Central and North West London
NHS Foundation Trust

success through excellence

Annual Review
2007-2008
Contents

Welcome
Success through excellence
Child and Adolescent Mental Health
Brent
Harrow
Hillingdon
Kensington & Chelsea
Westminster
Our Membership
Older Adults
Addictions and Offender Care
Learning Disabilities
Eating Disorders
Broadening our role
Improving the patient experience
Equality and diversity
IM&T
Our staff
Financial summary

The quotations used within this review are summaries of comments made by service users, members and governors.
‘Success through Excellence’ is our theme for this review. Foundation Trust status is giving CNWL a fresh energy and focus – whilst giving us new freedoms to develop and improve services, it is also broadening the reach of our Trust, making it more socially inclusive and representative of the people we serve.

One of the significant features of Foundation Trust status is our new membership structure, represented by a Board of Governors – known as the Council of Members.

Governors and members are also becoming increasingly engaged in the work of the Trust. A series of themed workshops has been run for members, which has included seeking views on monitoring the quality of services. Members have also been engaged in activities such as staff training and service planning. These new structures are helping us relate more effectively with the users of our services, carers, community groups, our partner organisations and our local population.

Our achievement of Foundation Trust status has been underpinned by strong results in our Annual Healthcheck ratings from the Healthcare Commission. In the 2006/07 ratings, published in autumn 2007, we achieved ‘excellent’ for the quality of our services and ‘good’ for our use of resources.

Our financial management has also been assessed favourably by Monitor, the NHS foundation trust regulator.

During the year the Healthcare Commission undertook a national review of acute mental health inpatient services and ranked CNWL third in the country, with a rating of ‘excellent’.

Without the quality of our staff none of this could be delivered. We were delighted to be awarded Top Employer Providing Mental Health and Learning Disability Services by the Nursing Times in 2007 and again in 2008.

We have continued to invest in staff development and in addition to our training and education programmes have run a series of Trust conferences on professional issues, including nursing, occupational therapy, social care and dual diagnosis.

Over the last year we have continued to invest in improvements to the Trust estate and made significant service developments.

We see listening and acting on feedback as a vital part of improving the quality of our services. Our 2006 service user survey highlighted service users’ desire to know more about their medicines and treatment. In response the Trust has set up a helpline for service users and carers to offer an independent source of information and advice.

We have also continued our investment in improving our Trust information systems during the last year to help us deliver our clinical, performance and business goals.

All these developments are enhancing our readiness to take on the many challenges and opportunities we face as we progress as a Foundation Trust.

Dame Ruth Runciman
Chairman

Claire Murdoch
Chief Executive
Success through Excellence: What we stand for

CNWL was authorised as a Foundation Trust on 1 May 2007.

Our vision
To work in partnership to provide responsive and dependable mental health, learning disabilities and substance misuse services in a range of settings for the communities we serve. Through our services we will encourage recovery, well-being and social inclusion, individual choice and independent living through high quality care. Our strategic objectives, which underpin this vision, are to:

- Provide integrated, high quality, timely services based on the need of the individual
- Engage meaningfully with service users, carers and the local community to improve and align our services to their needs
- Improve and maintain to a high standard the physical environments in which we provide services
- Recruit, retain and develop a skilled and motivated workforce that is proud to work for the Trust and that the Trust is proud to employ
- Provide a financial base that is robust for the future development of the Trust and to provide economic and efficient services
- Improve Trust information systems to support improvement in patient care and performance management
- Seek and develop new business opportunities and partnerships consistent with our vision

Making social inclusion a reality
CNWL is committed to reaching out to every part of the communities we serve. We are doing this in a number of ways. For example, we are working to make our membership truly representative. We are strengthening our equal opportunities and diversity policies for staff. We are developing our vocational services for service users to support the take up of training and employment opportunities. We are engaging with different community groups to seek their views and ensure that our services meet the needs of people from all cultural backgrounds.

Building partnerships
CNWL can only achieve its aims by working with partners in health and social care services, with voluntary organisations and others. In some cases, as with local authority social care teams, this means integrating our services, making the best use of resources and helping users and carers by giving them one point of contact. We are also improving our information systems so as to provide better data for partners and those who commission services from us.

Encouraging well-being, recovery and independence
A core part of our services is assisting service users and carers with the information, support and skills they need to help manage their condition. Through the services we provide we work to empower people to live independent and fulfilling lives.

CNWL is also committed to working with partner organisations to develop community focused services which enable and support service users to be treated from their own homes where possible. Inpatient services are also available for people who need them.

Increasing Choice
CNWL is committed to ensuring that its services offer choice and meet the needs of different community groups.

Committing to quality
Whether it be how a member of staff helps a service user or the appearance of the building in which that service is provided, CNWL is committed to constantly raising the quality of all it does. This means listening to what service users and carers tell us, investing in our accommodation, and training and supporting our staff. The quality of our staff has been recognised through a number of awards in 2007/08 both for teams and individuals.
What services does CNWL provide?
Adult mental health, older adult mental health, child and adolescent mental health, substance misuse, learning disability, eating disorders and services in prisons.

Where does CNWL provide services?
CNWL provides a comprehensive range of general and specialist mental health services to the populations of Brent, Kensington & Chelsea, Westminster, Harrow and Hillingdon. The Trust also provides specialist addiction services to these boroughs as well as to the populations of Hounslow, Ealing, Hammersmith & Fulham and Enfield. CNWL provides a range of other specialist services to populations within the rest of London including learning disabilities services, mother and baby services, eating disorder services and rehabilitation services. CNWL also holds contracts to provide mental health and/or substance misuse services to three prisons (Wormwood Scrubs, Holloway and Pentonville), as well as the Young Offender Institution, Feltham.

The Trust has 23 inpatient units across the boroughs it serves. The main sites are:
- Gordon Hospital in Victoria
- Northwick Park Mental Health Unit in Harrow
- Park Royal Centre for Mental Health in Brent
- Riverside Centre in Hillingdon
- South Kensington & Chelsea Mental Health Centre in Chelsea
- St Charles Mental Health Centre in North Kensington

How many staff does CNWL have?
The Trust employs more than 3,400 staff, operating from over 100 separate sites.

In 2007/08 our income was £212m, giving us the third largest financial turnover of all the Mental Health Trusts in London.
CNWL is committed to providing a comprehensive Child and Adolescent Mental Health Service (CAMHS) for young people and their families to tackle mental ill health.

Mental health services and learning disabilities
One developing area in 2007/08 has been ensuring easy access to mental health services for children and young people with learning disabilities. This relatively new area of work has required creative partnerships with colleagues in social services and education.

Harrow User Group success
Harrow has established a successful service user group which is providing valuable input to improving the local CAMHS and CAMHS across the Trust. Other new groups include a young carers group (for young people caring for parents with mental health problems), and a teenage parents group.

Intensive treatment for adolescents
CNWL is committed to developing community based services for adolescents, complementing existing services. In Kensington and Chelsea, the CAMHS team has worked closely with the local authority to provide a multi-agency service for adolescents needing intensive treatment for a range of mental health problems. The service is also able to offer outreach work.

Day services partnership
Day services for adolescents with complex mental health problems requiring intensive treatment are now being provided in a partnership between CAMHS in Brent and Harrow. The aim is to reduce length of stay as an inpatient and ideally avoid admission altogether.

Reaching out to young black men
In Brent, young black men needing mental health services are benefiting from culturally responsive services run by CAMHS in partnership with the voluntary sector organisation, the Male Development Service, with funding from the Department of Health.

New Inpatient Unit
Collingham Child and Family Centre, which provides a regional service for north-west London, moved to new facilities at Beatrice Place, with outdoor space and the opportunity for many more activities to aid recovery.

CAMHS is outstanding
In September 2007 Westminster CAMHS was graded ‘outstanding’ and Kensington & Chelsea services graded ‘excellent’ following their Joint Area Reviews. As part of the reviews teams of inspectors visited services within CAMHS, one of which being the education unit at the Marlborough Family Service where they met with CNWL staff.
Brent Adult Mental Health Service

Supporting carers
Recognising the huge contribution made by carers and the demands upon them, Brent Mental Health Service has organised a series of supportive workshops and seminars. The events looked at the carer’s role and the well-being of carers themselves. Techniques discussed included relaxation training, solution-focused therapy and how carers can best use the strengths they have to achieve a positive outcome.

Better surroundings aid recovery
CNWL is investing widely in improving its premises, and at Park Royal Centre for Mental Health service users have been involved in the design, building and naming of a new Garden of Tranquility. It offers service users an opportunity for fresh air in relaxing surroundings.

A number of Brent community services moved to a single site in Spring 2007 which has improved access for service users. The community mental health team and Rehabilitation and Supporting People Service (RASPS) are now co-located with the Community Networks social day care service which links into community facilities such as education and employment schemes, as well as social, leisure and cultural activities.

Council awards recognise Brent services
Three awards were won by the Brent Mental Health Service in Brent Council’s annual staff achievement awards. The Efficiency Award was won by the Brent Move on Team, with two Individual Public Awards for staff nominated by local residents.

The Brent Move on Team helps service users move from hospitals, nursing and residential care to independent living through supported accommodation.

The team has made good progress in moving many service users from high cost private accommodation to inhouse placements or individual flats improving the quality of care offered.

Also nominated were a Brent carer support worker and a team secretary at Brent Mental Health Services who were described as a ‘lifeline’ by one service user.

‘I am able to discuss my mental health issues and know action will be taken. I do not feel alone as the services are very good.’

A member of the reception staff at Brent
Harrow Adult Mental Health Service

Creating an integrated service
A major service development in the last year has been the development of a Section 75 partnership agreement with the London Borough of Harrow. This involved 57 social services staff and a number of social care services transferring to the management of the Trust. The new arrangement will lead to better integration of adult health and social care community mental health services. For service users it will mean one point of contact for their needs. Other adult services in CNWL, learning from the Harrow experience, are now exploring similar plans.

Asian reference group goes from strength to strength
A group which is helping to break down barriers between mental health services and Asian people with mental health problems continues to flourish in Harrow.

The Asian Reference Group held a second successful conference with more than 100 people attending. Key issues include making services more appropriate for the Asian community and enabling mental health to be more openly discussed.

Harrow Action Plan for Carers launched
In recognition of the vital role of carers, Harrow has launched a Harrow Mental Health Service Action Plan for Carers 2007-2010. The plan has been developed through a broad consensus, including carer voluntary organisations, Harrow Council and Harrow mental health services.

Harrow User Group well-being conference
A joint conference with Harrow Adult Mental Health Services examining what is really meant by well-being included discussion, drama presentations and the launch of well-being check lists and guides. Service users were also offered on the day a range of complementary therapies and physical health checks by qualified practitioners.

‘I am confident that should I need more help that I can phone my psychiatrist or go to the hospital and I would receive excellent attention.’
Hillingdon Adult Mental Health Service

Shaping the future of community mental health services in Hillingdon
CNWL is involved with partner agencies in Hillingdon in a major review of its community mental health services. Three patient and public consultation events were held during 2007, involving service users and carers, Hillingdon Primary Care Trust, the voluntary sector, the local authority and Hillingdon mental health services.

The aim has been to ensure a shared vision for delivering the mental health care Hillingdon residents need. This work is informing service development which will continue into 2008/09 and beyond.

New psychiatric intensive care facility
Hillingdon has opened an eight bed intensive care unit purpose built for local male residents, improving access to treatment for service users and their families.

Facelift for patient facilities
Hillingdon’s inpatient unit, the Riverside Centre, has received praise from the Mental Health Act Commissioners for its high standards. It follows an upgrade of all the facilities at the site.

The crisis resolution service has been relocated to the Hillingdon Hospital site, improving discharge planning for service users back into the community.

Well-being workshop for Hillingdon carers
The importance of carers looking after their own physical health was highlighted in a workshop run jointly by CNWL with Healthy Hillingdon and Hillingdon Carers. Subjects discussed included healthy eating, exercise, dental care and stopping smoking. Carers could also have a personal physical health check on the day.

Dancers in Hillingdon on World Mental Health Day 2007
Open for advice at St Charles
A pilot Citizens’ Advice Bureau (CAB) service at St Charles Mental Health Unit has improved access for inpatients to advice and information. Run by a partnership between Kensington Mental Health Services, CAB and Kensington & Chelsea PCT, inpatients can get advice on everything from personal finances to benefits and housing.

Sports club success in Chelsea
A sports club for both inpatients and community clients has proved a real attraction, with weekly sessions well attended. The South Community Mental Health Team see the club as promoting physical health as well as helping service users build social networks.

In North Kensington staff arrange a weekly visit to a local gym for inpatient and community clients. Tai Chi sessions are also being held on a number of wards at St Charles Mental Health Unit.

Haute Couture workshops
‘A new lease of life’ is how one service user described a course of workshops on Haute Couture held at the Victoria and Albert Museum. Aimed at people who have used mental health services, service users’ from the Willows Day Service had their work displayed on the museum website.

Music project on Radio 3
The music therapy service at the Willow Day Hospital has received national acclaim through coverage on the BBC Radio 3 Programme Music Matters.

Two service users were interviewed on how valuable music making had become to their mental health.

Run by two music therapists and funded by Nordoff-Robbins Music Therapy, the project provides regular music making opportunities for members and visitors to the St Mary Abbots Rehabilitation and Training (SMART) service. SMART provides a valuable link between acute and community services. Service users benefit from the music group by continuing to attend after they have been discharged from hospital.

Early intervention in psychosis
Residents across Kensington & Chelsea are now benefiting from an Early Intervention in Psychosis Service, with its extension to the south of the borough. The team includes a full-time employment specialist worker who offers an individual placement and support service to clients. In 2007/08 nine Kensington & Chelsea service users were supported into paid employment, three took up work experience placements and five went on education courses. Feedback has been very positive, with clients from all backgrounds feeling supported to take up new opportunities.

Better services for women
The opening of Shannon Ward at St Charles Mental Health in 2007 ensures that female service users living in Kensington and Chelsea who are in need of psychiatric intensive care will be treated within the locality.

‘This week I was discharged. I really cannot believe it. The feeling is of great achievement. St Charles Hospital deserves every thanks, they are the best.’
Westminster Adult Mental Health Service

Kensington & Chelsea and Westminster Early Intervention Service expanded
All of Westminster and Kensington & Chelsea are now covered by this service, which provides assessment and care for people aged 14 to 35 following a first episode of psychosis.

Closer links to primary care
Community Mental Health Teams in Westminster are being reorganised to match local primary care providers. It will allow mental health services to respond more quickly to local needs and will also strengthen working relationships with primary care.

Integrating health and social care
Westminster Adult Mental Health Services is actively exploring the development of a Section 75 agreement with Westminster Council Social Services. It forms part of a wider initiative by CNWL towards more integrated services.

Improvements at the Gordon Hospital
Ward based activities have been increased at the Gordon Hospital both in the evenings and at weekends as part of the government incentive - 'Star Wards'.

Work to improve surroundings at the hospital have included a new reception area to promote a friendly and welcoming entrance to the service.

Waterview Centre
Service users with a personality disorder are receiving an improved service following a comprehensive review at the Waterview Centre. Services are now both more flexible and more accessible to a wider range of service users.

Day Care Services
Service users are benefiting from a more socially inclusive service following improvements to the traditional model of day care services offered in Westminster. Day care services are now more closely integrated with other community based services.

Arts therapy more available
Arts Therapy was extended to cover more community teams in 2007 making the service accessible to a wider range of service users.

Modernisation Day
More than 100 Westminster staff attended a Modernisation Day in January 2008 to discuss and learn about the modernisation and personalisation agenda for both health and social care. A follow up day is planned for November 2008 to ensure staff have an active voice in service developments within Westminster.

‘I go to the community day service drop in centre. I’m well looked after by my key worker and staff there and am helped with any important issues. I also have a psychiatrist who also takes very good care and listens.’
Building our membership

Becoming a membership organisation has given fresh impetus to making CNWL a truly inclusive service.

During 2007/08 we focused on generating membership from across the communities we serve and involving the membership we already have in the work of the Trust.

By April 2008 we had approximately 5,400 members – a steady increase since we became a Foundation Trust. We are on track to increase that to nearly 8,000 by December 2008. A members’ newsletter is now produced quarterly and there is a dedicated member and governor section on the CNWL website.

Members are now involved in a range of Trust work including service user members on CNWL’s organisational learning group, and two service users with relevant experience joining the Section 12 refresher training for doctors. Other projects in which members are involved include:

- Establishing what a quality service is, and how to achieve and measure it. This work has linked directly to discussing with PCTs how to build quality assessments into contracts with CNWL.
- Member induction programmes for those wanting to be more active within CNWL.
- Inpatient satisfaction surveys – service user members are active in conducting monthly surveys on inpatient wards.

Our Council of Members

CNWL’s Council of Members, known in some organisations as the Board of Governors, works closely with CNWL’s Board of Directors on a range of issues, including service planning, appointments of non-executives, and remuneration of the Non-Executives and Chairman.

There are 39 governor places, of which 26, two thirds, are elected. They represent service users and carers, the general public, staff, and appointees from partner organisations such as local authorities, the voluntary sector and the prison service.

At the quarterly Council of Members meetings, Board Directors attend to answer questions and engage in discussion.

Our Council of Members participate in regular seminars and workshops to help equip them for their role.

‘Being a Governor of CNWL Foundation Trust over the past year has enabled me to have a greater insight and understanding of the Trust. This in turn has allowed me to work positively and collaboratively with my colleagues in CNWL in Hillingdon ensuring that Mind is an equal partner in much of their work.’

‘Being a Governor of CNWL Foundation Trust has helped the Trust become more open and ready to look at new ways of doing things. I believe there are opportunities for governors to make a positive contribution to the work of the Trust.’
Ethnicity of CNWL’s membership
This chart shows that the profile of our membership is broadly representative of the communities we serve.

- White 52%
- Black 24%
- Asian 14%
- Other 6%
- Mixed 4%

Members: July 2008

‘Being a service user representative has given me an insight into the tremendous amount of work, and challenges faced by staff in trying to deliver the very high standard of work, for which the NHS is known worldwide. I really feel privileged to work with such staff.’

‘My first year as an appointed Governor has been one of understanding the complexities of working with the Trust. I am impressed by the efforts being made to address issues across the service delivery areas - in particular the consideration being given to service users.’
Older Adult Mental Health Service

Life stories: A key to better care
A project to improve patient care by better understanding their needs and background is underway across CNWL. Currently focused on inpatients with dementia, patients and carers together describe the life story of the individual concerned, helping staff gain insight and sensitivity.

Intermediate Mental and Physical Health Care Team
A specialist team has been established to provide both mental and physical health expertise to older adults in Westminster. Primarily based in the community, the team also work with inpatient services. This innovative service is the first of its kind in London.

Next steps for young onset dementia service
A successful new service has been set up at the St Charles hospital site where a team of multi-disciplinary professionals provide care and support to people with young onset dementia in community and day hospital settings. The Trust is working with partner organisations to explore setting up similar services in other boroughs.

Regency Treatment Centre
The Regency Treatment Centre in the older adults directorate was proud to be chosen by the Department of Health as the venue for the launch of the national consultation on the government’s new dementia strategy in June 2008.

Essence of Care
Essence of Care provides a series of benchmarks for all staff in all care settings of the NHS. The benchmarks are used as a clear framework to get the basics right.

Essence of Care is now being implemented across the whole Older Adult Mental Health Service. Carers and users take an active part in auditing services matching them against these benchmarks.
Addictions and Offender Care

Addictions Division

New Enfield Service
In February 2007 CNWL took on the interim management of the Enfield Drug and Alcohol Service, based at the Forest Primary Care Centre in Enfield. The service is run from the same site as Enfield's voluntary sector community drug and alcohol service, which helps working arrangements between our two agencies to ensure a smooth transition for clients from inpatient to community support services.

Westminster Treatment Centre
In December 2007 the centre relocated from premises in Paddington to vastly improved accommodation at Latimer House in London W1. The new premises offer modern well equipped accommodation for service users and staff alike with structured support to help people address their drug and alcohol problems.

The Junction, Brent
CNWL linked up with leading voluntary sector organisation Turning Point to open The Junction in Brent – helping people with drug problems to confront their habit. The aim is to help people who have been using heroin or multiple drugs such as crack cocaine, benzodiazepines and alcohol through substitute medication and therapy.

The Junction brings CNWL together with not only Turning Point, but local agencies, GPs and police.

Drug awareness course success
CNWL has been piloting a drug awareness course for use with inpatients, hostel residents and other accommodation projects. The aim is to increase service users' understanding of the links between drugs and mental ill health. It has proved an excellent example of inter-agency working, with quizzes and certificates encouraging participants to stay with the course.

Visitors to our services
In 2007/2008 CNWL addiction services attracted interest from national and international visitors. Visitors have been received from Iran, Canada and a delegation of 28 Commonwealth Shadow Health Ministers. We have also hosted a visit by Jack Straw, Secretary of State for Justice and Lord Chancellor, to Hounslow Drug and Alcohol Service to view the innovative ‘one-stop shop’ model of service delivery at Pharmacia House.

Dual diagnosis
2007/08 saw the implementation of the trust wide action plan to ensure an effective response for people with a dual diagnosis i.e. both a mental health diagnosis as well as problems associated with drug and/or alcohol misuse. The Trust is committed to ensuring mental health service users have the opportunity to discuss drug and alcohol use with their care coordinator; that they receive an assessment of their drug and alcohol use; and get access to the treatment they need.

Offender care

Wormwood Scrubs Transformation Project
In 2007/08 a two year transformation project involving all those who provide health services in Wormwood Scrubs completed its work. It has produced huge improvements in the integration and effectiveness of service planning.

Integrated Drug Treatment Systems (IDTS) have also been implemented, with clients treated upon their arrival in the prison, while the transformation project provides the basis for an expansion of mental health services at Wormwood Scrubs during 2008/09.

Successful tender to provide tier 4 inpatient services
CNWL won a new three year contract to provide inpatient services to HM Youth Offender Institution Feltham. CNWL will commence delivery of the service from autumn 2008.

North West London Court Diversion Project
CNWL is working in partnership with the Court Service to establish a new service that provides formal reporting of a psychiatric opinion on mentally disordered defendants in North West London Magistrates’ Courts (incorporating Brent, Harrow and Uxbridge). The aim is to make court proceedings more efficient by determining the most appropriate use of custodial sentencing, taking into account the defendant’s mental health and support needs.
Learning disabilities

Kingswood Learning Disabilities Service joins CNWL
In April 2007 the Trust took over the management of services at Kingsbury Hospital (now renamed the Kingswood Centre) from Brent PCT. The service joined existing learning disabilities services within the Trust in Westminster and Hillingdon.

Following a review of the service model, the Kingswood Centre has flourished in its first year as part of CNWL, and has seen a significant increase in referrals. One of the main changes to the inpatient service has been a reduction in the length of stay for clients from sometimes many years to around six months.

The achievements of the service were underlined by a Healthcare Commission audit undertaken during the year, which placed it within the top 20% of learning disabilities services in the country.

In December 2007 a new Learning Disabilities directorate was formed to give clear focus to this work. A launch event was held for service users, commissioners and staff. The occasion was also used to give first viewing of a video made with service users and staff to provide an insight into the daily activities and lives of service users at the Kingswood Centre.

Kingswood environmental improvements
A number of environmental improvements have taken place both internally and externally.

The main units have been repainted with new curtains and furniture replacing old items. New flat screen TVs are in all bedrooms and lounge areas.

Modern gym equipment is now in place in the on-site gym and vocational equipment and assessment packages have been purchased to enhance the service user’s experience. In particular both service users and staff have enjoyed getting fit using Wii games.

Externally, landscaping has been improved with the addition of a tranquil barbecue area.

Eating disorders

Service developments
In 2007/08, the eating disorders service developed in a number of ways. A key development was the expansion of the service to cover two further boroughs – Harrow and Brent. This led to a substantial increase in the service’s day- and out-patient provision, including the opening of a satellite base at Northwick Park Hospital. Another development has been the shift to direct GP referrals, which has resulted in a substantial increase in referrals.

The service remains committed to evidence-based treatment approaches and has continued to provide skills training for a range of professionals, both within and outside the Trust. It has also developed its research and publication profile.

Vincent Square environmental improvements
The Vincent Square Clinic, which provides inpatient, out-patient and community services, has undergone some structural and decorative changes to ensure that there is greater availability of therapy rooms and a more pleasant environment for patients. This has included substantial improvements to the garden area.
Broadening our role

Vocational services
CNWL sees investing in vocational services for people with experience of mental health problems as a vital step towards increasing social inclusion. With employment comes independence, income and greater chance of long term recovery.

CNWL’s Service User Employment Programme assists people with mental health problems into employment and education opportunities. Work experience placements were offered across the Trust during 2007/08 and support also offered to access paid work either within or external to CNWL.

During 2007/08 an Employment Leads Model was launched ensuring that all clinical teams have a Clinical Employment Lead to provide specialist advice and support. The Lead also acts as a vocational resource strengthening partnerships with new and existing vocational services. This has included building working links with the new Pathways to Work providers.

Greening CNWL
During 2007/08 a working group of staff from across the Trust agreed a more structured approach to green issues which led to the development of our Sustainability Strategy. The strategy brings together current and future plans to reduce our carbon footprint and covers four key areas:
- Improving the energy performance of all Trust buildings
- Reducing carbon emissions in all Trust properties
- Reducing the carbon footprint generated by staff travel
- Actively promoting the use of sustainable resources in all Trust wide activities

During 2007/08 we ran a staff travel survey to map out travel patterns and our overall carbon footprint. We also established our baseline carbon footprint for energy use, with the aim of reducing energy consumption by 15% by 2012. It was decided to commit £100,000 from the 2008/09 capital programme to invest in energy saving.

Pharmacy services development
CNWL is now running the pharmacy service based at St Charles Hospital which was previously managed by Kensington & Chelsea PCT. As well as serving mental health services, the St Charles Pharmacy Department will support community health such as sexual health and vaccines, palliative care and renal dialysis. It is highly unusual for a mental health trust to run a service such as this and marks a major development for CNWL pharmacy services.

CNWL is also exploring opportunities to use information technology for electronic prescribing and to improve management of medications.

Supporting patients with challenging behaviour
A major CNWL facility in Horton Haven, Epsom is being developed with building work underway and due to be completed in Spring 2009. It will provide supported rehabilitation for patients with challenging behaviour and is a key part of CNWL’s business plan. As an interim measure to meet rising demand for such accommodation, an 18 bed unit has been opened at the Kingswood Centre in Brent.
Improving the patient experience

Healthcare Commission National Survey 2007
The Healthcare Commission's national survey of service users went out to 850 people on CNWL's Care Programme Approach register. The survey aims to give trusts a better understanding of the needs of service users, improving services based on the feedback received. 79% of service users rated their care as excellent, very good or good. However, the survey also revealed dissatisfaction with our out of hours services and with the attitude of some staff towards users in some boroughs. Service action plans have been developed to address the issues highlighted.

Patient Information Group
Finding the right information in the right language can be a challenge for service users and carers. The Patient Information Group at CNWL has been working to improve this by creating listings of all the leaflets available in north-west London. A separate listing has been created for people with learning disabilities. Five core patient information leaflets are available in nine languages - Albanian, Arabic, Bengali, Farsi, French, Gujarati, Kurdish, Tamil and Urdu - and the 'Your Guide to Meetings' leaflet is also available in Somali. It is possible to request the translation of the Trust's other leaflets in these languages as well as in Braille, audio tape and large print.

Fall in the number of complaints
During 2007/08 the number of complaints received by CNWL fell by 10% to 206. It is a top priority for CNWL that when a service user or carer is dissatisfied with the services they receive, the complaint is properly investigated and lessons are learnt.

The Healthcare Commission’s independent review of complaints to NHS Trusts in 2007 identified CNWL as having the lowest percentage of complaint cases referred back for work nationally. In the report of the Healthcare Commission’s findings ‘Spotlight on Complaints’, published in April 2008, CNWL was praised for its consistently high standard of response.

Patient Advice and Liaison Service (PALS)
CNWL’s PALS service is delivered through a network of 75 link workers based at local Trust sites. The service received 403 enquiries during the year. 42% of these were requests for information and advice, and 43% were about problems people were experiencing with services. The issues most frequently raised related to care and treatment, staff attitudes, and communication. Customer satisfaction questionnaires indicated that 85% of respondents were satisfied with the speed with which PALS responded to their calls, and 85% were satisfied with the help and advice they received.
Equality and Diversity

CNWL is mindful of its duties and obligations under Equalities and Human Rights legislation and is committed to improving the quality of its services to all people.

New Single Equality Scheme
In 2007/08 the Trust developed its first Single Equality Scheme. It sets out the Trust’s agenda and priorities in addressing race, disability, gender, sexual orientation, religion or belief and age equality.

In parallel with this, CNWL is currently issuing new and updated policies and guidance on transgender issues; disability (addressing employment and service delivery); equality, diversity and human rights; and use of interpreters.

E-learning package for staff
An e-learning package ‘Diversity in the Workplace’ is now available for all staff to access, covering not only equality issues, but also discrimination, harassment and bullying. The Trust has introduced Cultural Competency for Managers training with further training initiatives planned for 2008/09.

Improving access for deaf people
To improve access for people using hearing aids, portable Induction (hearing) loops were supplied to 43 sites within the Trust and fixed Induction loops fitted in main training rooms at Trust HQ. Guidance has been produced in the use of induction loops and on ‘deafness and the Deaf community’.

Focused Implementation Site (FIS)
CNWL’s role as a ‘Focused Implementation Site’ (FIS) for the national Delivering Race Equality in Mental Health Initiative continued to develop in 2007/08. Key achievements during the year include:

- A court diversion clinical trail blazer project, which involves asking people from black and minority ethnic communities who have used the criminal justice system and mental health services about their experiences and incorporating their views into service improvements
- An inpatient clinical trail blazer project, running similarly to the court diversion initiative above
- Local initiatives such as working with the South Asian Reference Group in Harrow to develop a conference on mental health issues for the Asian community. A social networking group is also being developed for South Asian service users and carers in the borough. In Brent a ‘Listening to Faith Communities’ event held with the Brent Multi-Faith Forum set objectives for working more effectively with Faith communities
- Faith awareness training for Trust staff
- Mental health training for faith groups
The right information at the right time

Ensuring the right information is readily available when needed has inspired several major projects for CNWL in 2007/08. Until now, gathering activity and contracting information from across such a large Trust has been a complex operation. That is why CNWL launched Project Galaxy.

**Project Galaxy**
During 2007/08 CNWL’s Director of Operations and IMT was seconded to audit and revise the information systems operating in CNWL. This included a complete review of performance management systems. The aim is to better support clinical practice and improve internal activity recording so as to make performance management more accurate. The changes now being made will also be crucial in preparing CNWL for the move towards Payment by Results, when detailed information will be required on costs and patient activity. It will also enable us to improve information given to commissioners.

**JADE**
The Trust is moving towards a single unified patient information system. The clinical system JADE, used for several years by Harrow’s Adult and Older Adult services, was introduced in Hillingdon and with Learning Disability services at Kingswood Centre in Brent in 2007/08. The plan is to roll out the system to other Trust services over the next year.

CNWL is also introducing a new Business Intelligence System to enable staff to make the best possible use of the wide range of data available.

**Electronic staff records**
A new electronic staff records system was introduced in CNWL during 2007/08. Part of a national system being introduced across the NHS, the aim is to have one common system so that management information can be more easily shared.
Our Staff

The Trust has a good record in attracting and recruiting staff. The 2007 staff survey reported above average job satisfaction and quality of work life balance. The Trust has a full complement of Consultant medical staff, which is extremely unusual in mental health trusts particularly in London. The Trust is also able to recruit to most professional groups. Trust turnover is approximately 15% and the Trust has active and sustained recruitment strategies in place.

Improving the quality of the CNWL workforce
A major programme of organisational development has begun within CNWL to underpin our vision of ‘Success through Excellence’. The aim is to further develop the employment culture within CNWL – improving everything from management and quality of staff to communication, reward strategies and employee relations.

CNWL is also working to develop a ‘team culture’ across the Trust. One of the first steps will be drawing up a Staff Charter, agreed with staff representatives and issued to all new staff.

Annual staff survey
Staff satisfaction with the Trust was in most cases above the national average. 70% of staff felt that patient care was the Trust’s top priority, 20% higher than nationally. 54% believed that CNWL is committed to a healthy work/life balance, 6% above the national figure. However, the survey also highlighted some areas in which the Trust needs to improve and plans are in place to address these.

Qualified Nurses 35%
Administrative and Clerical 18%
Clinical Psychologists and Psychotherapists 11%
Unqualified Nurses 10%
Medical 10%
Allied Health professionals 7%
Managers 4%
Social Care and Support Workers 3%
Pharmacists 2%
Our Finances 2007/08

As a NHS Trust, CNWL had a strong record of financial management and this has continued in our first year as a Foundation Trust. At financial year end the Trust achieved a surplus of £4.4M, in the context that as with the rest of the NHS, the Trust continued to operate within a difficult financial climate.

During 2007/08 the Trust was given a financial risk rating of 4 by Monitor, the independent regulator of Foundation Trusts. This is the highest rating a Foundation Trust can achieve in its first year of operation and reflects the fact that CNWL has met the full range of financial indicators set by Monitor.

Our Income
In 2007/08, CNWL’s income was £212m from the following clinical specialties:

- Adults 62%
- Older Adults 15%
- Substance Misuse & Offender Care 11%
- CAMHS 7%
- Learning Disabilities 2%
- Haven Rehab 2%
- Eating Disorders 1%

Most of our income is derived from primary care trusts in central and north west London, commissioning services from CNWL. In 2007/08, 95% of our overall income was for clinical services, with 88% of this originating from primary care trusts.

Our Expenditure 2007/08
The major expenditure for CNWL is its staff. The various categories of permanent staff are illustrated in the chart below. In 2007/08 staff pay amounted to 73.9% of total expenditure.

- Nursing 52%
- Admin & Estates 21%
- Scientific, Therapeutic & Technical 14%
- Medical 9%
- Healthcare Assistants 2%
- Social Care 2%
Expenditure on non-pay items
The Trust’s non-pay expenditure is largely concerned with the costs of operating services from 64 sites. The most significant non-pay expenditure is for our premises, which accounts for 28% of all non-pay expense.

Capital Investments 2007/08
In its continuing drive to improve the quality of its facilities, CNWL invested £5.1m in capital schemes over and above the transfer of property.

Better Practice Payments Code
Despite a challenging year, in which CNWL became a Foundation Trust and moved into new headquarters accommodation, we achieved the financial target of paying 95% of invoices, by both number and value within 30 days. This is in accordance with the Better Practice Payment Code prescribed by the Department of Health and Monitor.

Management Costs
Management Costs for the Trust during the period were:

<table>
<thead>
<tr>
<th>Management Costs</th>
<th>£9.2 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income *</td>
<td>£193 million</td>
</tr>
<tr>
<td>Management Costs as a percentage of income</td>
<td>4.76%</td>
</tr>
</tbody>
</table>

*Income has been adjusted to remove non-recurrent income in respect of prior year surpluses. These figures indicate that CNWL’s spend on management costs is comparatively low.

If you would like a copy of the full Annual Report and Accounts for 2007/08 you can download an electronic version from our website at www.cnwl.nhs.uk/annual_report.html or if you would prefer to receive a printed copy please email feedback.cnwl@nhs.net.
If you would like this information in another language or format please ask.

Albanian
Nëse do shësoni të merrni informacion në një gjuhë apo format të tjetër, ju lutemi nia pyesni.

Arabic
ذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك مننا.

Bengali
যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা কর্মোত্তর চান, তাহলে হয় করে আমাদেরকে বলুন।

Farsi
اگر این اطلاعات را به زبان دیگری و یا در فرم دیگری بخواهید درخواست کنید.

French
Si vous souhaitez des informations dans une autre langue ou sous un autre format, veuillez nous le demander.

Gujarati
જે તમે સાહિત્ય અથવા સંસ્કૃતિ અથવા અભિયાત સાથે જે વિષ્ણુ કરી અમારે મને હોય તો?

Kurdish
نکار داوستیبێت یەکەی زمانیکە بە دەستیەکی کە دەوێت تکبەی ناوەمە لە بەکە

Somali
Haddii aad rabtii in wanaar lagu siyo hab luuqadeed a kale, fadlan na soo waydiiso.

Tamil
நா காண்டிப் பேச்சு அல்லது மற்ற இயல்புகள் வாயிலில் உள்ள வேண்டிய தலைமுறைகளைத் தெளிவுபடுத்தலாம்.

Urdu
آپ کوئی اطلاعات سے بھار شما ہیں، پر اس کو گناہ بنا سکتے ہیں یا آپ کوئی دیگر طریقہ کے سے پہنچ سکتے ہیں۔