



THE CAT'S EYE GUIDE to

The Whittington Hospital

ANNUAL REVIEW 2007/08

written and researched by
the Whittington Hospital
communications and
finance teams

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City Life

The Whittington is located on Highgate Hill with fine views overlooking the city and central London. The hospital is named after the famous Dick Whittington — a 14th century adventurer who came to London accompanied by his cat, and who eventually became the city's Mayor three times. You'll find a statue of Dick's faithful cat on Highgate Hill, quite close to the hospital — it has become a mini-pilgrimage destination for visitors from far and near.



As an acute general teaching hospital on the borders of Islington, Haringey and Camden boroughs, the Whittington serves a population of over 300,000 people, and also attracts a high number of patients from Barnet and Hackney boroughs.

The hospital has over 400 beds and employs over 2,000 staff (page 4). As a teaching hospital, the Whittington provides clinical placements for medical undergraduates at University College London and hosts a large post-graduate training centre for junior doctors. It is also associated with Middlesex University, providing training for other health professionals including radiographers, nurses, and dietitians.

During your visit to the Whittington you will notice that it offers a high quality service provided in a caring, friendly and efficient environment. The hospital's standard is to be 'the hospital of choice for local people' and it is regarded as an asset by the community within which it is based.

The Whittington is part of a wider health services community and works with local organisations to ensure that patient care and services run smoothly both at the hospital and afterwards. You can find a number of joint services run by the Whittington and the Primary Care Trust (PCTs) including smoking cessation clinics, alcohol and drug advisory services and mental health liaison services.

The Whittington way

We understand that when visiting new places people are concerned about their safety and how clean the place will be. The hospital is a welcoming place, and prides itself on being attractive and clean. To help you to keep safe from infection you will find alcohol gels are easily accessible at entrances and exits to all wards and departments so that you can clean your hands when entering and leaving. There are also lots of sinks for those people who would rather use soap and water.



All our staff have undergone hand hygiene training sessions and the Whittington has produced two short educational films on preventative measures to control infection. One is for local people and visitors and you can watch this on the hospitals website at www.whittington.nhs.uk. The other is for our staff and they watch this on the internal staff intranet.

At the Whittington staff work hard to make sure our patients will always fully understand what is going on. Staff use plain language and explanations and avoid medical jargon. The hospital serves a large number of ethnic minorities, including Turkish, Chinese and Spanish communities—amongst many other nationalities. Translation services are made available for patients and visitors who do not feel comfortable using English. The hospital can arrange for translators to accompany patients to appointments. Many documents published by the trust, including this guide, are also available to patients and public in their own language and in Braille. Contact the communications department on 020 7288 5983 to request a document in the language of your choice.

History in the making

Medical services have been delivered on the Whittington site since 1473, when a leper hospital was founded. In 1848, a new hospital was built on the St Mary's Wing site to care for patients with smallpox.

Independently managed hospitals were opened on the Highgate site in 1866 and the Archway site in 1877. In 1900, Highgate Hill Infirmary opened adjacent to the Smallpox Hospital. These two hospitals soon amalgamated, and the Smallpox Hospital was transformed into a nurses' home. In 1946, the hospitals on all three sites were brought together. The three hospitals had

Here to help you

Doctors	355
Nursing and midwifery	744
Healthcare and support staff	213
Scientists and allied health	272
Estate and facilities	222
Administration	453
All staff	2,259



Left: The unique round ward at the former Royal Northern Hospital, Holloway Road. In 1974, The Royal Northern became part of the Whittington and is now commemorated by The Great Northern Building.

What we promise

Staff at the Whittington are always looking to improve our patient's experience by fulfilling their commitment to the Whittington promise:

We will be clean

We will be welcoming and caring

We will be well organised

We will offer the best possible treatment

We will give you information and listen to what you tell us

almost 2,000 beds between them. With the coming of the National Health Service in 1948, they jointly became the Whittington Hospital. The Royal Northern Hospital, Holloway, also became part of the group and its services moved to the Whittington in 1992.

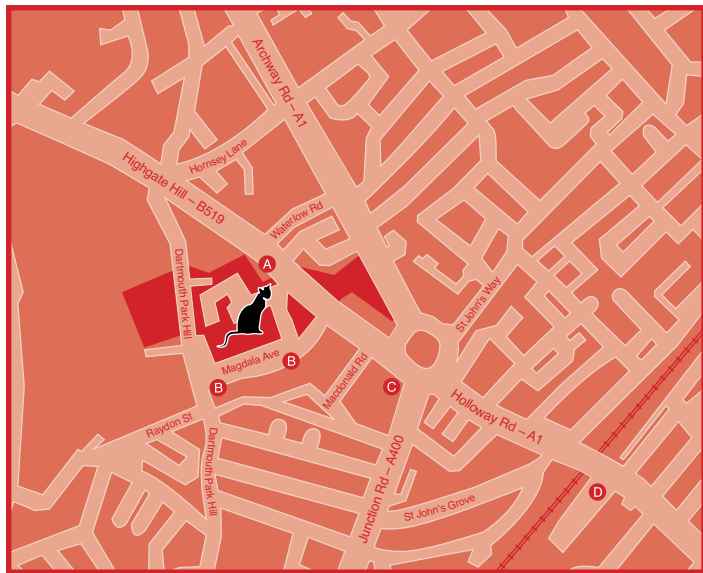
Adapting for the future

NHS foundation trusts (FT) are the future of how hospitals will be run and the Whittington is well on its way to being authorised as an FT. Such hospitals are answerable to their local community rather than to central government and have more say in the direction of their development. They are still part of the NHS and continue its core principle of providing healthcare free at the point of delivery.



Becoming the Whittington NHS Foundation Trust will benefit our patients, local people and our staff by giving them a new voice in the development of hospital services. Over 4,000 local people and patients have already become members and there is certainly no limit on the number of members the hospital can have. As a member, there is an opportunity for you to be elected onto the Council of Governors, who work alongside the Board of Directors discussing and advising how the hospital's services are run and developed.

In December 2007, the Secretary of State for Health gave his approval for the Whittington to make an application to the independent regulator (Monitor) to become an NHS foundation trust hospital. In the spring and summer of 2008 19 people were elected onto the Council of Governors, representing patient, public and staff constituencies. A further five governors have been nominated by partner organisations and five more will be appointed in the next few months. They have already begun their induction and development sessions. The hospital is on track to becoming an NHS foundation trust hospital during 2009.



Getting around

Public transport to and from the Whittington is easy and accessible and visitors have many options. The hospital's main entrance is on Magdala Avenue, and the entrance to the emergency department is easily accessed from Highgate Hill.

By tube

Archway (0.20 miles). Approximately 4 minute walk.
It is on the High Barnet branch of the Northern Line.

Tufnell Park Approximately 16 minute walk.

It is on the High Barnet branch of the Northern Line

By train

Upper Holloway Railway Station Approximately 11 minute walk.

Crouch Hill Railway Station Approximately 23 minute walk.

Buses

STOP A (outside the Whittington) 143, 210, 271

STOP B (on Magdala Avenue) C11, 4

STOP C (at Archway station) 10, 17, 41, 43, 134, 263

By car

The Whittington is just north of the junction of the A1 and the A400

By bicycle

North London is a cycle friendly area. There are also safe bicycle bars in front of the hospital's main entrance on Magdala Avenue for bicycles to be securely locked up.

Top five treatment figures

This year the Whittington:

Treated 78,504 in the emergency department

Looked after 24,907 inpatients

Performed 13,784 day cases

Saw 288,873 outpatients

Delivered 3,738 babies

Statement from the Chairman and Chief Executive

The Whittington had another excellent year. Waiting times have reduced, our finances have improved as have the overall quality of the care we provide. We have continued to develop our services and opened our new Day Treatment Centre, which allows us to provide our patients with a streamlined day surgery service in modern facilities. As our estate now contains a mix of very old and very new buildings we are investing in the redevelopment of our Victorian buildings so that we continue to improve the environment where you receive your care.

We are paying particular attention to controlling infection in the hospital and all of our staff have received specialist refresher training to make sure that they know how to meet the very strict standards that we have set them. We have provided our visitors with information and products that help them to help us keep patients safe from infections.

Our application to become a foundation hospital is progressing and we hope to be authorised as a Foundation Trust during 2009. Our shadow Council of Governors have been elected and 15 local people represent your views to the Trust Board, as either patient or public Governors. Staff elections were also held and our staff are represented on the Council of Governors by four of their colleagues. GPs and Councillors from our local Boroughs are amongst the staff appointed by our partner organisations to ensure wider health care community engagement. We have recruited over 4,000 local people as members and will become more engaged with you all, hearing your views and getting your feedback about the hospital, over the coming year.

Finally we would like to thank all of our staff for their hard work and commitment over the past year and the volunteers who help us to provide better services to our patients and who contribute to the Whittington's continued success.



David Sloman
Chief Executive



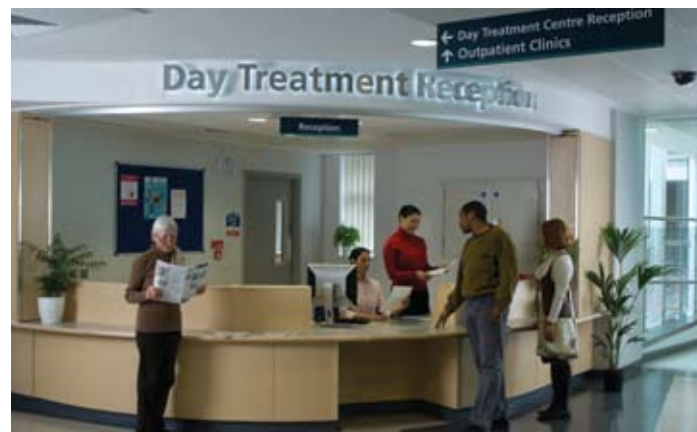
Joe Liddane
Chairman





Accommodation

The Whittington offers a range of services to meet your needs. Patient choice is definitely a priority for how our services are accessed and run and you are offered a range of dates and times so that your appointment or surgery fits with your plans and preferences. Patients can have surgery and be back home in one day thanks to the modern techniques used by our doctors and the efficiency of our **day treatment centre** (page 12). Patients and GPs can take control of booking appointments by computer in the GP surgery (see Reservations **choose and book**, page 15).



Short stays

Day Treatment Centre

Level 3, adjacent to Imaging department. Reception open Monday – Friday, 7.30 am – 8 pm.

If you need surgery but would like to keep your stay in the hospital to a minimum, ask your GP or hospital doctor if you can be treated in the Whittington's day treatment centre, opened for this purpose in April 2008. The centre places the hospital at the forefront of day care in London, and is the largest purpose-built day treatment centre in North London. It houses four state-of-the-art operating theatres, three endoscopy treatment rooms, an interventional imaging suite and a minor procedure room. This modern centre has also been designed to increase the type of procedures that can be used and the number of patients who can be seen, and provides a superior patient experience.

One – Stop clinics

Those who need a variety of tests can do so on the same day at our one-stop clinics. Patients will have their preliminary tests in the morning and if needed can have a follow-up procedure, such as a biopsy, that same day. There are already such clinics for conditions such as blood in the urine (haematuria), prostate gland assessment, mammography and paediatric clinics. More one-stop clinics are being developed in other services in the hospital.



Baby care: Labour and maternity

Check with clinics for opening times and days

Maternity facilities include antenatal clinic, maternity day unit, the antenatal ward (Caerns Ward), the delivery suite, and the post natal ward (Murray Ward). The Whittington employs specialist midwives for expectant mothers with diabetes or other risk factors. A homebirth support team was established from January 2007 to provide continuity of care for women who would prefer to deliver at home. Other services include a Young Parents Team, African Well-Woman clinic, HIV antenatal testing and smoking cessation. The Whittington launched the Teenage Pregnancy Midwifery Service and was awarded the Johnson's Baby Award for Excellence in Midwifery Management and Leadership by the Royal College of Midwifery in January 2008.



New places to see

Mary Seacole ward

Level 1, adjacent to Emergency Department. Opened October 2007

Patients admitted to the hospital through the emergency department are first assessed in the new Mary Seacole ward and then transferred onto the right ward for their condition. This busy 15-bed ward assesses and transfers 15 to 20 patients each day.

Medical Records

Level 1, adjacent to clinics 1a and 1b. Opened June 2008

The old medical notes library was too small to store the vast quantity of patient case notes and was relocated to a new spacious facility this year. After investing £850,000 the space is more than doubled and notes are now kept in a well-organised environment. This new facility has helped our medical records staff to ensure that more notes are available more quickly for medical staff when they need them.

Ophthalmology

Level 3. Opened August 2008

Moving the old Medical Records library freed up space to be refurbished as a new ophthalmology outpatients department, which, is a brighter and more spacious facility and easier to access for our patients with impaired sight. This development has also allowed us to expand other outpatient departments as part of our improving outpatient programme.

Paediatric emergency department

Level 1, adjacent to Emergency Department. Opened August 2008

Half a million pounds has been invested in the creation of a new emergency department specifically for children. This will be a secure and more peaceful space for children and their parents away from the hustle and bustle of the main emergency department. It is built and equipped to the highest modern standards and doubles the available space in which we see and treat children. A play specialist, new toys and play equipment will improve both child and parent experience during their time in the department.

Neonatal Intensive Care(NICU) and Special Care Baby Units (SCBU)

Level 4, Level 3. October 2007 / Still to come.

In response to the increased demand on our neonatal services, the trust has invested in the expansion of the services available for the care of sick babies. A new Special Care Baby Unit and transitional care facility was opened in 2007, which incorporates 16 new cots, family rooms and a more homely environment for babies who are getting ready to go home. The **Building for Babies** charity appeal (page 24) has nearly reached its target to fund fittings and comforts for the new facilities as well as high-tech equipment for the expanded neonatal intensive care service. Fifteen new members of staff have been recruited to increase the staffing on the units.



Reservations and bookings

Choose and Book on-line

Patients are able to choose their first outpatient appointment at the Whittington and book it electronically from their GP surgery. The Whittington was the first hospital to introduce the scheme in 2004 and now receives 1,500 bookings a month into all areas of the hospital. At the forefront of offering patients greater choice, the Whittington continues this ethos and is extending the scope of Choose and Book to the Imaging and Maternity departments in the near future.



Waiting times

No-one likes waiting and with the introduction of the 'end waiting, change lives' scheme, a national project for the whole of the NHS and commonly called '18-week wait', patients can expect to have their treatment or operation within a minimum of 18 weeks from the day their GP writes a referral letter. In April this year 91 per cent of our non-admitted patients, and 87 per cent of our admitted patients were treated within 18 weeks. By the end of this year we will improve our systems so that 95 percent of our non admitted and 90 percent of our admitted patients can expect reduced waiting times.

Length of stay

Due to the advance in modern treatment and the very close partnership work the hospital has with community services, you can expect to have a shorter stay if you are admitted as a patient. The average length of stay has decreased by over two days in the last two years to just over four days. If you are planning an admission or are admitted as an emergency you can discuss your going home arrangements with staff and your family at a very early stage in your treatment so that we can make sure that your transfer home is as smooth as possible.

Did not attend (DNA)

Every day a number of patients who are due to attend the hospital for an outpatient appointment miss their appointment for a variety of reasons. To help reduce the number of appointments that are missed the Whittington will send you a text message reminder about your appointment. This will help you to plan so that you can arrange the time to attend or to contact your clinic so that you can rearrange a more convenient time to attend.





Eating and Shopping

There are plenty of places to eat within the Whittington for patients, visitors and staff. The importance of good food and nutrition is a priority and our nutrition and catering teams pay a lot of attention to ensuring that meals are healthy and well prepared. The hospital's food court offers a courtyard for al fresco eating on sunny days.

Food can be bought to take away – perhaps in the garden and grounds of the hospital.



Opening hours

'Protected mealtimes' scheme

If you are visiting a patient, please check with the ward where the patient is staying for information on their meal times.

Our patients are assured that they can enjoy meal times without interruption from other ward activities, an initiative that was launched in 2005. We believe that it is important that patients have this time to ensure that they enjoy their food and improve their recovery by eating well without distractions. The director of nursing and director of facilities sample patient food on the wards every month to keep an eye on the standard of food offered at the Whittington.

New Town

N19 restaurant

Level 1

Monday – Friday, 7 am – 8 pm

The N19 restaurant can be found at the back of the food court and serves the largest choice of hot foods. Their selection varies daily and include a variety of vegetarian dishes including cauliflower and broccoli bakes, vegetable stir-fries or tortellini ricotta, to name just a few. A fresh salad bar, jacket potatoes and sandwiches are available daily, as are fresh desserts and fruit.

XLNT

Level 1

Monday – Friday 7 am – 6 pm,

Saturday & Sunday 8 am – 6 pm

Here you'll find a selection of home made Italian foods, including hot lasagnas and a wide selection of freshly made Paninis. If you can't find one you like the staff are happy to make you the one you want.



Muffin Break

Level 1

Monday – Friday 7 am – 7 pm,

Saturday 8 am – 6 pm,

Sunday 10 am – 6 pm

Hot drinks and snacks can be found at Muffin Break. Pick from a variety of creative and freshly made muffins, cakes and croissants to accompany your tea, coffee, hot chocolate or more. Fresh sandwiches and baguettes are also on offer, and keep an eye out for the soup of the day in the colder months.



McColls

Level 1

Monday – Friday 7 am – 8.30 pm,

Saturday & Sunday 10 am – 6 pm

Newsagents McColls sells confectionary, toiletries, newspapers, magazines and a small selection of groceries. Whether it is shampoo for inpatients or a box of chocolates for visitors, there is always something useful you may need.

Old Town

The Social

Basement Jenner Building,
old Small Pox building,

Monday – Wednesday 8 am – 6 pm,

Thursday 8 am – 8 pm,

Friday 8 am – 9 pm,

Saturday & Sunday closed

Staff are offered a place away from their wards and departments to relax over a coffee under the low arched ceiling in this cosy environment. On offer are sandwiches, baked potatoes, soup, snacks and other treats. At the end of the day staff come along to watch TV or socialise during a game of pool. Internet access is available and daily papers keep you in touch with current events.



Mobile services

Beverage trolley

Outpatients, Monday – Friday, 10 am to 12.30 pm, and 2 pm to 4.30 pm

The Whittington volunteers walk through the outpatient departments and clinics with their beverage trolley offering patients and visitors the opportunity to choose from hot and cold drinks and a selection of bites in the comfort of waiting areas without fear of missing their appointment.

Library trolley

Whittington Hospital, Monday to Wednesday, 9.30 am to 2.30 pm

Volunteers provide patients with a library trolley service, stacked full of books and magazines, all donated and all free to borrow.

Friends of the Whittington stall

Level 1 atrium, Monday, Tuesday and Wednesday afternoons

The Friends of the Whittington can be found near the main entrance with their selection of small trinkets and presents and second hand books. Look out for the Whittington tea towels and *An Illustrated History of the Royal Northern Hospital* by Dr Albert Rinsler.

Cheap eats

Our top five value meals:

Stir fry chicken or lamb £2.59

Jerk chicken and rice £2.59

Cauliflower and broccoli bake £2.94

Wholemeal cherry pie

Grilled salmon with £3.30

**Hollandaise sauce and
roast potato**

**Fish curry with chefs vegetables
and chefs potatoes** £3.94





Arts and Entertainment

There's always something extracurricular going on at the Whittington and since 2006 it has been busy with events for the **Building for Babies** appeal (this page), which has raised £550,000 to date and is well on course to reaching its £600,000 goal by the end of 2008. It has also been a busy year for publishing new information for our patients and local residents with a new membership magazine **Horizons** (page 28) and a national **sickle cell** brochure (page 28) The Whittington is constantly developing its communication services and public and staff are kept up to date and informed through various publications.



Getting involved

Building for Babies

Asteral Golf

Henley Golf Course, 7 September 2007

Imaging's equipment providers, Asteral, arranged a golf day. The event was over 18 holes and rewarded participants with lunch and prizes.

Bunbury Cricket Tournament

North Middlesex Cricket Club, 16 September 2007

David English's world famous Bunbury XI played the North Middlesex Cricket Club Celebrity XI, which saw world champion boxer Lloyd Honeghan, Arsenal legend Lee Dixon and Harry Judd of Mcfly fame join in the fun. The all-round family day hosted a barbecue, ice cream van and bouncy castles in an event that attracted over 1,300 people.

Highgate Fun Run

Ponds Square, 30 September 2007

Over 250 people turned out on this sunny autumn morning to run five kilometres through Parliament Hill Fields, past Kenwood House and into Highgate Village. Ex-BBC presenter Dermot Murnaghan (who is now with Sky) took part in the run.

London Flora Marathon

London, 13 April 2008

Another year, another 26-mile run. Six members of staff took up the challenge, one of whom even completed the run in less than four hours.

All Angels

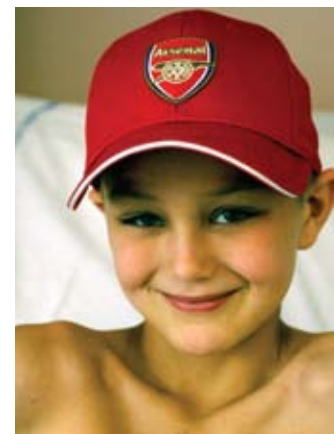
Level 3 atrium, Whittington Hospital, 22 April 2008

The world's first female classical supergroup gave a wonderful concert as part of the celebrations for the tenth anniversary of the London Network Radio's Classical Partners Concert Hall. Having performed at the Classical Brits – where they were nominated for Album of the Year – and watched by 10 million viewers at the Royal Albert Hall, their performance was made all the more spectacular for their Whittington audience.

Shake-a-bucket at the Arsenal

Emirates Stadium, Highbury, dates vary

Staff and locals are invited to collect money for the Building for Babies appeal at varying Arsenal home games. It's never a guarantee but lucky fundraisers have sometimes even been invited to sit down after their efforts and watch the game – but this varies from game to game.



Open Day

Whittington Hospital, 26 September 2007

The Whittington open day was premiered last year and patients and local people came to talk with staff and have tours of the different behind the scenes departments in the hospital. Staff manned their department stall and discussed how their different departments work and gave advice and education on a number of medical conditions commonly treated at the hospital. The day also saw a visit by two first team Arsenal players Mathieu Flamini and Aliaksandre Hleb and this generated a great amount of media attention.



Read all about us

The Link magazine

All of the hospital's achievements and promotional events are documented in this monthly newsletter. You can pick up a copy in key areas of the hospital including the main entrance, the emergency department, the day treatment centre, imaging and the Jenner building. Copies are also sent out to 600 contacts ranging from local practitioners, politicians and journalists. To have your department or ward news published or to advertise local businesses with benefits for Whittington staff contact deborah.goodhart@whittington.nhs.uk.



GP News

A newsletter for local GPs, this has been published since 2006. It is a bi-monthly publication aimed to keep practices up to date with the Whittington's services helping doctors and their patients to make choices about treatments as part of their referral.

New Horizons collection

In July 2007 the Whittington published a 38-page consultation document for public and staff outlining the plans and the process of becoming an NHS foundation trust. Leaflets for public and staff were also printed with key information and local people and patients were given the opportunity to join as members.

A separate document was published for staff and this included the human resources strategy for 2007-2012.



Horizons newsletter

Produced by the foundation trust office, Horizons was first published in January 2008 for members of the foundation trust. All 4,000 members receive a copy of the newsletter informing them of current events at the hospital, introducing them to staff, offering details of member events and informing them about the Whittington's progression in becoming a foundation trust.

Sickle cell and thalassaemia brochure

The Whittington is the leading hospital in the UK for sickle cell and thalassaemia. At the start of 2008 a brochure was published to guide hospitals in developing their treatment and patient support services. The brochure outlined the range of interventions the Whittington takes when treating patients, including nutritional, social and psychological aspects of the patient's life. Anyone interested in receiving a brochure should contact norman.parker@whittington.nhs.uk.





Culture

The Whittington employs talented members of staff who are encouraged to continue developing their skills and expertise through training and professional development opportunities provided by the hospital. The hospital offers flexible working options and staff accommodation, which encourages staff to work in this supportive and friendly environment.

Whittington people

Equality and diversity

In April 2007 the hospital published its gender equality scheme. This brought together the race and disability equality schemes that had already been published. The Whittington has started its consultation on a single equality scheme, which should be in place by the end of 2008.

Visible leadership programme

Since January 2007, the very senior nurses and midwives across the hospital have spent every Monday in clinical practice as part of the Whittington's Visible Leadership programme. The programme was launched as part of an effective way to reinvigorate clinical leadership across the hospital and has particularly focused on reducing hospital-acquired infection through good practice, including hand hygiene and ward cleanliness.

Healthy workforce

It is recognised that minimising sickness absence improves the quality of the services we offer our patients and improves staff morale. Managing sickness absence remains a priority for the Whittington. The sickness absence project, which has been in place over the past two years, helps us look at new approaches to reduce absence and to reduce costs related to staff absence.

Volunteers

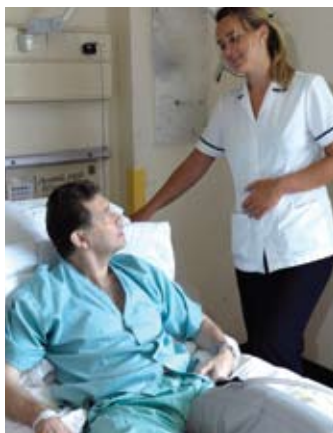
Helping the community and gaining work experience are two of the many reasons many people have joined as volunteers in the past year. Currently there are about 75 volunteers who assist in a range of activities from patient feedback questionnaires to breast-feeding advice. You may recognise some volunteers who are featured in the new day treatment unit leaflets and banners. Some volunteers have even had the opportunity to be fast tracked on to the temporary staffing register after six months via recommendation, and over 20 volunteers have gained work over the past year. Look out for the quarterly newsletter 'be InVolved' that they are planning to publish later in the year.



What to expect

Privacy and dignity

The multidisciplinary Privacy and Dignity group discusses patients' complaints and opinions relating to privacy and dignity and any other relevant issues and is chaired by the Whittington's Matron for the Medicine Division. Part of the group's role is to focus on the Essence of Care benchmarks, looking at current practice and striving to improve where necessary. Present hot topics include patient bathing, and examination of the bathroom facilities on the wards to know how these can be improved.



Patient Advice and Liaison Services

The number of clients seen by PALS has increased since the move to the new building, and at the end of 2007/08 they had dealt with 916 cases. A third PALS advisor joined the team in November 2007 and this means that there are two advisors on duty at any one time. The advisors act as a liaison between patients and healthcare professionals and most concerns are dealt with on the same day that they are raised.

Complaints and compliments

In this past year the Whittington received 61 fewer formal complaints compared to the previous year, and 91 per cent of those complaints were responded to within the 25 working days laid down by the Department of Health. This response rate is 10 per cent up on the previous year. Most complaints pointed out concern about care and treatment, and staff attitude is a key focus for patients and the Whittington alike.

During the year, the independent organisation, the Healthcare Commission requested an independent review of four complaints – down from 13 the previous year – and these complaints related to 2006/07. No referrals made to the ombudsman.

Our complaints procedures are fully compliant with the Principles for Remedy guidance published by the Parliamentary, and Health Service Ombudsman in October 2007.

Environmental impact

The Whittington is part of the Islington Climate Change Partnership, which has a target of five per cent reduction of CO2 between 2005 and 2010. Whittington estates continue to adopt energy efficient measures and last year higher efficiency thin fluorescent tubes replaced old thick tubes, which has reduced the use of electricity for lighting by 30 per cent. A project has also recently been started to decentralise the old steam plant and provide high efficiency local gas boilers to several locations in the hospital. As well as this, modifications to the main incoming electricity transformers will reduce electricity consumption.

With regard to waste, this year has seen further reductions in clinical waste. Tonnage fell from 30 to 25 tonnes, monthly. By the end of 2007, 45 tonnes of normal domestic waste was disposed and 10 tonnes of recyclable waste per month.

This year plans include a new process that will see 95 per cent of clinical waste being recycled. A recycling scheme has also been put into place in collaboration with our domestic waste contractor. The target for all waste recycling is 40 per cent and the Whittington hopes that by the end of 2008/09 50 per cent of all waste is recycled.

Directory

Joe Liddane

Chairman

Joe Liddane became chairman of The Whittington Hospital NHS Trust on 1 November 2007.

Joe qualified as a chartered accountant and has had a distinguished career specialising in performance improvement for financial services and other private sector businesses, as well as some public sector organisations. He is managing director of Setanta Performance and was previously a partner in a leading UK accountancy firm and European managing director for a large American consultancy. Joe has lived near the Whittington for 27 years and is chairman of St Joseph's parish council.

David Sloman

Chief Executive

David Sloman joined the Whittington as chief executive on 1 November 2004.

He was previously chief executive of Haringey Teaching Primary Care Trust and prior to this worked as chief executive of the Marylebone Primary Care Group for two years after holding several leading roles at Camden and Islington Community NHS Trust from 1992 to 1999. Having worked for several years in North London he is well known to many staff and stakeholders.

David lives in Crouch End with his young family.

Susan Sorensen

Director of Strategy and Performance

Susan Sorensen first worked in the NHS as an economist. She then qualified as an accountant and moved to Great Ormond Street Hospital where she became Deputy Director of Finance. Susan came to the Whittington as Director of Finance in January 1991 and moved into her current position as Director of Strategy and Performance in 2006. She lives in Islington.

Deborah Wheeler

Director of Nursing and Clinical Development

Deborah Wheeler joined the Whittington as Director of Nursing and Clinical Development in October 2000. Deborah trained as a nurse at St Bartholomew's Hospital, and spent her clinical career in orthopaedic nursing. She subsequently held a variety of management posts at the Royal National Orthopaedic Hospital, Stanmore, and became Director of Nursing in 1995.

Celia Ingham Clark

Medical Director

Celia has been Medical Director at the Whittington since 2004. She joined the Whittington hospital as a consultant surgeon in 1996, after training in various north London hospitals. Surgically her main interest is in day case surgery. Managerially her main aim is to improve the quality and process of care for patients at the Whittington. She is a Fellow of the British Association of Medical Managers. Celia lives in north London with her husband and teenage sons.

Richard Martin

Director of Finance

Richard Martin joined the Whittington in January 2007 as Director of Finance, having been Director of Finance at Enfield primary care trust since 2001. He has also held a number of public sector finance positions both in local government and in other health bodies. He lives with his family in Enfield.

Margaret Boltwood

Director of Human Resources and Corporate Affairs

Margaret Boltwood joined the Whittington in 1989 as personnel manager for acute services. She has worked in the NHS in human resources management since 1978, and is a Fellow of the Institute. She was appointed to her present position in 1996.

Kate Slemeck

Director of Operations

Kate Slemeck joined the Whittington in October 2001. Kate has been a general manager in the NHS for 14 years, and previously in other acute trusts including Northwick Park and Newham. Prior to moving into management Kate qualified and worked as an Occupational Therapist.

Siobhan Harrington

Director of Primary Care

Siobhan Harrington joined the Whittington in September 2006. She trained as a nurse at St Thomas's Hospital in the 1980's. She has worked in a number of nursing and management roles across both Primary and Secondary Care and has experience of working at a regional and national level.

Siobhan joined the Whittington from Haringey Teaching Primary Care Trust where she was Director of Primary Care Commissioning.

Philip Ient

Director of Facilities

Philip Ient joined the Whittington Hospital in March 2001. Philip trained as a marine engineer and served for five years in the Merchant Navy. In 1983 he joined the NHS as an engineer and has worked in both primary care and acute sectors of the NHS over the past 20 years. Philip is a chartered engineer.

Robert Aitken

Non – Executive Director

Robert Aitken from Brookfield Park is director of Employment Commercial and Companies Division at Treasury Solicitors. Robert has worked for the Department of Health as a lawyer. He had an advisory role in the merging and further expansion of Kilburn based Housing Association, Spencer Houses, and was a trustee of the English National Opera Benevolent Fund. As a local man, Robert is churchwarden at St Anne's in Highgate.

Maria Duggan

Non – Executive Director

Duties include: Older Peoples' Champion; Older Peoples' National Service Framework Steering Group; Audit Committee; Assurance Committee; Equality and Diversity Group. Maria has an academic background as a sociologist. In a lengthy career she has been, amongst other things, a social work practitioner, a director of social services and an academic in the field of social and health policy.

Maria currently has an extensive portfolio as an independent, health and social care policy analyst, organisational development consultant and researcher. She works on commissioned projects for the Department of Health, numerous national, regional and local government agencies in England and a range of international and national academic and research institutes and both statutory and independent health bodies and agencies. Maria lives in Muswell Hill.

Professor Anne Johnson

Non – Executive Director

Professor Anne Johnson is the UCL nominated non-executive director of the Whittington Hospital NHS Trust. She is Professor of Infectious Disease Epidemiology and Head of the Primary Care and Population Sciences Department at University College London.

Anne qualified as a medical practitioner and subsequently trained in General Practice and Public Health. She has worked in research in the epidemiology and prevention of HIV and sexually transmitted infections and been involved in the planning of sexual health services since 1985. From 1986-99 she directed the MRC UK coordinating centre for HIV epidemiology. She lives near the Whittington in Dartmouth Park.

Edward Lord

Non – Executive Director

Edward Lord is chairman of 4Ps – the Public Private Partnerships Programme, a public body that leads in project support and advisory services to all local authorities in England and Wales. He is also an elected member of the City of London Corporation and serves as a magistrate and a board member of other public bodies and charities. He was previously an executive director of two universities, prior to setting up his own public affairs and governance consultancy practice in 2002. He lives in Finsbury Park and serves as lead member for diversity and equality on the City of London Police Authority. Until recently he was a governor of Holloway School.

Anna Merrick

Non – Executive Director

Anna Merrick, who lives in Highgate, has worked briefly with the Whittington Hospital during the redevelopment period as an independent consultant. She has extensive commercial experience across a wide range of corporate banking markets, most recently as director of structured corporate banking at Abbey National plc. She has been a Highgate Society council member and has been actively involved in the organisation of school fundraising events.







SERVICES A-Z

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SERVICES A-Z

Anaesthetic services

There is a wide-ranging division of anaesthesia, which supports a number of departments. The service provides specialist support in the areas of acute and chronic pain, obstetrics, paediatrics, accident and emergency, and intensive care. Anaesthetists work closely with pre-operative assessment nurses to ensure patients are optimally prepared for their surgery. Equipped with state-of-the-art anaesthetic equipment the team is able to offer, in addition to traditional general anaesthesia, the full range of anaesthetic techniques including sedoanalgesia, regional anaesthesia and total intravenous anaesthesia. In addition the department has specialist nurses working in the acute pain team.

Bariatric services, surgery and obesity management

The Whittington has been providing bariatric surgery since 1998 and is one of the most established providers of such services in the UK. Patients are fully informed about weight loss surgery and that their operation is performed in the safest possible environment.

Range of services

- Full range banding of surgical procedures
- Specialist nutrition and dietician expert team
- Patient support group
- Specialist metabolic dietician and endocrinologist

Cancer care

The multi-professional cancer care team diagnoses and treats many new patients each year. The Whittington is a designated unit for breast, lung and colorectal cancers and also treats patients with haematological malignancies. In partnership with Great Ormond Street Hospital, the Whittington runs a paediatric oncology shared care unit.

Range of services

- One-stop clinic for patients with suspected breast cancer
- Multi-disciplinary lung cancer team that includes a specialist in radiotherapy treatments and a clinical nurse specialist in lung cancer care
- Colorectal cancer service
- Paediatric oncology shared care unit
- Chemotherapy services
- One-stop clinic for patients who are taking oral chemotherapy
- Drop-in clinic for patients, carers and healthcare professionals wanting advice and support either face-to-face or via the telephone
- Community and hospital-based specialist palliative care team
- Breast cancer support group

Cardiology

The cardiovascular service aims to improve the health of patients with known or suspected disorders of the heart and blood vessels. The department supports the prevention of heart disease by advocating a healthy lifestyle in the population it serves.

Range of services

- Anticoagulant services dedicated to anticoagulant monitoring and control. This service extends into community practices and pharmacies
- Cardiac investigation unit that offers inpatient and outpatient tests for heart conditions, which will include interventional diagnostics
- Private echocardiography service
- Rapid access chest pain service that provides quick assessment and diagnosis of patients with new onset of chest pain and also for patients with existing angina who have a change in symptoms
- Cardiac rehabilitation developed for patients who have either had a heart attack or have undergone cardiac surgery
- Heart failure service that provides rapid investigation of patients with suspected heart failure. The rapid access heart failure service is a one-stop shop where patients can have all the necessary investigations on the same day
- A modern state-of-the-art coronary care unit, Motnschi ward.

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SERVICES A-Z

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Care of older people

The department for the care of older people offers inpatients, outpatient and day hospital services as well as a designated stroke unit. In the day hospital patients receive treatments, assessments and rehabilitation on a multidisciplinary basis that enable them to remain living in the community. In addition, the department also runs a number of other outpatient clinics.

Range of services

- A clinic that specialises in falls.
- A physiotherapy-led balance class for those who have fallen or are at risk of falling
- Clinics for those with memory problems
- All inpatients and outpatients have access to, and are supported by, physiotherapists, speech and language therapists, occupational therapists and social workers

Children's health

The paediatric department provides medical and surgical care for children and young people from birth to 16 years old. It is also a major provider of acute care for children in north central London. Care is provided by a multi-skilled team of consultant paediatricians, child psychiatrists, paediatric and general nurses, play specialists, speech and language therapists, dieticians, child psychotherapists and social workers.

The paediatric ambulatory care treats children who require further investigation and treatment; who require planned elective day surgery; are emergency card holders and who are known to the department; or who receive medical day care including oncology, chemotherapy and blood transfusions.

Range of services

- General paediatric inpatients
- Paediatric high dependency unit
- Neonatal intensive care unit (NICU Level 2)
- Outpatient clinics
- Emergency outpatient clinic: (Monday to Friday from 10am to noon)
- Special combined clinics - neurology; cardiology; endocrinology; diabetes; haemoglobinopathies; dermatology; rheumatology; nephrology and respiratory
- Day care assessment unit
- Paediatric ambulatory care unit

Clinical nutrition

Nutrition plays a key role in both health promotion and in the treatment of illness to both in and outpatients GP outpatient referrals are directed to a separate dietetic team based in the community. The dieticians work closely with the catering department in the provision of the patient meal service.

Specialist dieticians in specific fields such as:

- Paediatrics
- Gastroenterology and nutrition support
- Care of older people
- Bariatrics
- Stroke
- Diabetes

Day treatment centre

The day treatment centre is a brand new facility providing pre-planned surgery and diagnostic procedures for NHS patients. The Whittington chooses day surgery whenever possible, as it minimises the amount of time patients need to spend in hospital and recovery is quicker, reducing the disruption to their daily life. The day treatment centre has four state-of-the-art operating theatres and three endoscopy treatment rooms, plus an interventional imaging suite and minor procedure room, putting the Whittington at the forefront of day case treatment in London.

Procedures are undertaken across all specialties including:

- Gastroenterology
- Respiratory medicine
- Diagnostic cardiology
- Gynaecology
- Diagnostic cardiology
- Diagnostic cardiology
- Ophthalmology
- Interventional imaging
- Urology
- ENT
- Orthopaedics

Dermatology

The dermatology department looks after both adult and paediatric patients and carries out a joint vulval clinic with the department of women's health colposcopy unit. The service also provides community dermatology services on behalf of Islington PCT. The aim is to provide a wide-ranging comprehensive service dealing with both acute and chronic skin disorders. Also treated are benign and malignant tumours, including pigmented moles, and other disorders that affect the quality of life, such as acne.

Range of services

- Surgical procedures dealing with skin tumours, wound manipulation, O-Z and V-Y plasties, various skin flaps and skin grafts
- PUVA, patch testing and skin surgery unit
- Rapid access cancer referral
- Cryotherapy using liquid nitrogen to treat skin lesions
- Wound care and leg ulcer service
- Occupational dermatology

Diabetes

The department of diabetes aims to improve the health of people with diabetes through the service it provides and via education, training and research. Visits to local GP practices are made on an informal basis to improve the links with primary care and to strengthen the local provision of diabetes care. In addition GPs are invited to attend the diabetes renal clinic and we also provide an annual advanced diabetes programme for practice nurses. The diabetic team are part of the health foundation's co-creating health programme, with colleagues from the Whittington's PCTs. This programme includes training for clinicians and patients in supporting self-management.

Range of services

- Young adults
- Patients on complex insulin regimes
- Patients with diabetic foot complications
- Islington community diabetic service
- Young adolescents
- Diabetic nephropathy
- Antenatal
- Paediatrics

Ear, Nose and Throat, and Audiology

The hospital provides an integrated ear, nose and throat and audiology service. Working in partnership, the audiology department provides a comprehensive diagnostic service of hearing and balance assessments for all age groups. They also provide a direct access diagnostic service to GPs in Camden and Islington. In the modernised hearing aid centre, the Whittington provides digital hearing aids and rehabilitative services for hearing and tinnitus. The ENT department runs outpatient clinics everyday. Minor operations are performed in the hospital's day surgery unit, with major cases being referred to the Royal National Throat, Nose & Ear Hospital.

Range of services

- ENT paediatric problems
- Middle ear and mastoid disease
- Sinus disease
- Voice problems
- Head and neck oncology
- Sleep disordered breathing including snoring
- Salivary gland problems
- Adult diagnostic services: pure tone audiometry; tympanometry and acoustic reflex tests; speech audiometry; evoked response audiometry; electronystagmography; bithermal caloric tests.
- Paediatric diagnostic service: distraction testing; McCormick speech discrimination toy tests; play audiometry; otoacoustic emissions.
- Rehabilitation services: hearing aid evaluation and fitting and repair service; real ear measurement; tinnitus counselling.

Emergency department

The emergency department sees on average 80,000 patients annually. The department provides both 24-hour access to health care and links between primary and secondary care. The Whittington sees all patients within the government's emergency care four-hour standard.

Range of services

- Full trauma and resuscitation facilities
- Provision of advice on self-care
- Referral from triage to appropriate community based services, including GP
- Full range of emergency diagnostic services
- Referral to fracture clinic; urgent access to outpatient clinics; admission to hospital
- A new paediatric ED will be opening in November 2008, supported by a new paediatric nurse consultant

Endocrinology department

The endocrinology department sees patients with a broad range of glandular and hormonal conditions in outpatient clinics and provides advice for inpatient endocrine emergencies. To further improve the efficiency of the service a phone clinic has also been established for patient follow-up. An endocrine nurse who is trained to perform dynamic hormonal investigations, to supervise on-going treatment, and to advise and counsel patients, supports the endocrine service. For patients with pituitary tumours the hospital has links with the neurosurgical services at the National Hospital for Neurology and Neurosurgery.

Range of services

- Outpatient clinic for patients with thyroid, calcium, adrenal and reproductive endocrinology disorders
- In-house radioactive iodine therapy for thyroid conditions
- Monthly specialist paediatric endocrinology clinic is provided in collaboration with the paediatric department
- Follow-up phone clinic

Gastroenterology

The gastroenterology department provides a comprehensive service for the investigation and management of suspected and established gastrointestinal disease.

Range of services

- Outpatient clinics
- Liver clinic
- Patients telephone helpline
- Endoscopy sessions are held throughout the week

General internal medicine

Acute medicine is concerned with the immediate and early specialist management of adult patients with a wide range of medical conditions who present to hospitals as emergencies. The Whittington provides a comprehensive acute medical service through its on-call team. They are experts in the care of:

- Diabetic patients
- Patients with endocrine problems
- Patients with gastroenterological problems
- Conditions associated with older people
- Patients with breathing (respiratory) problems
- Patients with cardiovascular problems
- Patients with rheumatology problems
- Emergency care

General surgery

The hospital provides a well-supported portfolio of planned surgical procedures to the local community in all the main surgical specialities. The general surgical department is dedicated to the continued development of our ambulatory services and laparoscopic surgery, improved breast services, endocrine surgery, benign upper GI and bariatric services, colorectal benign and oncology services. Upper and lower GI surgical firms work with the gastrointestinal physicians for the joint management of patients with digestive diseases and endoscopic services.

Range of services

- One-stop nurse led clinics in benign upper GI diseases and rectal bleeding
- Direct access hernia day case service
- Vascular scanning and management
- Sentinel node biopsy service for diagnosis of breast cancer
- Established laparoscopic service including colorectal surgery, day case cholecystectomy and hernia repair
- Specialist clinics in breast, colorectal, upper GI and obesity disorders

Haematology

The haematology department offers a clinical and laboratory service supporting the Whittington's general medical, surgical and paediatric services as well as GP surgeries. The department has a special interest in haemoglobin disorders and has an international reputation in this field. Clinical psychologists support the thalassaemia and sickle cell services. The Whittington treats the whole range of haematological malignancies with the exception of acute leukaemia's and very aggressive lymphomas, which are treated at, or in conjunction with, University College London Hospitals (UCLH). The department has responsibility for managing acute deep vein thrombosis using an integrated care pathway and also provides haematological support to the anti-coagulant clinic whenever appropriate.

Range of services

- Open access phlebotomy service for GP patients, Monday to Friday 9 am to 4 pm in the haematology department
- Thalassaemia / transfusion unit offering 24-hour transfusion services
- Day care facility where chemotherapy and minor procedures, such as bone marrows, are performed
- Six outpatient clinics a week with additional community based sickle cell clinics. There is an evening haemoglobinopathy clinic and a Saturday morning general clinic
- A joint paediatric sickle cell clinic is held every second and fourth Monday of the month

Imaging

The imaging department is in a spacious purpose-built accommodation on level 3 of the main hospital building and is one of the most advanced units in the UK. The state-of-the-art equipment and a wide range of high tech ultrasound scanners enables the Whittington to provide the best possible imaging technology with the lowest possible radiation dose.

Range of services

- X-ray examinations / walk-in service for GP patients
- One-stop clinics for haematuria, breast, paediatric and urinary tract imaging
- Ultrasound examinations
- Barium meals and enemas
- IVU's angiographic procedures
- CT scans / MRI scans / Dexa scans
- Nuclear medicines studies
- Mammography / open access breast clinic
- Direct access for GP patients for ultrasound and bariums
- Extended hours open access walk-in chest service

Intensive therapy unit

The intensive therapy unit (ITU) provides a service for critically ill patients with potentially recoverable conditions who might benefit from a more expert and detailed management than is available at ward level. The Whittington has a modern state-of-the-art, 15 bedded ITU unit, with modern isolation rooms available. The latest modern equipment supports the excellent team who work on the unit.

Midwifery

The hospital provides a maternity service across north central London. Last year the midwifery team delivered over 3,845 babies at the Whittington or at home. The maternity unit has been awarded level three status by the government's clinical negligence standards for trusts scheme, which means that it is considered to be one of the safest places in which to be treated.

Range of services

- Dedicated community midwifery teams covering different geographical areas: They hold clinics in the hospital, GP practices and sure start children's centres, as well as run antenatal classes. When an expectant mother books into the Whittington, she will be assigned to a team depending on where she lives.
- The hospital actively supports the increasing number of women who wish to give birth at home
- Antenatal water birth classes are held every fortnight. Two delivery rooms are equipped with pools and building work has started on the new five bedded midwifery lead birthing units
- Post-natal support midwives who can give advice on all aspects of parenting
- Midwife scanning
- Specialist HIV / AIDS midwife support
- High risk / diabetic midwife specialists
- Award winning teenage pregnancy midwifery team
- Award winning specialist prison midwifery team
- FGM clinic
- Bereavement midwife

Neonatal Intensive Care Unit

The Whittington neonatal unit (NICU) is part of the North Central London Perinatal Network. There is joint perinatal working in clinical areas with obstetricians and midwives and shared research projects both within the network and nationally. The NICU capacity has recently been expanded to a 28 cot facility, including six intensive care, six high dependency and 16 special care cots. These include five mother and baby rooms, allowing for transitional care for well mothers and their growing pre-term infants. Neonatal outpatient services incorporate antenatal counselling jointly with obstetricians; neonatal follow up, both general and developmental, and neonatal new patient referrals.

Nephrology

The nephrology department provides diagnosis and treatment for patients with all forms of kidney disease and hypertension, excluding dialysis and transplantation. This includes a full range of blood and urine investigations, renal imaging and diagnostic renal biopsy where required. The nephrology team work closely with the hospital's diabetes, cardiology and haematology departments and provide an inpatient consult service.

Neurology

The neurology department aims to provide a secondary diagnostic service to the local population, and in conjunction with the National Hospital for Neurology, deals with the on-going management of chronic neurological disorders. The departments runs a purely consultant based service, offering five outpatient clinics per week in addition to supporting the general medical and surgical colleagues within the hospital.

Neurophysiology

The clinical neurophysiology service provides diagnostic neurophysiological investigations for a range of specialities to patients of all ages, and is a multi district service. Their particular expertise is in paediatric –including neonatal – EEG. Consultant-run clinics for EMG and NCS are held twice a week. GP access is available for routine and sleep deprived EEG and routine NCS for carpal tunnel syndrome.

Range of services

- Melatonin sleep EEG
- Sleep deprived EEG
- Multimodal evoked potentials (EP)
- Routine EEG
- Visual evoked potentials (VEP)
- Portable EEG
- Nerve conduction studies (NCS)
- Electromyography (EMG)

Occupational therapy

The occupational therapy department plays a key role in facilitating the safe and effective discharge of patients following a hospital stay. When patients are ready to return home a thorough assessment of their ability to manage self-care tasks is completed and functional rehabilitation to promote and maintain their independence. This may also include an assessment of their home environment and the provision of aids and equipment to enable them to remain in their own home as long as possible.

Ophthalmology

The department of ophthalmology works in conjunction with the Royal Free Hospital to provide an effective and efficient service. Seven outpatient sessions are held a week. Emergencies are seen during clinic times, otherwise emergency care is available through the Royal Free hospital. Day case surgery is now preferred at the Whittington.

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Range of services

- Diabetic retinopathy clinic
- Glaucoma clinic
- Oculoplastics and cataract clinic
- Community screening of pre-school children in Islington
- Dedicated paediatric clinic

Orthopaedics

Emphasis is placed on the senior management of trauma with daily trauma and audit meetings and a daily trauma list. Every morning there is a new and follow-up fracture clinic, in the afternoon there are new and follow-up orthopaedic clinics. The department provides outpatient, inpatient and day surgery services.

Range of services

- Weekly specialist clinic for upper limbs, backs, ankle and foot, and hip patients
- Daily fracture clinic for all types of fractures
- Daily orthopaedic clinic for all general orthopaedics
- Day case surgery
- Inpatient surgery
- Dedicated theatre, orthopaedic and trauma wards

Pathology

The pathology laboratories comprise the individual departments of biochemistry, haematology, histocytopathology and microbiology. Results for biochemistry and haematology are electronically transferred to GPs where possible and all others are sent by courier or first class post. The results for samples marked 'urgent' are phoned through, with all others being returned in less than one week.

Range of services

- Routine investigations in all departments
- Referral of low-volume or more esoteric tests
- Phlebotomy service for GP patients, no appointment necessary
- Biochemistry, haematology and microbiology departments run an on-call service for urgent samples

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Physiotherapy

The physiotherapy department provides a comprehensive range of services including diagnostic and rehabilitative physiotherapy. This includes outpatient and inpatient services and two early discharge and rehabilitation intermediate care schemes. Working in partnership with Haringey and Islington PCTs, it is planned to further develop integrated pathways of care for patients moving within primary and secondary care rehabilitation services.

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Range of services

Outpatient

- Extended scope practitioner clinics (spinal, lower limb and rheumatology),
- Assessment, diagnostic and treatment service for peripheral, spinal and sports musculoskeletal conditions
- Pain specialist
- Acupuncture
- Paediatric musculoskeletal conditions
- Anterior cruciate rehabilitation
- Women's health - obstetric patient referral, advice and classes, gynaecological diagnostic and treatment

Inpatient

- Respiratory; critical care outreach, physiotherapy lead non-invasive ventilation, acute respiratory care
- Care of older people; acute care, falls rehabilitation
- Neurology; stroke (acute and rehabilitation), acute neurological conditions
- Orthopaedics
- Women's health – obstetric advice and education and post surgical gynaecology

Primary care interface services

- Respiratory early discharge scheme and pulmonary rehabilitation.
- Supported discharge rehabilitation team.

Podiatry

The Whittington's podiatry department provides assessment and treatment of patients who have at risk or high risk feet and limbs. They work closely with the diabetes team in the provision of diabetes care and they also see patients with vascular and rheumatology disease or who have undergone nail surgery. The department has developed an innovative practice that includes laser treatment and maggot therapy. GP's who have undergone a podiatry accreditation course are able to directly refer patients to the hospital podiatrist. All other GP's must send outpatient referrals to be assessed by the community based podiatrists. GP's, however, may refer patients for nail surgery.

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Respiratory medicine

The department of respiratory medicine aims to offer the highest quality of care for patients with respiratory disease and contribute towards the improvement of respiratory healthcare through the service it provides, as well as through education and training. Diagnoses seen include COPD, asthma, lung cancer, tuberculosis, bronchiectasis, sarcoidosis and other interstitial diseases. Urgent diagnoses, such as lung cancer, tuberculosis and respiratory failure, are seen as quickly as possible, ideally in the next available clinic. Non-urgent cases are seen in order of referral. In all cases it is advised that new patients have a GP referred outpatient chest x-ray before referral to ease the passage through the clinic and to save the patient's time.

Range of services

- Outpatient clinics
- TB treatment and contact clinic
- Smoking cessation clinic
- Oxygen assessment
- Obstructive sleep apnoea
- Sleep service
- Pulmonary function laboratory
- The Respiratory Early Discharge Service (REDS) helps patients admitted as an emergency to get home earlier. Provided in conjunction with local primary care services
- Chronic Respiratory Support service (CRS) helps to reduce the number and duration of admissions of patients with COPD. Consists of four to six visits by a respiratory physician or respiratory nurse specialist, followed by monthly contact. Long-term support consists of weekly visits
- Patients using the REDS and the CRS service are given telephone helpline numbers to call if they are concerned about their breathing. Urgent visits can be arranged in such circumstances
- Pulmonary rehabilitation for patients with COPD

Rheumatology

The rheumatology department aims to improve the health of patients with musculoskeletal disorders. The department uses a multi-disciplinary approach and works closely with the hospital's orthopaedic, physiotherapy and chronic pain departments.

Range of services

- Nurse-run supervision clinic for patients who are on disease modifying anti-rheumatic drugs
- Biologics clinic for assessment, support and further treatment for those patients with complicated inflammatory joint disease that has not responded to usual disease modifying anti-rheumatic agents
- Paediatric clinic. Patients with chronic polyarthritis are jointly managed with the department of paediatric and adolescent rheumatology at Great Ormond Street Hospital
- Lupus clinic
- Extended scope practitioner injection clinic
- The consultants and specialist registrars are all approved referrers to the 'Prescription for Exercise Programme' run by Islington local authority

Speech and language therapy

The Whittington's speech and language therapy department provides a service for babies, children and adults referred for feeding, swallowing, communication and voice disorders. The department aims to offer an evidence based, reflective service with the patient at the centre of care. The team offers assessment, diagnosis, advice and management across a wide range of settings within the hospital including the neonatal intensive care unit, the paediatric department, ITU, stroke and elderly wards, ENT and head and neck cancer outpatients and imaging (videofluoroscopy).

Range of services

Inpatients

- Dysphagia – adult/elderly population.
- Communication – adult/elderly population.
- Voice disorders
- Paediatric dysphagia and feeding.
- Behavioural feeding - paediatrics.
- Videofluoroscopy - paediatrics and adult.

Operating theatres / acute pain

The Whittington hospital has six inpatient operating theatres providing elective and emergency care to patients from the local community. The aim is to provide excellent standards of perioperative care to patients undergoing a variety of surgical procedures across a range of surgical specialities. There is a dedicated trauma / emergency theatre which is available for the management of patients 24 hours a day, 365 days a year.

Range of services

- Vascular
- Urology
- Orthopaedics
- General surgery including bariatric surgery
- Trauma and emergency
- Gynaecology

Urology

The Whittington provides a supported portfolio of planned surgical procedures to the local community in all main urology disorders and we work in collaboration with University College London Hospital (UCLH) to provide surgical intervention for major and complex cancer cases. The department is dedicated to continued development in ambulatory services and laproscopic surgery. In addition, the department is actively involved in high quality research at both scientific and clinical levels with the Royal Free Hospital, UCLH and Sutton, to ensure that they are at the forefront of improved patient care and management.

Range of services

- One-stop haematuria clinic
- One-stop prostate assessment clinic
- TRUS and biopsy clinic
- Erectile dysfunction clinic
- Hormone control clinic for the management of prostate cancer
- Nurse-led active surveillance clinic
- Paediatric clinic for the management and surgical intervention of scroto-genital disorders
- Chemotherapy clinic
- Joint oncology clinic with radiotherapist from the Royal Free Hospital
- Joint uro-oncology services with UCLH for surgical intervention
- Minor urology disorders operated under sedation

Women's health

The gynaecology department provides a range of special interest clinics. The Whittington is a designated gynaecological cancer unit. There are specialist diagnostic, assessment and treatment services to which all women with potential or suspected gynaecological cancers are referred. This includes women with symptoms and those who present through our cervical screening programme. Patients are seen within two weeks of referral.

Range of services

Special interest clinics

- Colposcopy
- Vulval
- Gynae-oncology rapid access clinic
- Fibroids
- Gynae-endocrine
- Urogynaecology
- Menorrhagia
- Andrology
- Hysteroscopy
- Menopause
- Fertility including IUI procedures
- Obstetric medical clinic
- Pregnancy advice
- Obstetric diabetic clinic
- Early pregnancy diagnostic unit which runs daily clinics





Value for Money

Spending wisely

Operating and Financial Review

2007/08 was a successful year for the Whittington in meeting both its financial and non-financial targets, whilst continuing to make progress towards its strategic goals.

The first phase of the Trust's major redevelopment programme opened in November 2006, comprising a new Imaging department, adult Critical Care unit, wards and day-care facilities. 2007/08 was thus the first full financial year of operation of these new facilities.

In 2007/08 the focus of the redevelopment team turned to the completion of the Day Treatment Centre (which opened in April 2008) and to the longer-term plans for further modernisation of the hospital site.

Financial performance

The summarised financial statements that follow this review show that the Trust made a surplus of £1.421m on its income and expenditure account for the year ended 31st March 2008. This was the fourth successive year that a surplus was achieved. By meeting its required planned level of surplus, the Trust contributed to the overall financial plan for the NHS in London.

Achievement of this level of surplus was possible as a result of a combination of factors including the delivery of a cost improvement programme of £8.4 m.

In addition the Trust continued to make significant investment in its physical environment and this year delivered a capital expenditure programme in excess of £10m. This comprised £6m of building and engineering schemes (including major improvements in the Outpatients Department), £3m on new medical equipment (including equipment for the new Day Treatment Centre) and £1m on information technology (including new systems for the Pharmacy and for Theatres).

The Trust's fixed assets are valued as described in note 1.7 to the accounts. Market values are not routinely held in respect of land. All land and buildings are restated to current market value, using professional valuations in accordance with FRS15 every five years and in the intervening years using indices.

Financial risk

The Trust operates within the regulatory framework determined by the Department of Health. Risk management is monitored through the Trust Board's assurance framework, as described in the Statement of Internal Control. Directors are members or attendees of the Trust Board and the Chief Executive, as accountable officer, has put in place systems that provide information and assurance for the Trust Board. The Statement of Directors' Responsibilities in respect of the accounts is signed by the Chief Executive and Finance Director. The statement confirms that the Directors have to the best of their knowledge and belief complied with audit requirements and is signed by order of the Board.

In addition, as confirmed via the annual letter of representation to the Trust's external auditors, there is no relevant audit information of which the Trust's auditors are unaware. This letter is signed by the Chief Executive, the Finance Director and the Non Executive chair of the Audit Committee and has been agreed with other board members.

The full Statement of Internal Control and the letter of representation can be obtained from the Press Office, Jenner Building, The Whittington Hospital NHS Trust, Magdala Avenue, London N19 5NF (Telephone: 020 7288 5983).

Non-financial performance

The Trust’s clinical activity was significantly higher than had been forecast at the start of the year. This represents a combination of factors: increased demand arising from growth in market share, the drive to meet waiting-time standards, and the lower than planned effect of PCT demand management initiatives. 2007/08 saw a 2.5 per cent increase in GP referrals compared to 2006/07, an 18 per cent increase in elective (planned) care, and a 6 per cent increase in the number of babies delivered. This growth is reflected in the increase in the Trust’s operating income above the level of inflation (up 7.3 per cent from 2006/07).

The Trust met all but one of its targets for reducing healthcare associated infections. There were 21 cases of MRSA bacteraemia, against the target maximum of 12. However, 21 cases did represent a 33% reduction from the previous year. The Trust did achieve its target to reduce the number of cases of Clostridium difficile infection in patients over the age of 65, which was set by the PCT.

With this one exception, the Trust met or exceeded its performance targets, including the 4-hour total treatment time target in the Emergency Department. The Whittington was one of only four Trusts in London that met this target in 2007/08.

A major focus for operational activity in 2007/08 has been the national target that by 2008 no one should wait for more than 18 weeks from referral to treatment. The Whittington achieved all its interim milestone targets by March 2008 and is on track to achieve all the requirements of this national initiative.

Future developments

In 2008/09 the Trust will focus on consolidating its achievements in reducing patient waiting times and improving access to services and the patient experience, and reducing the rates of Health Acquired Infections.

The new Day Treatment Centre provides the opportunity for the Whittington to expand the type of day-case procedures on offer and the increase the number of patients treated.

Planning work continues to enable the Trust to submit an application for Foundation Trust status later in the year.

Other information

The Trust has a public website. It also has an intranet for the dissemination of information and policies to staff.

The Trust actively engages with key stakeholders in the community to implement NHS Policy.

Income and expenditure

The Trust’s main sources of income are service level agreements with Primary Care Trusts and education and training levies.

The Income and Expenditure statement indicates an operating surplus of £4.696m. The Trust paid dividends of £3.577m and received interest of £0.302m (net), resulting in the retained surplus of £1.421m.

The following table summarises key features of the Trust’s Income and Expenditure performance over the last five financial years.

	2003/04	2004/05	2005/06	2006/07	2007/08
	£'000	£'000	£'000	£'000	£'000
Income	110,694	127,524	131,498	142,389	153,330
Operating surplus/(deficit)	(850)	4,123	2,760	4,909	4,696
Net interest receivable/(payable)	150	330	308	291	302
Dividends payable	2,700	2,455	3,048	3,215	3,577
Retained surplus/(deficit)	(3,400)	1,998	20	1,985	1,421
Income & expenditure reserve	(1,601)	397	417	20,141	21,827

Cash flow and net financial change

The Department of Health has historically set an annual target for each Trust in respect of its year-end cash balance. Although a target was initially set for 2007/08, the cash management regime was revised in year such that Trusts were enabled to forecast and manage their year-end cash balance. The Trust agreed and delivered a year-end target balance of £2.5m, which was an increase of £2.1m compared to the previous year.

In order to meet this target, the Trust used its net cash inflow of £16.675m from operating activities and £0.369m interest received to make a net investment of £8.71m in fixed assets, make dividend payments of £3.577m and make a net public dividend capital repayment of £2.657m, resulting in an overall increase of £2.1m in the cash balance for the year as required.

Payment of creditors

The Department of Health requires that trusts pay creditors in accordance with the CBI Better Payments Practice Code and Government accounting rules. The target is to pay creditors within 30 days of receipt of goods or a valid invoice, whichever is later, unless other terms have been agreed.

The Trust's performance, which is measured both in terms of volume and value, is tabled below, with a comparison to the prior year in the second table.

2007/08 performance				
	NHS Creditors Number	Non NHS Creditors Number	NHS Creditors £'000	Non NHS Creditors £'000
Total bills	5,505	41,720	6,928	47,624
Total paid within target	5,109	33,570	6,227	39,775
Percentage paid within target	93%	81%	90%	84%

2007/08 performance				
	NHS Creditors Number	Non NHS Creditors Number	NHS Creditors £'000	Non NHS Creditors £'000
Total bills paid	5,466	35,672	8,467	42,252
Total paid within target	5,231	29,608	8,229	36,209
Percentage paid within target	96%	83%	97%	86%

Staff and management costs

The Trust recognises the need to contain its management costs at a level appropriate to the achievement of its service and financial objectives. Expressed as a percentage of income, the Trust's management costs have remained constant over the last year.

	2007/08 £'000	2006/07 £'000
Salaries and wages	86,356	80,448
Social Security costs	7,069	6,846
Employer contributions to NHS Pension Scheme	8,805	8,329
Total staff costs	102,230	95,623
Of which:		
Management costs	7,335	6,886
Management costs as a percentage of income	4.8%	4.8%



Medical and professional education and training

In 2007/08 the Trust received funding of £13.671m (£13.03m in 2006/07) from the London Strategic Health Authority. This was applied to a wide range of teaching, training, professional development and research activities across all disciplines.

Financial statements

The statements that follow are drawn from the audited statutory accounts of the Trust for the financial year ended 31 March 2008. The audit was conducted by the Audit Commission, the Trust's external auditors. Their audit fee of £179,423 related to statutory audit services.

The financial statements that follow are in a summarised form, and may not contain sufficient information for a full understanding of the Trust's financial position and performance. Full sets of the statutory accounts, for which there is no charge, are available from the Press Office, Jenner Building, The Whittington Hospital NHS Trust, Magdala Avenue, London N19 5NF (Tel: 020 7288 5983).

Signed	Date	Signed	Date
			
Richard Martin	20 June	David Sloman	20 June
Director of Finance		Chief Executive	

Independent auditor's statement to the Board of Directors of Whittington Hospital NHS Trust.

I have examined the summary financial statement which comprises the income and expenditure account, statement of total recognised gains and losses, balance sheet and cash flow statement set out on pages 48 to 50¹.

This report is made solely to the Board of Directors of Whittington Hospital NHS Trust in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 36 of the Statement of Responsibilities of Auditors and of Audited Bodies prepared by the Audit Commission.

Respective responsibilities of directors and auditor

The Directors are responsible for preparing the Annual Report.

My responsibility is to report to you my opinion on the consistency of the summary financial statement within the Annual Report with the statutory financial statements.

I also read the other information contained in the Annual Report and consider the implications for my report if I become aware of any misstatements or material inconsistencies with the summary financial statement.

Basis of opinion

I conducted my work in accordance with Bulletin 1999/6 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board. My report on the statutory financial statements describes the basis of my audit opinion on those financial statements.

Opinion

In my opinion the summary financial statement is consistent with the statutory financial statements of the Trust for the year ended 31 March 2008. I have not considered the effects of any events between the date on which I signed my report on the statutory financial statements (20 June) and the date of this statement.

Philip Johnstone
(Officer of the Audit Commission)
Audit Commission
1st Floor, Millbank Tower
Millbank
LONDON
SW1P 4HQ
20 June

¹Reports of bodies that do not publish their summary financial statement on a website or publish it using PDF format may continue to refer to the summary financial statement by reference to page numbers.

Income and expenditure account for the year ended 31 March 2008

	2007/08	2006/07
	£'000	£'000
Income from activities	128,275	119,539
Other income	25,055	22,850
Total income	153,330	142,389
Total expenses	(148,634)	(137,480)
Surplus before interest	4,696	4,909
Interest receivable	369	341
Interest payable	(19)	0
Other finance costs	(48)	(50)
Surplus for the financial year	4,998	5,200
Public dividend capital dividends payable	(3,577)	(3,215)
Retained surplus for the year	1,421	1,985
Return on assets employed (target 3.5%)	3.4%	3.3%

Statement of total recognised gains and losses for the year ended 31 March 2008

	2007/08	2006/07
	£'000	£'000
Surplus for the financial year before dividends	4,998	5,200
Unrealised surplus on fixed asset revaluation / indexation	5,456	6,598
Net increase in the donation reserve	55	159
Total gains recognised in the year	10,509	11,957

Balance sheet as at 31 March 2008

	31 March 2008	31 March 2007
	£'000	£'000
Intangible fixed assets	867	0
Tangible fixed assets	91,636	83,471
Total fixed assets	92,503	83,471
Current assets		
Stocks and work in progress	1,229	1,324
Debtors	32,391	37,709
Cash at bank and in hand	2,515	415
Total current assets	36,135	39,448
Creditors: falling due within one year	(14,618)	(13,693)
Net current assets	21,517	25,755
Total assets less current liabilities	114,020	109,226
Provision for liabilities	(3,289)	(2,415)
Total assets employed	110,731	106,811
Taxpayers' equity		
Public dividend capital	47,258	49,915
Revaluation reserve	40,425	35,323
Donated asset reserve	1,221	1,432
Income and expenditure reserve	21,827	20,141
Total taxpayers' equity	110,731	106,811

Cash flow statement for the year ended 31 March 2008

	2007/08 £'000	2006/07 £'000
Net cash inflow from operating activities	16,675	6,898
Returns on investments and servicing of finance		
Interest received	369	344
Net cash inflow from returns on investments and servicing of finance	369	344
Capital expenditure		
Payments to acquire tangible fixed assets	(9,111)	(8,350)
Receipts from sale of tangible fixed assets	498	0
Payments to acquire intangible fixed assets	(97)	0
Net cash outflow from capital expenditure	(8,710)	(8,350)
Dividends paid	(3,577)	(3,215)
Net cash inflow / (outflow) before management of liquid resources and financing	4,757	(4,323)
Financing		
Public dividend capital received	2,711	4,354
Public dividend capital repaid	(5,368)	0
Net cash inflow / (outflow) from financing	(2,657)	4,354
Increase in cash	2,100	31

Remuneration Report

Salary and pension entitlements of senior managers, who held office during the year ended 31 March 2008, are detailed below.

Name and title	2007/08		2006/07	
	Salary (bands of £5,000)	Other (bands of £5,000)	Salary (bands of £5,000)	Other (bands of £5,000)
Non-executives				
J Liddane	5-10	0	0	0
N Makanji	10-15	0	15-20	0
R Aitken	0-5	0	0	0
M Duggan	5-10	0	5-10	0
P Farmer	0-5	0	5-10	0
P Gordon	0-5	0	5-10	0
D Henry	5-10	0	5-10	0
A Johnson	5-10	0	5-10	0
E Lord	0-5	0	0	0
A Merrick	0-5	0	0	0
Executives				
D Sloman	130-135	0	130-135	0
M Boltwood	75-80	0	70-75	0
T Donnelly	0	0	45-50	0
P Donovan	0	0	30-35	0
S Harrington	75-80	0	40-45	0
P Ient	75-80	0	70-75	0
Mrs C Ingham Clark	15-20	150-155	15-20	130-135
M Lloyd	0	0	15-20	0
R Martin	90-95	0	20-25	0
K Slemeck	70-75	0	50-55	0
S Sorensen	90-95	0	90-95	0
D Wheeler	75-80	0	75-80	0

Joe Liddane joined the Trust in November 2007.
 Narendra Makanji left the Trust in October 2007.
 Robert Aitken joined the Trust in January 2008.
 Peter Farmer left the Trust in December 2007.
 Patricia Gordon left the Trust in November 2007.
 Doreen Henry left the Trust in February 2008.
 Edward Lord joined the Trust in December 2007.
 Anna Merrick joined the Trust in December 2007.
 Tara Donnelly left the Trust in February 2007.
 Patricia Donovan was acting Director of Finance from August – December 2006.
 Siobhan Harrington joined the Trust in September 2006.
 Michael Lloyd retired in June 2006.
 Richard Martin joined the Trust in January 2007.
 Kate Slemek changed from part-time to full-time in June 2007

Pension benefits

The Trust's accounting policy in respect of pensions is described on pages 10-11 of the complete annual accounts document.

During 2007/08, there was a real decrease in the pension, lump sum and cash equivalent transfer value for K Slemek, all of which are based upon total pensionable pay. The decrease in total pensionable pay was caused by non-recurrent Agenda for Change arrears in 2006/07.

S Sorensen reached retirement age during 2006/07, resulting in a nil CETV.

The membership of the Remuneration Committee comprises the Chairman and all the non-executive directors of the Whittington Hospital NHS Trust. The Committee has agreed the following key principles to guide remuneration of directors of the Trust:

- Annual salary increases should be linked to appraised performance after the year-end (April).
- Increases should be based on a simple percentage range, related to a specified range of performance.
- Objective setting should be realistic, and linked to the Trust's business plan. Individual objectives should be measurable, achievable, limited in number, and include the performance of the individual within the appropriate team (and therefore team performance).

- One-off bonus payments could occasionally be available for major additional objectives.
- When recruiting, non-cash alternatives to salary may be offered.
- Market comparisons of salaries should be reviewed each year and the effect of divergences considered.
- Separate geographical allowances should cease and the current allowance consolidated into basic pay.
- Contracts of employment should continue to be permanent rather than fixed term.
- Performance is measured against agreed objectives and achievement is assessed through an annual appraisal. Performance is one of the key principles of the overall remuneration assessment.
- Contracts of employment are permanent unless there are overriding business reasons for other arrangements. Notice periods and termination payments are set out in contracts of employment.
- No significant awards or compensation were made to former senior managers and no amounts in the report were payable to third parties for the services of a senior manager.

Performance is measured against agreed objectives and achievement is assessed through an annual appraisal. Performance is one of the key principles of the overall remuneration assessment.

Contracts of employment are permanent unless there are overriding business reasons for other arrangements. Notice periods and termination payments are set out in contracts of employment.

No significant awards or compensation were made to former senior managers and no amounts in the report were payable to third parties for the services of a senior manager.

Pension benefits

Name and title	Real increase in pension at age 60 (bands of £2,500) £'000	Real increase in lump sum at age 60 (bands of £2,500) £'000	Total accrued pension at age 60 at 31 March 2008 (bands of £5,000) £'000	Lump sum at age 60 related to accrued pension at 31 March 2008 (bands of £5,000) £'000
D Sloman	0-2.5	5-7.5	30-35	95-100
M Boltwood	0-2.5	2.5-5	30-35	90-95
S Harrington	0-2.5	2.5-5	10-15	30-35
P Ient	2.5-5	2.5-5	25-30	75-80
Mrs C Ingham Clark	5-7.5	20-22.5	45-50	140-145
R Martin	0-2.5	2.5-5	30-35	90-95
K Slemeck	(0-2.5)	(0-2.5)	5-10	20-25
S Sorensen	0-2.5	2.5-5	30-35	100-105
D Wheeler	0-2.5	2.5-5	25-30	80-85

Name and title	Cash Equivalent Transfer Value at 31 March 2008 £'000	Cash Equivalent Transfer Value at 31 March 2007 £'000	Real increase in Cash Equivalent Transfer Value £'000	Employer's contribution to stakeholder pension £'000
D Sloman	439	392	26	0
M Boltwood	513	463	27	0
S Harrington	147	126	12	0
P Ient	387	350	19	0
Mrs C Ingham Clark	707	563	91	0
R Martin	425	389	18	0
K Slemeck	100	101	(2)	0
S Sorensen	0	0	0	0
D Wheeler	359	324	19	0



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The Whittington Hospital NHS Trust welcomes the
views of its patients and
local community. If you would like to get involved
with the hospital or would like further information
about this review,
please contact:

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