soothing and distracting backdrop to treatment.

In the Haematology department at Guy's Hospital, artist Ori Gersht has created a series of photographic images entitled 'Chasing Good Fortune' featuring the cherry blossom in Japan, which is a symbol of renewal and a celebration of life each spring.



**Above:** From the Chasing Good Fortune series in Haematology at Guy's Hospital by Ori Gersht.

**Right:** Amarlie Moore, Clinical Specialist Paediatric Occupational Therapist, with Connor Curtis participating in a 'magic camp' at Guy's Hospital.



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## Fundraising achievements

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Patients, as well as their families and friends, have shown huge generosity over the years in supporting the work of the hospitals through fundraising, making donations and leaving gifts in their wills. Staff, local businesses, as well as individual donors have all shown dedication to their local hospitals. Volunteers, many of whom were former patients, have also been a valuable asset to the Charity's fundraising effort, helping at events and acting as advocates for fundraising.

Prior to the transition to the new fundraising arrangement, the existing fundraising team within the Charity supported a number of activities to attract funds for Guy's and St Thomas' hospitals and the Integrated Cancer Centre.

Between 1 April and 31 March 2011 the Charity received a total of £3,297,000 in fundraised income and legacies. This comprised £1,364,000 in major gifts; £530,000 in legacies; £638,000 in individual donations; £413,000 from companies; £1,131,000 from events and £331,000 worth of grants from charitable trusts and foundations.

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**“Volunteers, many of whom were former patients, have also been a valuable asset to the Charity's fundraising effort, helping at events and acting as advocates for fundraising.”**

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Notable activities of the Fundraising team during the year included:

- Supporting participants in a range of sporting challenges including the Virgin London Marathon; the London to Paris Bike Ride; an abseil down Guy's Tower; the Adidas 5k Challenge for Women; and the London Royal Parks Half Marathon.
- Launch of the 'Game on!' and 'Great Bake' campaigns to encourage patients, staff and the community to support our cause while socialising with friends.
- A Carol Concert at St George's Cathedral, Southwark, hosted by David Dimpleby.
- Launch of a series of celebrity illustrated postcards to celebrate 10 years of the London Eye, including drawings by model Kate Moss and TV presenter Ben Shephard.
- Launch of the Superhero campaign [www.superkids.org.uk](http://www.superkids.org.uk) which features Evelina patients as the 'Superkids'.
- Continuing to roll out the fundraising wall displays across Guy's and St Thomas', featuring life-sized images of patients and staff.
- Helping a former patient to organise a classical concert at the Tower of London in aid of Head and Neck Cancer Services, raising over £24,000.

## Key objectives for 2011–12

The year ended 31 March 2011 has laid the foundations for a new era for the Charity defined by our new mission and priorities. Our focus in 2011-12 will be on raising awareness of our new role as a catalyst for health and healthcare improvement and innovation in Lambeth and Southwark.

During the coming year the Charity will act on its new strategic priorities. Partnership will be vital in ensuring we have a tangible and long-lasting impact on healthcare and health and wellbeing in Lambeth and Southwark.

Our principal objective is to begin to make a substantial lasting impact on health and healthcare by supporting initiatives 'at scale' that meet our overall ambitions.

We will do this by:

- Communicating what the Charity is seeking to achieve both within GSTFT and as widely as possible.
  - Encouraging and developing a suitable number of innovative proposals for financial assistance.
  - Maximising the potential of the Charity's portfolio of property and estates especially on and close to the Guy's Hospital site.
  - Completing recruitment to the Charity's new staffing establishment and mobilising full staff engagement behind mission, priorities and values.
  - Embedding and further improving new operations, systems and structures.
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