This is CNWL
2017-19
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In this booklet we set out what we’ve done over the last year and our plans for the coming year.

There’s more detail than this booklet provides on our website in our Annual Report – www.cnwl.nhs.uk/about-cnwl/planning-performance

Tell us what you think!

Claire Murdoch  
Chief Executive  
@ClaireCNWL

Professor Dorothy Griffiths OBE  
Chair  
@dot_griffiths
During 2017 and 2018 we provided care to around 300,000 people. Most was in people’s own homes, community clinics and schools. We also provided care in a number of specialist units for inpatients when intensive treatment was needed and in a number of secure settings including prisons, young offenders’ institutions and immigration removal centres.

We are an NHS Foundation Trust, which means local residents, patients and carers can join the Trust to help shape services and future developments.

We have three divisions named after the first NHS patient Sylvia Diggory; the General Secretary of the RCN in 1948, Frances Goodall; and the Chief Medical Officer at the time the NHS was formed in 1948, Sir Wilson Jameson.

Vision and values

Our vision and values underpin everything we do.

Our vision

Wellbeing for life

We work in partnership with all who use our services to improve their health and wellbeing. Together we look at ways of improving an individual’s quality of life, through high quality health and social care, and personal support.

Our values

Compassion

Empowerment

Respect

Partnership
333,209 patients treated in the community

85,050 mental health patients

10,205 older adults (over 65 years)

66,727 adults

106,263 sexual health patients

8,118 children (under 18 years)

741 eating disorder patients

1,939 addictions patients

274 offender care patients

1,306 learning disability patients

59,899 children (under 18 years)

38,450 adults

137,636 physical health patients

39,287 older adults (over 65 years)
4,467 patients treated in hospital

2,980 adults

3,389 mental health inpatients

359 older adults (over 65 years)

50 children (under 18 years)

27 learning disability patients

52 eating disorders patients

112 adults

999 physical health inpatients

887 older adults (over 65 years)
We have **6,256 staff** across a range of disciplines:

- **2,079** nursing, midwifery and health visiting staff
- **431** medical and dental staff
- **71** social care staff
- **1,149** scientific, therapeutic and technical staff
- **1,151** healthcare assistants and other support staff
- **48** nursing, midwifery and health visiting learners
- **1,327** administration and estates staff
We have a diverse staff

54.77%  White or White other

12.92%  Asian or Asian other

22.18%  Black or Black other

3.07%   Mixed or Mixed other

3.07%   Other Ethnic Group

4.03%   Undefined or not stated

4.2%    Registered disabled

23.20%  Male

76.80%  Female
Staff survey

In this year’s survey, staff rated us above average as a place to be treated but also want more opportunities for flexible working, and more want to contribute to frontline improvements.

The report highlights CNWL’s top five scores where CNWL compares favourably with other similar trusts.

- Staff experiencing less violence from patients (14%)
- Staff feeling they are making a difference (90%)
- Staff experiencing less violence from other staff (2%)
- Fairness of Trust processes for reporting errors and near misses (3.82/5)
- Quality of non-mandatory training, learning or development (4.10/5)

Our bottom five scores are:

- Percentage of staff / colleagues reporting most recent experience of violence (90%)
- Percentage of staff satisfied with the opportunities for flexible working patterns (55%)
- Percentage of staff appraised in last 12 months (85%)
- Percentage of staff able to contribute towards improvements at work (71%)
- Support from immediate managers (3.82/5)

Improvement plans have been developed in:

- Managers and job satisfaction
- Equality and diversity
- Bullying and harassment
Our response to the Grenfell Tower fire

The Grenfell Tower fire, which broke out on 14 June 2017, caused the deaths of 72 people and a large number of displaced individuals, many of whom remain homeless. This was an appalling event that will touch the surrounding community for years to come.

CNWL has been the lead NHS provider, working with partners – the most important of which is the community itself. We are co-producing services with them.

During 2017/18 a total of 1,900 adults were referred to CNWL services, and a further 490 children. Screening has been completed for 1,600 adults and 340 children. At this time, 170 adults have completed their treatment for the psychological impact of the fire, and 105 children likewise – although the legacy will live on in their minds and community for many years.

Over the past nine months, our Grenfell Health and Wellbeing Service has evolved, to become the largest trauma service in Europe with 50 trauma-trained therapists, CAMHS services for children and a school nursing team who are working proactively with local schools.

We continue to respond in a proactive, flexible and adaptable way, learning in response to developments.
A year in CNWL

New services launched

We launched new sexual health services in Surrey and the three boroughs of Westminster, Kensington and Chelsea and Hammersmith & Fulham.

The new three-year contracts will deliver services including sexual health awareness, HIV support, contraception and STI screening and see services move to new locations in community settings that are more convenient for local people.

There will be a renewed focus on prevention, particularly amongst those who are at the highest risk of poor sexual health.

We also launched our new School Health Service in Kensington and Chelsea and Westminster, following a recent procurement for the service. This also includes the provision of sex and relationships education.

CNWL wins contract to transform sexual health services in North Central London

CNWL was awarded the contract for a North Central London programme to transform the capital’s sexual health services.

The new services aim to bring down rates of HIV, sexually transmitted infections (STIs) and unplanned pregnancies, and make services more accessible across the North London boroughs of Haringey, Camden, Islington and Barnet.

It also offers on-demand online services such as advice, information and testing for conditions such as Chlamydia, Gonorrhoea and HIV.

Mark Maguire, CNWL Sexual Health Service Director
New CNWL Perinatal Mental Health Service

A new perinatal mental health service (PMHS) launched for residents living in/registered with a GP in the London boroughs of Kensington and Chelsea, Westminster, Hillingdon, Brent and Harrow.

The service, provided by CNWL, offers assessment and management for pregnant and postnatal women experiencing mental health difficulties. It is for women who:

- are planning a pregnancy and need education and advice about their mental health
- are pregnant or have given birth in the last 12 months, and have experienced mental health problems in the past
- experience a relapse of a previous mental illness during pregnancy or in the first 12 months after their baby is born
- develop a mental illness for the first time during pregnancy or in the first 12 months after birth.
Milton Keynes occupational therapists win poster contest

Two of our occupational therapists at Milton Keynes Community Services won a poster competition at the National Conference for the Royal College of Occupational Therapy this week.

Samantha Fordham, Community Service Manager, Milton Keynes Community Services and Becky Glassman, Senior Occupational Therapist in TOPAS (a mental health ward) produced the winning poster that topped 150 others at the conference.

Dorcas Gwata wins the Mary Seacole Leadership Award

Dorcas Gwata, CNWL Clinical Nurse Specialist, was named as one of this year’s Mary Seacole Leadership Award winners.

She received funding for her project to improve mental health support for young people from African and Middle Eastern backgrounds who are affected by gang culture in Westminster.

The awards recognise outstanding healthcare professionals for their contribution to the health of Black and Minority Ethnic (BAME) communities and offer an opportunity for winners to undertake specific healthcare or educational projects to continue their work.
A caring team at HMP Coldingley

The Primary Healthcare Team at HMP Coldingley in Surrey won the Student Nursing Times Award in the category of Placement of the Year: Community, 2017.

The team was praised for the quality of its placements and for the care and support it gave to students, four of whom enjoyed their time so much they decided to work permanently at HMP Coldingley following graduation from the University of Surrey.

The team takes on about 15 students each year from the University of Surrey across both Primary Care and Mental Health.

Bed manager Audrey Mitchell wins Women of Purpose award

CNWL Bed Manager Audrey Mitchell won a Women of Purpose award for creating HertsPrems (@hertsprems) – a unique charity supporting families with babies born ‘too sick, too small, too soon.’

The charity came about after her own daughter was born premature.

Staff from CNWL star in ‘You’re just too good to get flu’ music video

The Trust’s annual flu campaign kicked off with the launch of CNWL’s version of ‘Can’t Take my Eyes Off of You’ – ‘You’re Just too Good to Get Flu’.

Staff from the Trust’s services at Northwick Park Hospital in Harrow and St Pancras Hospital in Camden joined forces to dance along in the video, sung by the Trust’s staff choir. The lyrics to the song include important reminders about the vaccine.
Launch of pioneering partnership to transform health and social care

CNWL formed a partnership with Hillingdon Hospitals NHS Foundation Trust and Brunel University London to fund the new Brunel Partners Academic Centre for Health Sciences.

The partnership is a response to increasing patient demands and expectations and the rising cost of healthcare delivery. The Centre will change the way health and social care is delivered to meet the changing needs of society.

Our Chief Executive, Claire Murdoch said: “We have to think really differently if we want to build a health workforce of the future that stays, endures and grows and matches the needs of the changing population,” she said.

Well done to Milton Keynes’ Haido

A CNWL Consultant Child and Adolescent Psychiatrist had her skills honoured after winning in two categories in the Women Leaders MK Awards 2017 event.

Dr Haido Vlachos, who is also Deputy Director of Medical Education (Milton Keynes), won in both the Public Service and Professional Services sections for her work in medical education and for her clinical expertise.

Dr Vlachos was nominated by her colleague, Consultant Community Paediatrician Dr Chinwe Osuchukwu, who was herself a finalist in the 2016 Awards round.
Louis Theroux on Anorexia in North London

A documentary by Louis Theroux on Anorexia, filmed partly at our Eating Disorders Service in Northwick Park and Vincent Square, was broadcast on BBC 2 in October. The film looked at Anorexia with patients from Barnet, Enfield & Haringey NHS Trust and CNWL.

CNWL’s Clinical Director for Eating Disorder Services, Dr Frances Connan, who was in the film, said: “Brave people showed Louis Theroux their Anorexia Nervosa and his film compassionately shows their struggles; what it’s like to live with this illness (for them and their families), and to engage in treatment and recovery.”
Designer Paul Smith and The Nightingale Project

Sir Paul Smith lent his support to The Nightingale Project – a charitable initiative which enhances the environment in hospitals and health centres – by redesigning the interior of an acute adult mental health ward at St Charles Hospital, London.

Founded in 1998 by psychologist Dr Nick Rhodes and freelance curator Stephen Barnham, The Nightingale Project aims to make NHS buildings more welcoming and uplifting, and in this way enable patients to receive care and treatment in a setting that genuinely supports their recovery.

The Project has worked with many prominent artists to create a more welcoming and therapeutic environment for patients, especially in mental health premises. Previous collaborators included Sir Quentin Blake, Jane Ray and Camille Walala.
New service for people suffering from online-bought drugs and medications

CNWL launched a new service to help tackle growing problems surrounding the misuse of online purchased prescription-only medications (POMs) or illicit drugs.

The Addiction to Online Medicine (AtOM) service is the first service in the UK focusing specifically on the harm caused by medication or illicit drugs bought from the internet and will provide treatment for people in Westminster, Kensington and Chelsea and Hammersmith and Fulham who are experiencing problems with these drugs.

The service will be run as a 12 month pilot from within CNWL’s Club Drug Clinic in Warwick Road, Earl’s Court to help understand the nature of problem and the level of need.

Freedoms Shop wins Boyz award

CNWL’s Freedoms Shop is celebrating an Outstanding Achievement Award from the magazine Boyz.

Presented during the Boyz Awards 2018 Party, it recognises the contribution Freedoms Shop has made towards improved sexual health throughout the year through the range of products it offers in its new retail shop or online.

Tanya Percy, Freedoms Shop Service Manager
Launch of CNWL CAMHS Urgent Care Team

CNWL launched an Urgent Care Team for child and adolescent mental health services (CAMHS). The team provides rapid response, prompt assessment, and where appropriate intensive time limited interventions for children and young people up to the age of 18 who are experiencing an acute mental health or emotional crisis.

The team will then transfer people accessing the service on to the local CAMHS Team.

The introduction of the service means that children from Brent, Harrow, Hillingdon, Kensington and Chelsea and Westminster have access to a dedicated crisis and liaison service and people are seen by a CAMHS clinician at first point of contact no matter what time of day or night.

CNWL staff star on Radio 1

Members of staff from CNWL were heard on BBC Radio 1’s Newsbeat programme as part of the station’s My Mind & Me season.

The programme involved staff from our Addiction, Recovery, Community, Hillingdon Service (Arch), our Eating Disorders Service for Children and Young People in Nightingale Place; and the Park Royal Mental Health Unit in Brent.
Community services highly rated with improvements

Patients highly rated our adult community health services in Camden, Hillingdon and Milton Keynes.

In the Trust’s annual Patient Experience Survey Report for community services (physical health) over 90% of patients scored their overall experience of the Trust’s services as ‘excellent,’ ‘very good,’ or ‘good.’ This score percentage has remained in the 90s for the past four years.

Almost 3,000 patients answered questions around four areas – patient perception of services, perceptions of the care and treatment received and the ability to contact services for feedback, and patient perceptions about staff behaviour, knowledge and attitudes.

Claire Murdoch named in top 50 Trust chief executive list by the Health Service Journal

The Health Service Journal (HSJ) has named CNWL Chief Executive Claire Murdoch in their top 50 list of Trust chief executives in the NHS.

Judges took into account three main criteria, when deciding:

- The personal example set by the chief executive
- The performance of the organisation they lead, given the circumstances it is in
- The contribution the chief executive has made to the wider health and social care system.
Home 1st launched in Milton Keynes to help people recover at home

Launched at a stakeholder event in Bletchley, the service supports people to finish their recovery in the comfort of their own home rather than in a hospital setting.

The joint CNWL and Milton Keynes Council Service provides short-term care to enable patients to live as independently as possible within their own home. The service also works with GPs to prevent admission to hospital.

CNWL wins work to continue providing addiction services in Brent and wins Hounslow addictions contract

CNWL’s Addictions service in Brent along with the drugs charity WDP won a new contract to continue providing care to people who are struggling from substance misuse.

The service – which runs as Brent New Beginnings – was awarded a four year contract with options for further extensions by Brent Borough Council.

The service helps people in Brent who want to break a cycle of addiction to substances such as heroin, club drugs, other types of stimulants or long term alcohol addiction.

Meanwhile, CNWL is returning to Hounslow to provide drug and alcohol services to people who are suffering from substance misuse.

Its Addictions Directorate won a three-year contract starting this July, following a four-year absence from the borough.
Key issues and risks

These are identified in our corporate Risk Register – the highest level register of the Trust.

We have plans to manage these risks:

• Maintaining the quality of our services while managing the financial and workforce challenges: Savings plans are checked for impact; we listen; we ensure our governance is strong; we use our ‘Tableau’ data access tool to check the impact

• Finding and retaining the right kind of staff: We have a workforce strategy based around recruitment, retention and redesign

• Working in partnership with other organisations: However the regulatory framework around each organisation is not always compatible with joint objectives and pooled resources. Our approach is to build trust with partners

• Financial health and viability: We have a robust financial plan in place

• ICT implementation of new clinical system: Progress made to establish the platform for ICT roll out, but progress to a single patient record system is slow in some areas. New clinical systems are due to go live in November 2018.
Finance

### Income

**£489.98m**

- Clinical Commissioning Groups (CCGs) and NHS England: £385.5m
- Local authorities: £47.9m
- Other operating income: £41.3m
- Other NHS providers: £12.4m
- Non-NHS other: £2.8m
- NHS other: £0.077m

### Expenditure

**£489.9m**

- Staff: £337.3m
- Premises: £32.8m
- Drug costs: £31m
- Other: £15m
- Net impairments: £14.1m
- Clinical supplies and services: £13m
- Rentals under operating leases: £11.3m
- General supplies and services: £8.7m
- Services from NHS Foundation Trusts: £8.5m
- Depreciation on property, plant and equipment: £6.7m
- Establishment: £6m
- Non NHS healthcare: £5.5m
Our quality priorities for 2017/18

Every year we set priorities for improving service quality. We do this with our partners and in response to feedback.

As agreed through consultation, the Quality Account for 2017/18 set out two quality priorities focussing on ‘patient and carer involvement’ and ‘staff engagement’, using eight quality indicators to show these had been achieved.

These were:

1. Patients and carers feeling involved, supported and taking ownership of the decisions about their care
2. A workforce which is committed, well-trained, well-supported, and above all, engaged.

We achieved our quality priority indicators.

A detailed description of the results and plans to address them are included in the full Quality Account on our website: www.cnwl.nhs.uk/about-cnwl/planning-performance
**Quality priority one**

**Patient and carer involvement**

We wanted patients and carers to feel involved and supported in taking ownership of the decisions about their care and took a co-production and involvement approach.

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**Quality indicator one – Patients report feeling involved as much as they wanted to be in decisions about their care or treatment.**

The evidence is the more involved patients are in decisions about their care and treatment, the more likely they will experience better health outcomes.

Our target was 85% and at year end, 95% of patients told us that they felt ‘definitely’ or to some extent involved in their care or treatment; an increase of one percentage point on 2016-17.

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**Quality indicator two – Patients received the care or treatment that helped them achieve what mattered to them.**

This indicator helped us understand whether the care or treatment planned was effective from the patient’s point of view. We wanted at least 85% of the patients surveyed to report that their care or treatment helped achieve what mattered to them.

We finished the year at 95% and an improvement of one percentage point on last year.
Three indicators were carried forward from previous years:

1. We wanted at least 95% of our patients to report feeling treated with dignity and respect. We reached 97%.

2. We wanted at least 90% of our patients to report that they would recommend the Trust as a place to receive treatment. We reached 92%.

3. We wanted audits of inpatient and community patient records to show that risk assessments were being completed and linked to care plans in at least 95% of the records audited. We reached 88%, we are acting on this.

The first two indicators carried forward from previous years are patient reported and the last indicator is measured through regular audits.

Achievements

Patient Reference Group

This group brings together patient representatives, Governors and staff across the Trust. This year, the group gained momentum due to the expertise, commitment and dedication of its members.

Triangle of care (TOC)

TOC aims to make sure that carers are active and equal partners within the care team and represents partnership working between the physical or mental health professional, service user and carer. We started with a pilot in two Mental Health Inpatient units in Milton Keynes (the Campbell Centre and Topas). Together with local service user and carer groups, these units worked together using a self assessment tool and a rating system to identify where they are doing well and areas that required improvement.

#Hellomymnameis… Campaign

Last year 26% of our clinical teams signed up to the campaign. By the end of this financial year, 89% had signed up. Boroughs and services will monitor their performance against this campaign. We know this is not just about ‘ticking a box’, it’s about hearts and minds and getting teams to engage.
Quality priority two
Staff engagement

We tracked the following three indicators; staff turnover, staff reporting that they would recommend the Trust as a place to receive care or treatment to a friend or relative and staff reporting that they would recommend the Trust as a place to work.

Quality indicator one – Staff would recommend the Trust as a place to receive care or treatment to a friend or relative.

We set ourselves a target of 70% measured through the Staff Friends and Family Test and the national staff survey. We achieved 65% – so have more to do.

Quality indicator two – Staff would recommend the Trust as a place to work.

We wanted at least 70% of our staff to report that they would recommend the Trust as a place to work. We missed our target, achieving 57% compared to 60% the previous year. We know we have more to do.

Quality indicator three – Reduce our staff turnover to 15%.

This indicator shows whether our actions around staff engagement were having a positive impact in reducing staff turnover. We reduced turnover from 19% to 16% and have maintained this position this year. We know we still have work to do to get to our 15% target and we have focused our retention plans to address this.
Achievements

Staying Well at Work (SW@W)
This year we wanted to focus on the mental wellbeing of our staff. To this end, we launched a Staying Well @ Work Service with roadshows at 12 main CNWL sites in May 2017. About 1,000 staff were spoken to during the launch fortnight. The work of SW@W has been so successful that our executives have signed it off as a permanent service, which will enhance our staff wellbeing.

Engaging with our staff
Across the year, we run a number of events within divisions to facilitate job swaps and to provide a chance for staff to have conversations about finding alternative roles within the Trust. During the year we also ran several staff engagement events in each division to help us further understand what matters to our staff. We have carried out quarterly internal staff surveys to supplement the annual staff survey.

Listening to our staff
We continue to implement family friendly policies such as flexible working. This year, we refreshed and updated our flexible working policy.

Responding to staff feedback
Last year we committed to addressing IT issues raised by staff in the national staff survey and other local surveys. We undertook a major transformation of our ICT network and while this undoubtedly brought some challenges, the benefits are now starting to be felt across the organisation.

A number of staff networks are in place to facilitate engagement with various staff groups, including:

- Carers at work
- BAME (Black Asian Minority Ethnic)
- LGBT+ (lesbian, gay, bisexual, transgender plus)
- Disabled Employees
- Lived Experience of Mental Health Staff
Other highlights
It was great to receive the news that we were in Stonewall’s top 100 list of LGBT+ friendly organisations for 2017/18 (95th place). We are the only London-based NHS organisation to feature in the top 100 and one of five NHS organisations nationally to be recognised.

What else did we achieve?
We wanted to keep our staff and patients safe from the flu virus. We are pleased to report that just over 70% of our frontline staff stepped up to be vaccinated. We are proud to be the best performing mental health and community Trust in London.
Quality account priorities 2018/19

We held a consultation event, where we discussed our priorities with our patients, carers, staff, governors, Healthwatch, commissioners, and Local Authority representatives.

We reviewed the three year roadmap we developed last year and agreed that it was still relevant and that our continued focus had to be on:

1. Patient and carer involvement
2. Staff engagement

In the coming year, we will focus on maintaining and sustaining improvements, innovating and creating value as well as celebrating our achievements and have plans in place.
Priority one
Patient and carer involvement

We want to build on the work we have undertaken over the last year to continue to strengthen patient, carer and family engagement and involvement.

We want our patients, service users and carers to feel involved not just in their care at an individual level but at service and organisational delivery level.

We want them as partners to help us deliver improvements to services, and we want our staff to know how best to engage with patients and carers to help deliver improvement.

Feedback from our patients, carers and staff is that we need to focus on local improvement in patient and carer involvement. To do this we need to develop our staff knowledge and skill set in involving and engaging effectively and we need to widen our engagement effectively beyond mental health.

We will test the impact of our actions through three indicators, quarterly, to find out how well we are doing:

- Patients and carers report feeling involved as much as they wanted to be in decisions about their care or treatment. Target – 85%
- Patient report that their care or treatment helped them to achieve what matters to them. Target – 85%
- We will report on the measures in the Triangle of Care Programme. Target – Six Triangle of Care standards achieved.
Priority two
Staff engagement

Improving staff engagement will help us to continuously improve the quality of all our services.

We know that engaging with staff helps us focus our improvement actions through responding to their feedback and this in turn improves staff retention.

We will be engaging with our staff to build Quality Improvement capacity and capability across the organisation and through this we will empower staff to feel engaged and motivated to take improvement initiatives at a local level.

We will test the impact of our actions through three indicators on a quarterly basis to find out how well we are doing:

- Staff recommend the Trust as a place to work. Target – 70%
- Staff recommend the Trust as a place to receive care or treatment to a friend or relative. Target – 70%
- Staff turnover. Target – 15%
Our priority programmes 2017/18

CNWL’s Operational Plan for 2017-19 is set within an environment of continuing extreme financial challenge.

We are on track to achieve our savings target – a surplus of £1m. Our target for next year is to achieve savings of £1.3m for 2018/19. This leaves us to find £22.2m of savings for 2018/19 – 6% of our income which is high. We have accepted the challenge on the assumption we will not be asked to make further savings.

The Board has decided to focus their delivery into nine workstreams for 2018/19 that we are rolling out this year, divided into four areas:

Quality
- To develop our approach to quality improvement and quality assurance
- To improve care pathways and reduce unwarranted variation
- To improve patient and carer involvement

Workforce
- To improve staff engagement
- To improve recruitment and retention

Finance and efficiency
- To achieve required savings and make sure we get value for the money we spend
- To improve our corporate services to help colleagues to work productively

Partnerships and business development
- To develop and grow sustainable services
- To take a full part in planning partnerships and new organisational models.

We have plans against all our workstreams.
Trust objectives

Quality

We will:

• Review our approach to Quality Assurance in the context of Quality Improvement (QI)

• Put in place divisional infrastructure and leadership to deliver QI

• Continue to assess our services against the CQC standards – with a view to reaching ‘outstanding’

• Scope out and review transformation across all areas

• Ensure standardisation of care pathways within SystmOne, our new clinical information system.

• Deliver a cohort of specific and CAMHS/CAMHS learning disability transformation, and AIMS accreditation for adult mental health services

• Develop and deliver a group of Quality Commitments to the same standard across all clinical areas to include:
  • Improving physical and mental health
  • Delivering the Mental Health Five Year Forward View
  • Suicide prevention
  • Improving sexual safety on our wards

• Build on our investments in ICT and QI to strengthen our use of data for quality improvement

• Identify key areas of improvement from the 2017 community health patient experience, put in place improvement plans and monitoring

• Implement initiatives which meaningfully engage service users in planning and delivery – and to become members of the transformation programme

• Improve take up of the Family and Friends Test.
Workforce

We will:

• Identify key areas of improvement from the 2017 staff survey and have regular ‘meet the directors’ visits to services where issues and concerns can be raised directly with senior management

• Put in place divisional wellbeing programmes for staff

• Deliver our Workforce Strategy

• Develop locality/service based workforce plans where these do not exist to include:
  • Targeting hard to recruit areas
  • Redesigning roles to deliver transformed services and pathways
  • Improving retention – through providing opportunities for our staff to grow.

Finance and efficiency

We will:

• Meet our control total – making savings of £22.2m

• Work with our commissioners to delivery QIPP and CIP programmes and targets

• Pilot the CCG ‘best value’ tool with one adult and one children’s service

• Deliver vacancy control and reduce agency use to the NHSI cap

• Roll out of Quality Trust Services (QTS) to provide support in estates management for CNWL and partners

• Progress our programme to drive the efficiency in our central services, focus on what makes a change to patients and support operational colleagues

• Develop a Friends and Family Test-style feedback tool

• Improve divisional processes to monitor borough finances.
Partnership and business development

We will:

• Work with our commissioners in health and social care, locally and nationally to look at development and growth opportunities that align with commissioning intentions

• To grow our understanding of what supports sustainability

• Transform and integrate services in partnership with others

• Continue to develop New Models of Care pathway

• Develop ICT capability and capacity

• Ensure 100% of bids are in line with Trust assurance process; maintain win rate of 60%; provide support to divisions for this achievement through market analysis and training in bids writing delivered in situ in each division

• Support the three STPs in which we operate and take a full part in delivering the local control total and transformation programmes such as Like Minded (NW1)

• Take a full part in the development of integrated models of care in all areas where we work

• Develop opportunities to deliver physical and mental health services, strengthening our provision of each in the other areas.
Talk to us

Our members help make sure we’re providing the right services for the communities they live in.

We have over 15,000 members whose views are represented by governors.

The Council of Governors meets four times a year and governors also attend a number of additional meetings to contribute to Trust plans.

Our membership includes anyone who:

- Has used our services
- Has cared for someone who has used our services
- Is a member of the public interested in our work
- Works for the Trust.

Breakdown of our membership (March 2018)

- **2,321** Patients and carers
- **6,527** Public
- **6,650** Staff

Tell us, we’re listening

Our staff want to know how they are doing. Tell us what you think at [www.cnwl.nhs.uk](http://www.cnwl.nhs.uk) and then we’ll know what we have to do.
This document is also available in other languages, large print, Braille, and audio format upon request. Please email communications.cnwl@nhs.net