In this booklet you’ll find information about who we are, what we’ve been doing over the past year, and a look at what we’ll be doing next.

## Contents

**About us**

Who are we?  
What do we do?  
Where does our money come from?  
What do we spend?  
How are we managed?  

**What have we achieved?**

Awards and achievements  
How have we improved against our 2011/12 quality priorities?  

**Our future**

What will we do next?  
What are our quality priorities for 2012/13?  

**Join us**

How can you get involved?
Who are we?

Central and North West London NHS Foundation Trust (CNWL) is a large and diverse organisation, caring for people with a wide range of physical and mental health needs. Our 5,500 staff make-up more than 300 different teams, who provide healthcare to around one third of London’s population and the surrounding areas.

CNWL is recognised locally, nationally and internationally for providing high quality, innovative healthcare. We aim to employ only the best people, and our experts are frequently called upon to contribute to national health strategy and policy, and many models of our care have been adapted for use in other countries.

In return, our staff recognise CNWL as an organisation that puts patients and the quality of healthcare first. In the 2011 national NHS Staff Survey our staff placed us well over the national average as a Trust that considers patient care to be the number one priority.

We are committed to providing services that meet the needs of the people who use them, and we actively encourage involvement from local people who can help make a difference.

The following map shows the areas we cover and the range of services available in each area. A number of our services are also available to people nationally.

For a full listing of CNWL services and contact details please visit www.cnwl.nhs.uk
What do we do?

CNWL provides a wide range of services to treat people with a variety of health needs.

In broad terms, these include common physical health problems, long-term conditions, mental health, learning disabilities, eating disorders, addictions and sexual health. We are here to provide support for people through every stage of life.

The majority of our services are provided in the community, which means treating people in their homes or from clinics close to home. Where community care is not possible we offer a number of facilities to treat people in hospital or residential environments. We also provide healthcare in prisons in London and the surrounding areas.

Types of services include:

- **Physical health**: Community treatment for physical conditions that do not require general hospital treatment or conditions that require long-term care. This includes district nursing, health visitors, stroke care and support for people in recovery.

- **Mental health**: Community and hospital treatment for children, adults and older people with mental health problems. Services range from counselling support for mild conditions to rehabilitation treatment for long and enduring mental health problems.

- **Learning disabilities**: Assessment and treatment for people with learning disabilities who also have complex mental health needs and/or challenging behaviour. Services are provided in the community or hospital.

- **Eating disorders**: Admission to hospital or appointment sessions are provided to support men and women with an eating disorder.

- **Addictions**: Community drug and alcohol treatment services are provided, as well as hospital admission when it is needed. Specialist services to address problem gambling, compulsive behaviour and club drug problems are also available.

- **Sexual health**: Appointment and walk-in services are available for anyone who needs them. This includes contraceptive choices, treatment of sexually transmitted infections and HIV testing and treatment.

- **Prison and offender care**: Full healthcare services, including primary healthcare, addictions and mental health support, are provided in a number of prisons. Mental health support is also provided in the community for people who have offended in the past or people at risk of offending.
Where does our money come from?

Funding for our services comes from a variety of sources, as shown in the graph below. The way NHS services are funded is changing and there are new payment plans in place to help improve quality. This includes additional financial incentives for meeting quality targets (as shown later in this booklet) and Payment by Results, which means receiving payment for treatments based on a full package of care services.

The acquisition of physical health services in Camden and Hillingdon in 2011 considerably increased our income on the previous year (£258.1m in 2010/11)

Total income (£m) 2011/12: £376.3

Sources of income 2011/12 (%)

What do we spend?

We consider our staff to be our biggest asset. They are the people who help our patients on a daily basis and support recovery. It’s therefore no surprise that this is our biggest expenditure too.

Over the last year we have worked hard to make savings that will meet the required national targets, while also improving quality. In 2011/12 we made cost savings of £18m.

Total expenditure (£m) 2011/12: £362.6

Expenditure 2011/12 (%)

For more detailed information about our finances please see the full Annual Accounts 2011/12 available at www.cnwl.nhs.uk
How are we managed?

In May 2007, CNWL was awarded Foundation Trust status, which means we are more accountable to our local communities.

This is achieved through the Council of Members, which is made up of 40 Governors who represent the views of our 14,000 members and partner organisations. Members are service users, carers, staff and local people who have chosen to join the Trust and have a say in how we are run.

Our members and Governors are invaluable to the work we do. Members can feedback their views at any time through Governors, and Governors can raise issues, for example, at the quarterly Council of Members’ meetings. Governors and members are also invited to contribute to various projects and planning meetings throughout the year.

The day-to-day running of clinical services is managed by our Service Directors and Clinical Directors, who report to the Board of Directors. The Board of Directors, formed of seven Executive Directors and eight Non-Executive Directors, meets every two months and these meetings are open to the public.

What have we achieved?

For more detailed information about the running of the Trust or for meeting papers and dates please visit our website www.cnwl.nhs.uk
Awards and achievements

In spite of the challenges affecting the NHS at present, we were proud to have delivered a number of outstanding achievements during 2011/12.

Community health services join CNWL
The year 2011/12 marked our first year as a provider of community health services, after Camden Provider Services and Hillingdon Community Health joined the Trust at the beginning of the year. During the year many teams showed excellent examples of how physical and mental health services can benefit from working together.

CNWL Recovery College launched
Recovery is at the heart of our services and due to our commitment to this area we have become one of six national pilots to launch a Recovery College. The CNWL Recovery College opened in April 2012 to provide education and coaching courses for service users, their supporters (family, friends and carers) and CNWL staff, co-delivered by mental health professionals and service users. The college is located at our trust headquarters.

‘Excellent’ rating for psychological medicine
CNWL’s psychological medicine team at Chelsea and Westminster Hospital, which provides mental health support and advice to general hospital patients and staff, became the first in London to be rated ‘excellent’ by the Psychiatric Liaison Accreditation Network.

Innovative alcohol project
Our drug and alcohol services in Hillingdon worked with Hillingdon Hospital to provide better treatment for patients admitted with alcohol problems. A ward-based Alcohol Liaison Nurse is now based at the hospital to help make a referral to the CNWL drug and alcohol team.

Trainer and trainee of the year awards
Dr James Warner, Clinical Director of our Older People and Healthy Ageing services and Consultant Psychiatrist at St Charles Hospital, and Dr Kamran Ahmed, were respectively named psychiatric trainer and trainee of the year 2011 by the Royal College of Psychiatrists.

Better services for people with learning disabilities
We developed an action plan to address the specific needs that people with learning disabilities have when accessing health services. This included training for staff, resources for inpatient sites, support groups for carers and named champions in each borough.

‘Excellent’ rating for Westminster Memory Service
The Westminster Memory Service, launched in 2010, received an accreditation of ‘excellent’ by the Memory Services National Accreditation Programme, hosted by the Royal College of Psychiatrists.
**Hillingdon helps develop new health visiting model**

Our health visiting services in Hillingdon were selected as an early implementation site for a new model of health visiting. The model is central to the Government’s plan to increase the health visitor workforce by 4,200 by 2015.

**Leading role for sexual health**

The lead consultant in our sexual and reproductive health (SRH) services in Camden, Dr Chris Wilkinson, was elected president of the national Faculty of Sexual Reproductive Healthcare. This new role gives our sexual and reproductive health service a greater level of knowledge and influence at a national level.

**Improving medicines information and choice**

A website has been developed by our pharmacy team to provide accurate information about mental health conditions, medications and possible side effects. The site aims to help service users make more informed choices. Please visit: [www.choiceandmedication.org/CNWL](http://www.choiceandmedication.org/CNWL)

**Nursing Times Awards 2011 nominations**

We were delighted to receive two nominations at the Nursing Times Awards 2011. The first was in the ‘infection control and prevention’ category for our innovative infection prevention and control training provided in Camden. The second was in the ‘enhancing dignity’ category for the continence care provided in Hillingdon.

**Improving international links**

In 2009 we established a link with Mirembe Hospital in Tanzania to provide support and expertise to improve mental health services. Over the last year we have continued to work with the hospital to train staff and improve IT facilities.

Staff from our addictions services have also been improving health services around the world by working with the United Nations Office on Drugs and Crime (UNODC) and the World Health Organisation (WHO) to provide HIV/AIDS treatment training programmes in Africa, South-East Asia and South-East Europe.

**QIPP inclusion for stroke care**

Stroke care in Camden was recognised as an example of best practice by being selected for inclusion in the NHS Evidence – Quality, Innovation, Productivity and Prevention (QIPP) collection.

**New training programmes for arts therapists**

Last year we launched the International Centre for Arts Psychotherapist Training, the first of its kind in the UK offering training, research and internships for students.
CPA award for good practice

We received a Highly Commended award at the annual Care Programme Approach Association (CPAA) Good Practice Awards 2011. The award was received in the ‘excellence in innovation/innovative practice category’ in recognition of our Local Supervision Tool, which helps staff and managers evaluate care planning and related work.

Identifying a gap in drug treatment

In September 2011 we opened a pioneering new service to help people experiencing problems with ‘club drugs’ such as ketamine, mephedrone and ‘legal highs’. Experts identified a gap in existing drug treatment services which mainly targeted alcohol, heroin and crack.

Outstanding service award for Head of Nursing

Maggie Bisset, Head of Nursing in our Camden services, was awarded the Queen Elizabeth the Queen Mother Award for Outstanding Service from the Queen’s Nursing Institute (QNI). This is one of the QNI’s most prestigious awards.

Better discharge care for stroke patients

The Stroke REDS team in Camden has improved the transfer of care from hospital to home through better help for carers, self-management and focused goals.

For more detailed information about our achievements please see the full Annual Report 2011/12 available at www.cnwl.nhs.uk
How have we improved against our 2011/12 quality priorities

In last year’s quality account we set 12 quality priorities for 2011/12. Each priority had one or more targets to meet over the year and we tracked our performance against them.

Mental health priorities 2011/12

1. Access to help in a crisis – helping people when they need it most
   
   This year we have created a new pocket crisis card which tells people what to do and who to contact if they are having a problem with their mental health. We were successful in meeting our target for ensuring community patients had received one. But we still want to do better. We will try even harder to give all our service users a crisis card in future, especially when people are discharged from hospital.

2. Care plans – having a say about your care
   
   A care plan details how you can get the care and support you need. We set a challenging target, but at the end of the year most people told us they had, to some extent, had a say in how their care plan was made. To improve we are developing a new Health and Wellbeing Plan to make the plans easier to understand. Staff will also receive extra training to help them support people.

3. Physical health – looking after your body as well as your mind
   
   We wanted to make sure people’s medications were checked when they went into hospital. We were delighted that nearly every patient who went into hospital had their medicines cross-checked with their GP or other sources. People also told us they had received good advice and support while in hospital and at home. We are providing more training for staff to give help and advice about physical health, and we are working with GPs and nurses to make sure they know how to help people with mental health problems.

4. Carers – working together and supporting each other
   
   We wanted to find out how many people had a carer recorded on our system, which is usually a family member who helps someone when they need extra care and support. We provided nearly all carers with a carers assessment, which helps to better understand their needs so we can be better at providing support. We will continue to check how well we are doing at giving carers the right help over the next year.
Hillingdon Community Health priorities 2011/12

1. Medicines – making sure everyone gets the right medicine

On rare occasions, some NHS patients haven’t been given the right medications. We want to make sure this doesn’t happen in Hillingdon. Our pharmacy team have provided staff with extra medicines training and made sure all new staff receive training straight away on how to give the right medication in a safe way. We have also employed a community pharmacist who provides extra checks. We did well in this area and even fewer mistakes have been made.

2. New mothers – more help for new mothers who want to breastfeed

We wanted to help more mothers in Hillingdon to carry on breastfeeding for six to eight weeks after their baby is born. We have specially trained volunteers at Hillingdon Hospital to give new mothers help, advice and support about breastfeeding. Staff at the children’s centre have also provided classes to help mothers in the first week after their baby is born.

3. Diabetes – support to help people understand and manage their condition

During the year we ran courses to help people with diabetes understand how to take better care of themselves. Nearly everyone that attended said the training had improved their understanding and given them more confidence to manage the condition better.

4. Interpreters – helping more people understand

We have worked hard to make sure our staff know how to get interpreters for people who want them. Most people who wanted help from an interpreter received it, but we aim to improve this even further this year.

Camden Provider Services priorities 2011/12

1. Phone numbers – giving the best help when people need it

We want to make sure people and their carers are getting a good service when they ring for health advice, support or information in Camden. We conducted a survey to ask people what it was like when they rang certain services. Nearly everyone said it was easy or very easy to get the help they needed. We also checked to see how quickly calls were answered, and nearly all calls were answered in three minutes or less. The results from the School Nursing Service survey highlighted some issues so some improvements have been made.

2. Syringe drivers – making sure they are safe and easy to use

A syringe driver is a machine that measures how much medicine to give through a syringe. We have recently changed our syringe drivers to make them easier to use, and we want to make sure all syringe drivers in Camden work in that same way. This will make it easier for staff and safer for everyone.
3. Stroke care – help for people so they can recover

People can get well after a stroke with the right care and support. It’s important to see people who have had a stroke quickly and regularly to decide what help and support they need. We were delighted to meet our targets for clients seen by occupational therapy and physiotherapy. We are looking into the best ways to use our staff to give people the help they need. Everyone needs extra help when they go back home from hospital and nearly everyone received a visit within three days of going home.

4. HIV care – supporting people and keeping GPs informed

Healthcare and monitoring patients with HIV is of the utmost importance. We achieved our target to ensure patients, as far as possible, are registered with a GP and provide consent for services to share important healthcare information with the GP. This is to ensure patients receive coordinated care that is safe and effective.

For more detailed information about these priorities, the targets and how well we did please see the full Quality Account 2011/12 available at www.cnwl.nhs.uk
What will we do next?

In setting the Trust’s plans for the next three years, we recognise that these years ahead are likely to be the most challenging in the history of the NHS. However, we see a number of opportunities within these challenges to develop, improve and expand services and to become a stronger, more innovative and exciting organisation.

Our plans can be summarised in two main themes:

1. Corporate development – making sure services offer high quality care, the best value for money, our contracts are strong and low risk, and that our corporate services are efficient.

2. Growth – seeking new business opportunities and partnerships that will improve the quality of services and provide cost savings.
To support these two themes we will continue with 10 important programmes, such as:

1. **Change programme** – implementing service line management by managing our services by their type, such as services in hospital or services in the community, as well as by the borough they are located in.

2. **Managing physical community health services** – we will continue to integrate and strengthen our physical health services.

3. **Sustaining high performance** – develop performance targets for corporate and clinical services to measure quality and efficiency.

4. **Information quality** – develop systems that store and use information about our staff and patients in a better way to improve patient care.

5. **Payment by Results project** – which involves planning packages of physical and mental health treatments that people need to get well.

6. **The right people in the right roles** – with the aim of providing the best patient experience we want to recruit and develop the best staff for the right roles.

7. **Better buildings** – improving the buildings where our services are located and providing better facilities for patients.

8. **Expand services** – seek new opportunities to grow our range of services to provide high quality care and new income.

9. **New ideas** – being more creative to find new ways to reduce waste and deliver better services.

10. **Develop partnerships** – find new ways to work closely with our partners and commissioners to meet the needs of local people.

For more detailed information about these plans, and how will achieve them please see the full Annual Business Plan 2013-15 available at [www.cnwl.nhs.uk](http://www.cnwl.nhs.uk).
What are our quality priorities for 2012/13?

Mental health

We will make sure that:

- People with mental health problems have a say in their care planning.
- We have protocols in place to ensure people get the right help and support when discharged to primary care.
- People with mental health problems have help and support with their physical health.
- Carers get the help and support they need.

Community health in Hillingdon

We will make sure that:

- People who are receiving end of life care have an advanced care plan.
- Staff understand more about how to give carers the help and support they need.
- Fewer people get pressure ulcers – you can get pressure ulcers if you are immobile or spend a long time in bed.

Community health in Camden

We will make sure that:

- We increase the responsiveness of services provided at our sexual health clinics and the inpatient wing at St Pancras Hospital.
- Our sexual health service carries on giving people with HIV good care and support.

For more detailed information about the priorities for 2012/13 and the action plans against them please see the full Quality Account available at www.cnwl.nhs.uk.
Join us

As a member of CNWL you will receive information about the Trust, our future plans and service innovations. You are given opportunities to voice your views and get involved, and can also apply to become a Governor on our Council our Members, when a vacancy arises.

Members can get involved in a number of ways including:

• Help carry out surveys to gather valuable feedback.
• Involvement in recruitment and selection of staff.
• Developing training modules for the Care Programme Approach.
• Help produce training materials for staff.
• Participate in the mystery shopping project.
• Attend health awareness events.

Trust Membership is free and open to anyone over the age of 16.

To join complete the membership form and return free of charge to:

Freepost RRUJZ-TSAB-TKJK
Membership services
CNWL NHS Foundation Trust
Stephenson House
75 Hampstead Road
London
NW1 2PL
To become a member just fill in your details below and return it to us using the FREEPOST address on the reverse.

Title

First name/s

Surname

Email

Phone number

Address

Postal code

How would you like us to contact you?

- Phone
- Email
- Post

Your details will be held on a database so that we can send you further information. The information you provide will remain confidential and will be managed in accordance with the Data Protection Act 1998. NHS Foundation Trusts are required to publish a publicly available register of members.

If you do not want your name to appear on a public register please tick here.

About you

Gender:
- Male
- Female

Date of Birth:

Our membership is divided into groups. Please tick one box below to indicate the group you would like to join:

- Service user
- Carer
- Public

Do you have a disability?
- Yes
- No

Please tick the relevant box to help us ensure we have members from the communities we serve:

White
- White British
- White Irish
- Other White background:

Black or Black British
- African
- Caribbean
- Other Black background:

Asian or Asian British
- Bangladeshi
- Indian
- Pakistani
- Other Asian background:

Mixed
- White & Black African
- White & Black Caribbean
- White & Asian
- Other mixed background:

Other Ethnic Group
- Chinese
- Arab
- Other ethnic background:

About you

Gender:
- Male
- Female

Date of Birth:

Our membership is divided into groups. Please tick one box below to indicate the group you would like to join:

- Service user
- Carer
- Public

Do you have a disability?
- Yes
- No

Please tick the relevant box to help us ensure we have members from the communities we serve:

White
- White British
- White Irish
- Other White background:

Black or Black British
- African
- Caribbean
- Other Black background:

Asian or Asian British
- Bangladeshi
- Indian
- Pakistani
- Other Asian background:

Mixed
- White & Black African
- White & Black Caribbean
- White & Asian
- Other mixed background:

Other Ethnic Group
- Chinese
- Arab
- Other ethnic background:
For further copies of this Annual Review or to access the full reports that this booklet summarises, please visit www.cnwl.nhs.uk or contact communications.cnwl@nhs.net