

# Onward Arts Strategy 2015 - 2019



31<sup>st</sup> October 2014

Prepared by Jane Willis, Willis Newson for Onward Arts, following a facilitated Visioning Day on 3<sup>rd</sup> October 2014 (amended by Onward Arts 18/11/14)

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<sup>1</sup> HOMEOSTASIS architectural glass commission by Float Glass Design (Location: AEB)

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## 1.0 Background

Onward Arts is the arts programme of Brighton and Sussex University Hospitals NHS Trust (BSUH). It was formed in 1994 as the Arts Advisory Group (AAG) by Professor John Spiers, Chairman, Brighton Health Care, as part of Brighton Health Care NHS Trust with Jeni Sharpstone as the Chair and James Shea as Arts Development Officer. It was renamed Onward Arts in 2012, at which time it adopted a formal mission and aims.

Between 1994 and 2014, Onward Arts (formerly AAG) has worked in a voluntary capacity with ad hoc paid support to deliver a wide variety of arts commissions and projects to enhance the patient environment and experience at BSUH<sup>2</sup>.

from 1994 to 2004 it delivered a number of commissions including murals in the Alexandra Children's Hospital and in A&E; a Staff Artwork Competition; the Millennium Walkway Photography, and photographs of staff at PRH. It delivered 'Just a Song at Twilight', a Sound and Song Therapy project for Elderly Infirm and started a collaborative relationship with the University through other projects.

In 2004, public art consultant Lesley Greene worked with AAG to develop the art strategy for the new Royal Alexandra Children's Hospital (RACH). Several major art commissions were delivered as part of this strategy over the next 5 years. Artist and arts consultant Steve Geliot was appointed to take on the role of Arts Coordinator at the Royal Alexandra Children's Hospital during the build and commissioning period on opening and, while he no longer delivers this role, he continues to support Onward Arts in a freelance management capacity and sits on the Arts Committee.

Since 2007, AAG (now Onward Arts) has delivered an art and interior scheme for the Trevor Mann Baby Unit, the Park Centre photography, paintings and glass projects for waiting areas and corridors, and arts projects for the Hurstwood Park Neurological Centre, the A&E X-Ray department and the Princess Royal Hospital A&E department.

In 2010, arts and health consultants Willis Newson were appointed to develop a Public Art Strategy working collaboratively with locally based consultants Steve Geliot and Frances Lord, for the 3Ts development. At this point, a Joint Arts Group (the JAG) was established between the 3Ts project team and the AAG (now known as Onward Arts) to ensure a joined up approach to art across the BSUH. In 2011, 5 artists were appointed to create designs for the first wave of integrated commissions for the 3Ts development. Construction is due to start in 2015 and this redevelopment project will be complete in 2 phases, the first in 2019 and the second in 2023.

Willis Newson's role will be to lead on the public art commissioning for the new build. However, there is also a need to make the case for arts now across the whole trust beyond 3Ts and over the next 5 years, in the lead up to the opening of the new development.

Willis Newson Director, Jane Willis, was therefore asked to lead a visioning workshop to help AAG to take a more focused and strategic approach to planning its work programme alongside the development of the 3Ts over the next 3-5 years. Willis Newson has now held two workshops (visioning days), firstly with the AAG in 2012, and then with Onward Arts in October 2014.

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<sup>2</sup> See Appendix 2 for a full timeline.

The 2<sup>nd</sup> Visioning Day held on 3<sup>rd</sup> October 2014 and attended by:

- Colin Matthews (Chair) Advisor and Arts Advocate
- Anna Barnes (Vice Chair) Associate Director in 3Ts, BSUH
- Jannet Cook Joint Arts Group member and Patient/Public Design Group representative
- Harriet Barratt Dorling Manager, Economic & Social Engagement in the Arts, University of Brighton
- Paul Frattaroli (Clinical Investigations and Research Unit)
- Shanti Deva Dass (Administrator, Infection Prevention & Control)

In addition, Liz Orton and Susan McNally also attended in their capacity as freelance arts managers able to support the programme as it develops. This document outlines Onward Arts Strategy for development and delivery in the next five years. It ends with an action plan which outlines next steps and key projects for the next year only.

## 2.0 Mission

*Through the use of the arts, Onward Arts seeks to improve the experience of patients, visitors and staff and create a healing hospital environment for all.*

*Passionate about arts in health, we advocate the value of integrating the arts into the culture of the Trust and deliver high quality, patient-centred, arts projects in partnership with the communities we serve.*

## 3.0 Values

All BSUH Onward Arts projects are underpinned by six core values, the work should be:

### **Inspirational:**

The programme will aspire to deliver artworks of the highest artistic standards that inspire and stimulate the imagination.

### **Collaborative:**

Proposals will be developed in partnership with patients, staff and the wider community and will be delivered in partnership with local arts providers; reinforcing local identity and a sense of place.

### **Realistic:**

Proposals will be programmed over a long period of time allowing sufficient lead in, development and delivery time.

### **Affordable:**

Proposals seek to make best use of the available budget, while also being tailored to attract additional external funding.

### **Sustainable:**

Proposals include immediate opportunities to use art to enhance the built environment as well as on-going opportunities for projects to enliven and humanise the space once it is operational over a length of time.

**Integrated:**

We advocate clearly for the integration of the arts in the development of high quality patient environments (new build and refurbishment) in a way which is deeply embedded in the design and construction process.

## 4.0 Aims and Objectives

Onward Arts aims are:

1. **To provide a holistic, healing environment and enhance existing environments through the creation of places which are beautiful, welcoming, inspiring, thought-provoking and restful.**
  - Ensuring that the efficacy of art in creating a better environment is understood and integral to the mission of the hospital
  - Acting as a catalyst for positive environmental change, encouraging people to care for their environment and responding to requests from staff for improvements, prioritising neglected areas
  - Ensuring that art is integrated into the development of all new buildings and refurbishments
  - Working in partnership with departments such as Estates and Facilities to ensure that ongoing environmental improvements are rooted in good design.
2. **To involve and empower staff and the local community in order to support the mental, spiritual and emotional wellbeing of patients.**
  - Engaging with the whole hospital community and working in partnership with patients, staff and the wider community
  - Enabling staff to contribute to projects that impact their environment, fostering a sense of pride and ownership and involving them, alongside patients and the local community, in the planning and development of projects
  - Actively fostering creative opportunities for patients and staff.
3. **To consistently deliver projects of a high quality**
  - Commissioning work that is of high artistic quality, which is sensitive and appropriate to its context and which inspires and stimulates the imagination
  - Actively seeking feedback and undertake evaluation across all projects and ensure that continuous evaluation and critical reflection informs future projects.
4. **To deliver an arts programme that is well-governed, managed and structured.**
  - Ensuring good operational management and leadership by individuals and organisations with knowledge and experience of arts management
  - Delivering a coherent programme of arts projects in a structured and strategic manner.
5. **To ensure the arts programme remains sustainable and able to secure the support it needs for future development.**
  - Considering the sustainability of the arts programme including such long-term implications as the maintenance of artworks, from the outset
  - Implementing an effective charitable and fundraising strategy

- Ensuring that the arts programme has a recognised and established identity, setting out our stall in terms of quality, impact and visibility
- Working closely with the BSMS to research and develop good practice and innovative approaches into the future.

## **5.0 Management**

Onward Arts is managed by an Arts Committee. It meets bi-monthly in order to:

- Identify opportunities and specifications for artwork and arts activity within the Trust.
- Research any potential funding possibilities
- Evaluate existing arts activity within the Trust and to develop and promote innovation and best practise.
- Manage the development of a coherent and effective arts strategy for the Trust
- Monitor and support the progress of appropriate and innovative arts activity approved by the Trust Board and the Specialist Division.
- Facilitate the use of art in the healing environment throughout the Trust.

Onward Arts Committee is made up of committed volunteers from amongst hospital staff and the wider Brighton Community. Some have personal experience of being a patient or a carer, others work at the hospital. They all share a commitment to using the arts and creativity to improve the hospital environment and experience of patients, staff and carers. They also share an energy and excitement to see Onward Arts grow and develop. They believe that, with the 3Ts development in the pipeline, a strong partnership with the University in place and varied networks and links with arts organisations across the city that its members bring, the time is right and the resources in place for development and growth. This is evidenced by the exponential growth of the Committee in the past year:

### **5.1 Onward Arts Committee Membership**

- Khalid Ali, Senior Lecturer, Education Centre, BSUH
- Nigel Alison-Ryan, Arts Commissioner
- Nicola Auster, Retinal Screener BSUH
- Anna Barnes, (Vice Chair) Associate Director in 3Ts, BSUH
- Harriet Barratt Dorling, Manager, Economic & Social Engagement in the Arts, University of Brighton
- Rob Brown, Head of Capital Development, BSUH
- Donna Butler, Lead Psychotherapist (HELP) BSUH
- Ruby Chowdhry, Data Officer BSUH
- Donna Close Head of Arts, Brighton & Hove City Council
- Jannet Cook, Joint Arts Group member and Patient/Public Design Group representative
- Shanti Deva Dass, Administrator, Infection Prevention & Control, BSUH
- Paul Frattaroli, Data Officer Clinical Investigations and Research Unit BSUH
- Tony Gammidge, Art Therapist
- Steve Geliot, Consultant Artist for Onward Arts
- Tom Hampton, Core Surgical Trainee BSMS
- Suzy Horne, Friends of Brighton & Hove Hospitals
- Helen Jewel, Artist

- James Lewis, Photographer and Digital Media Technician, Clinical Media Centre, BSUH
- Tina McDermott, Imaging Administrator, BSUH
- Jaqui Maschera, Medical Records BSUH
- Colin Matthews, (Chair) Advisor and Arts Advocate
- James Pollard, Portering Duty manager, Sodexo.
- Keith Thomson, Safety & Quality Team, BSUH
- Donna Webster, Assistant to Ward Manager & DDC Administrator, BSUH
- Peter Wells, Lead Chaplain, BSUH

## 5.2 Onward Arts Committee Skills and Resources

One of Onward Arts great strengths is the variety of skills and experience that the committee members bring.

Between them they have a strong and in-depth knowledge of Brighton, many having lived and worked in the city for decades. Between them they access many networks and have a huge array of contacts and influence. Some members are involved in other arts organisations and festivals, or work as individual artists. Others represent cultural organisations such as the University. Several also work at the Trust, in both clinical and administration roles. Members have experience not only of visual arts practice and management, but also festivals, performing arts and community arts. Some have experience of communications and fundraising and museum collection cataloguing. There is also experience of academia and research among the group, including a PhD in mental health and a degree in psychology and understanding of environmental psychology.

Unfortunately the Committee has been unable to capitalise sufficiently on this level of skill and diversity in the past year, as it has been difficult to maintain the attendance at meetings in the face of competing operational demands.

### 5.2.1 Actions

- Strengthen the clinical and senior executive representation on the Arts Committee
- Ensure that the importance of art in improved recovery rates as well as a better patient/visitor experience is highlighted wherever possible.

## 5.3 Community Partnerships

While Onward Arts Committee members represent links and partnerships across the city, there is a strong formal partnership in place with the University of Brighton which has delivered several joint projects over recent years. The partnership is strengthened by having Harriet Barratt Dorling, who is the University of Brighton Manager for Economic & Social Engagement in the Arts, sit on the Onward Arts Committee and act as a point of liaison and collaboration.

However, as with many partnerships, this one is as strong as the relationships between the individuals who lead it, and is therefore threatened by changes in personnel.

### 5.3.1 Actions

- Ensure that projects with the hospital are embedded within the University's academic programme
- Raise awareness of and make the case for arts and health within the university
- Ensure that academics, managers and personnel higher up the university are aware of and engaged in the partnership.

## 5.4 Staff Resources

Onward Arts Committee members receive senior support from two directions.

Committee member Anna Barnes with support from Yamina Ouramdane, Senior Secretary, Facilities & Estates, manages some of the day to day delivery of projects within the hospital and coordinates volunteer input by other committee members. Anna oversees the delivery of projects using a status reporting system which enables each commissioned piece to be managed as a project within a programme. Therefore each piece of art work is allocated a project reference, has milestones, risks and costs recorded and is reviewed on a monthly basis by a named project manager. These reports are reviewed at a higher level on a monthly basis by Onward Arts. Onward Arts then tracks progress and makes any decisions based on the monthly report.

Anna is able to draw on support from a team of freelance arts managers (selected via a competitive tender) where projects require and to offer advice as needed. These arts managers include:

- Steve Geliot (also an Onward Arts Committee Member)
  - Steve is a Brighton-based artist working in the fields of public art, regeneration, healing environment, temporary installations and events as well as providing public art consultancy. Steve trained at Brighton on the wood metal ceramics and plastics BA, followed by an MA in the History and Theory of Modern Art at Chelsea, for which he was awarded a distinction. Consultancy work has naturally developed from the Lead Artist role. Steve enjoys collaborative working with other artists and art and design professionals.
- Mary Hooper
  - Is a curator, project manager and visual artist; whose practice is research based and has focused on developing site-specific art work and residencies working with Health Trusts, Schools, and colleges, museum collections, and work in the public realm. This results in creating installations and performance, permanent artworks, and developing work using digital media and the web. Mary has also run a hospital-based arts programme in the past.
- Susan McNally
  - Susan has experience of running arts in mental health participatory projects in South London, as well as of hospital and University partnerships. She has good facilitation skills as well as fundraising and project management experience.
- Liz Orton
  - Liz is a visual artist with a background in photography and participatory arts. She has experience of 'performing medicine' as well as of working with people living with dementia and the visually impaired across a range of settings including day care, community settings and in hospitals. She has also



engaged with medical humanities, using the arts to train staff and medical students.

#### **5.4.1 Actions**

### **5.5 Governance**

The Arts Committee terms of reference states that it reports to The Trust Board, which it does through published Annual Reports.

Onward Arts is authorised by the Trust Board to make recommendations, develop and implement policies and strategy, and through recognised procedures to recruit artists and arts professionals as appropriate.

However, it is not set objectives or held accountable by the Trust Board as yet..

#### **5.5.1 Actions**

Onward Arts' challenge is to strengthen its governance arrangements in order that it has stronger Trust accountability and ownership. In particular it needs to:

- Ensure ownership and accountability by having clear and lines of reporting
- Ensure that its aims and objectives are also owned by the body or board to which it reports
- Ensure that there are clear links between its aims and the Trust corporate aims including:
  - A&E waiting times / patient flow
  - Dementia / older adults
- Seek to work closely with the Trust around its Values and Behaviours work
- Make links with the nursing teams as having a direct effect on the patient experience<sup>3</sup>.

## **6.0 Quality Assurance**

Onward Arts seeks to deliver its mission by delivering arts projects itself as well as encouraging others to drive forward opportunities for integrating art into the life of the Trust. Ensuring that artwork installed or programmed is of a consistent high quality is a challenge for Onward Arts in that it does not have the resources to oversee and manage all initiatives.

Sometimes it is caught between wanting to encourage and support initiatives, while being aware that the work is not of the highest quality. Staff sometimes feel that "something is better than nothing" and don't want to turn down donated work.

However, poorly presented, inappropriate or low quality artworks across the Trust will not only lower the standard of the patient environment, but also damage the reputation of Onward Arts.

If Onward Arts is to advocate for the efficacy of the arts, it needs to find a way to ensure that all art within the Trust:

- Supports or enhances the patient experience

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<sup>3</sup> Since this document was written BSUH has implemented executive support via the Chief Nurse.

- Is appropriate to the context and fit for purpose
- Poses no risk physically or psychologically
  - Meets infection control requirements
  - Does not offend or upset
  - Is of high quality

### 6.1.1 Actions

Onward Arts' should adopt quality assessment criteria and a process by which it can assess all artworks or arts programmes proposed for the Trust. This will enable it to ensure that all art, whether initiated by Onward Arts or others, meets minimum quality requirements.

The quality assessment criteria could be linked to the NHS three cornerstones of quality:

- Patient Safety
- Clinical Effectiveness
- Patient Experience

In addition, there could be a fourth criteria linked to the quality of the artwork in terms of production quality. This will avoid subjective assessments to do with whether someone likes or dislikes the art, and help the group to reach a consensus.

A simple questionnaire could be used to determine quality and appropriateness along the following lines:

- Does the artwork / arts project proposed have the potential to do harm?
  - Has a risk assessment been carried out?
  - Has the content or subject matter been tested across a range of different users to ensure that there is no potential to cause offense
- How will the artwork / arts project proposed enhance the patient experience or patient environment?
- How will this be measured or assessed?
- Does the artwork / arts project have high production values
  - Is it well made and finished?
  - Will it be well presented and hung?
  - Is there an appropriate project management system in place?
  - Does it have adequate funding?

## 7.0 Funding

Onward Arts has low running costs, but requires funding to deliver projects, cover expenses and maintenance costs and pay freelance project managers where required. It receives considerable in-kind support in the form of committee members' volunteer time, the university partnership and donations from local artists. It has developed a comprehensive and ambitious fundraising strategy to be delivered jointly with the Trust as a whole. However, it cannot move forward with this embedded and long-term approach to fundraising without the support of the Trust.

In the meantime, there is a requirement for it to fundraise on a project by project basis as required.

### 7.1.1 Actions

- Continue to liaise with the Trust to explore the possibility of implementing a coherent, long-term approach to fundraising for the Trust as well as for Onward Arts.
- Continue to develop a close relationship with BSUH Charitable Funds who currently support several arts projects
- Develop relationships with other NHS linked charities (Rocking Horse Appeal etc)
- Develop relationships with Brighton local charities and arts funding organisations such as the local authority and Arts Council, Macmillan, Hospices, Mind / Young Minds, B-EAT, Cruise
- Work through the Friends Of Brighton and Hove Hospitals explore potential for extending our range and connecting with Mid Sussex Partnerships NHS Trust to work with mental health on a parity with physical health (in line with government policy developments).

## 8.0 Current Needs and Opportunities

### 8.1 Change in hospital culture (and training culture)

An important and ongoing role for Onward Arts is to advocate for the role of the arts within healthcare in general and within BSUH in particular.

In doing so, it needs to draw on the evidence base and exemplar projects elsewhere and within the Trust in order to show that the arts can add value and be effective in delivering patient outcomes. It also needs to directly link these outcomes with the needs and priorities of the Trust in order to demonstrate appropriateness and usefulness as well as efficacy.

It is important to work in collaboration with others both to achieve buy in and commitment to projects, but also to help advocate the value of the arts. In particular, there is an opportunity to work closely with the team leading the Trust work around Values and Behaviours and to link Onwards Arts work and outcomes with themes such as:

- Patient centred
- Value staff
- Inclusivity
- Best we can
- Valuing colleagues
- Compassion
- Care
- Looking after staff
- Change and transition

#### 8.1.1 Actions

- Advocate the value of the arts to healthcare amongst early career healthcare staff by working with the medical school and from undergraduate onwards
- Identify arts leads / champions in each area / department who can be called upon to support where needed

- Think about the arts more broadly as a way of developing a focus on well-being not just concentrating on visual arts (possibly including performance arts).

## 8.2 Improve the Existing Environment

Much of the existing hospital environment will be replaced by the new 3Ts building when it opens. However, it will not open for another 5 years. During this time, it is likely that the Trust will deliver essential maintenance and small scale refurbishments only.

There is an opportunity for Onward Arts to work with the Trust Estates team to add value to any refurbishment work that is being carried out, as well as to work with existing departments where morale is low perhaps due to poor environments. It is important that efforts to integrate art are closely linked with the Estates refurbishment programme and are seen as part of an integrated approach to art and design. Projects taken forward in the existing estate might also be used to pilot approaches or projects for the 3Ts development, for example artworks integrated into wall laminates or vinyls.

### 8.2.1 Actions

- Carry out an audit of needs / priorities across sites
- Identify and prioritise which patient areas / departments would most benefit from an integrated approach to art and design (Tower Block, PRH, Discharge Lounge, A&E).
- Develop a system for assessing opportunities to know where best to focus resources
- Identify leads / champions in each area / department
- Develop a timeline – ensure achievable targets are set over a period of years
- Get involved early and work closely with Estates
  - Understand the capital works programme of projects in order to identify projects in which it needs to be involved
  - Ensure early involvement in the planning of refurbishment projects
  - Demonstrate that integrating art into refurbishment schemes can add value through the use of case studies, visual exemplars from other NHS Trusts and the use of the evidence base
- Advocate the value of an integrated approach to art and design
  - Talk about art and design rather than “art” in order to get away from misconceptions that it is a rarefied, luxury add on
  - Draw on the evidence base in order to show / explain how art impacts care
  - Draw on friends and family test feedback in order to show how art as part of creating a good environment can impact patient and visitor satisfaction
  - Emphasise that funding for art and design comes from separate budgets, or from charitable funding, and does not take away from money spent on care or medical research
- Involve patients and staff in developing approaches to the use of art in a particular department.

## 8.3 Improve morale

Staff morale is a high priority. Where morale is good and staff are happy and well, better patient care is delivered. There is therefore an opportunity for Onward Arts to develop a project or series of projects that engage staff, encourage creativity and communication as a means of raising morale.

This project might link staff from across departments, or work in a more in depth way to develop relationships with and improve morale in one specific department.

Onward Arts should link more closely with the Values and Behaviours work being led by the Trust to develop a joint project. The challenges to taking this forward include Onward Arts time to consult, engage and plan a coherent and effective project approach, as well as staff time to engage and take part in any ensuing project.

### **8.3.1 Actions**

- Work with Values and Behaviours team to develop a project that will support their work and improve staff morale
- Explore innovation funding for a project that will improve staff areas
- Think about using photography as a medium for engaging staff as this is relatively low tech and accessible.

## **9.0 Conclusion**

This document has provided a summary of the development of Onward Arts, and identified the strategic direction for the next five years. The report has been written with the involvement of the members of Onwards Arts. It acknowledges the need to capitalise on the enthusiasm and commitment of the staff and volunteers who give their time freely; whilst also acknowledging the need to become more professional and business-like. The allocation of some limited resources from Charitable Funds provides the means to move forward, as well as executive level support. Moreover, the imminent redevelopment of the Royal Sussex County Hospital site (3Ts) will give our public art programme a much higher more profile and will put BSUH on the map for public arts. The action plan in appendix one provides more detail of the activities which will follow on from this report.

## Appendix 1- Activities for 2014-2015

ID	Task	Lead	By when
1.	Strengthen clinical representation on the group and review governance	Anna Barnes	November 2014
2.	Launch Strategy on Trust web site- re prioritisation of new projects and ask for wide staff views for the priorities for Onwards Arts	Anna Barnes	January 2015
3.	Redefine and embed partnership with University of Brighton	Harriet Barratt Dorling	January 2015
4.	Complete Renal Unit Commission	Colin Matthews	April 2015
5.	Undertake staff art exhibition with arts consultant input	Anna Barnes	June 2015
6.	Commission "bad news rooms" (A&E commission) and reflect "values and behaviours" project/compassion in nursing	Steve Geliot	April 2015
7.	Re-launch Organ Donation commission	Steve Geliot	January 2015
8.	Participate in Joint Arts Group for 3Ts	Jannett Cook	September 2015
9.			
10.			

## Appendix 2

### Onward Arts Timeline

1994 – 2024

- 1994 The AAG was formed
- 1995 Mural in Alexandra Children's Hospital
- 1997 Seals and Fish in Children's A&E waiting area
- 1998 Isis installed
- 1998 Stained glass panels in reception
- 1998 Healing from out of the Blue - Mural in A&E
- 1999 Staff artwork competition
- 2000 Millennium Walkway Photography
- 2000 Peter Hiles' memorial
- 2003 Kinetic Aquatic Mobile in Alexandra Children's Hospital
- 2003 The Renal Unit lifts redesigned
- 2003 Black and white photographs of staff at PRH
- 2003 'Just a Song at Twilight' Sound and Song Therapy for Elderly Infirm
- 2004 Liaison with Art College - images / sculpture for waiting rooms
- 2004 Art strategy for the new Royal Alexandra Hospital (RACH)
- 2005 FLOW - dvd made by Box Clever to help Renal Patients
- 2005 Glass wall piece for the entrance of the Audrey Emerton building
- 2006 'Sounding Out' sound and song project with stroke rehabilitation patients.
- 2006 Poems for the waiting room Rogan Woolf
- 2006 RACH Main Entrance work by Ally Wallace.
- 2006 RACH niches project
- 2006 RACH projection artwork by Jason Bruges Studio
- 2006 RACH artwork for the Oasis by Walter Bailey and Clock by David Booker
- 2006 RACH X- Ray Light boxes project
- 2006 RACH Wildlife photography project for corridors
- 2007 RACH Boy and Girl sculptures donated by Jon Mills
- 2007 RACH sound and song project
- 2008 Park Centre artworks installed
- 2008 RACH temporary hanging textile project for the atrium
- 2008 Trevor Mann Baby Unit arts and interior design scheme
- 2009 Park Centre photography project for waiting areas and corridors
- 2009 RACH interactive play sculpture by Walter Jack
- 2010 Park Centre glass panels and paintings in clinical rooms
- 2010 Art plan to enhance the Hurstwood Park Neurological Centre staff and patient areas, the A&E X-Ray department and the Princess Royal Hospital A&E department
- 2010 Willis Newson appointed to develop 3Ts arts strategy with Francis Lord and Steve Geliot
- 2010 Art inventory of existing artworks carried out
- 2010 First showing of film 'My Body Sang Too', a film commissioned by the AAG to record and promote the sound and song therapy work of Lou Beckerman

- 2011 The AAG connects with the Joint Arts Group for the 3Ts arts programme to ensure a joined up approach to art across the BSUH
- 2011 Oral history project
- 2011 Chapel Heritage Lottery Bid
- 2011 5 artists appointed to create designs for the first wave of integrated commissions for the 3Ts arts strategy
- 2012 Staff consulted about the arts
- 2012 JAG and AAG joint visioning workshop
- **2012 AAG renamed Onward Arts**
- 2015 3Ts construction starts (heli pad and energy centre)
- 2016 3Ts site is cleared
- 2021 3Ts Stage One complete
  - Sharon Ting – The Sanctuary
  - Kate Blee – Welcome Spaces
  - Bruce Williams – deep courtyards
  - Marion Brandis – sky/roof gardens
  - graphic enhancements to wayfinding
  - Jaime Gili – façade artwork
  - Quiet rooms – bespoke wallpaper
  - Ceiling artworks
  - Waiting rooms photography project
  - Dedicated gallery space
  - Dedicated performance space
  - Dedicated arts room
- 2022 Current medical students who engage with the arts are now senior consultants – it all changes
- 2024 3Ts Stage Two complete