Welcome
A review of our work during 2012/13

Central and North West London NHS Foundation Trust (CNWL) is one of the largest NHS Trusts in the UK. We serve a third of London and provide care in Milton Keynes, Kent, Hampshire and Surrey.

We mostly work in people’s own homes, community clinics and in schools. We also have a number of specialist inpatient units for intensive treatment when it is needed.

We are an NHS Foundation Trust, which means local residents, our patients and their carers can become members of the Trust and help shape services and future developments.

This booklet provides an overview of our work during 2012/13. For more information about our plans for the future turn the booklet over to read from the other side.

Contents

Our services
An overview of the Trust 2012/13

Our news and achievements
Within our Trust
Within our services
Service users, carers and communities

Improving quality
Quality priorities for mental health and allied speciality services in 2012/13
Quality priorities for community health in Hillingdon in 2012/13
Quality priorities for community health and sexual health in Camden in 2012/13

Membership

Read more about membership in the centre of this booklet or you can become a member online at www.cnwl.nhs.uk/get-involved
Our services in 2012/13

Services in the south of England

Surrey
Kent

Services across London

MH Mental health services
ED Eating disorder services
SP Prison healthcare and offender care services
CH Community physical health services
LD Learning disabilities services
SH Sexual health services

CNWL Annual Review 2012/13 | Our services | 5
An overview of the Trust in 2012/13

242,995 service users treated in the community in 2012/13
- 49,592 mental health service users
  - 6,755 children and young people
  - 35,995 adults
  - 6,842 older adults
- 4,089 mental health inpatients
  - 96 children and young people
  - 2,920 adults
  - 458 older people
- 230 addictions inpatients
- 48 eating disorder inpatients
- 242,995 treatment episodes

3,885 service users treated in hospital in 2012/13
- 4,488 addictions service users
- 44,929 offender care services users
- 749 eating disorders service users
- 100,355 community health service users
- 1,104 learning disability service users
- 41,778 sexual health service users

Annual turnover of £376m
- 84% from primary care trusts (PCT)
- 5% from local authorities
- 4% for education and training
- 3% from other NHS organisations
- 1% for research and development
- 3% other

Spending of £368m
- 69% on staff
- 10% on clinical supplies and services
- 8% on premises
- 3% on NHS services
- 2% on general supplies and services
- 1% on dividends
- 1% on business operating costs
- 1% on education and training
- 5% on other
Within our Trust

A safe and stable organisation
We were pleased to end the year with a financial rating of four (where five is the highest) and a green status for governance risk (the top category available) by our regulator, Monitor. In April 2013 we re-registered with the Care Quality Commission (CQC) with no concerns raised.

Better access to information online
In 2012 we launched a new website for CNWL with a fresh look and new ways to search for services. We will continue to develop our website over the next year to provide up-to-date information for our service users, carers and other health professionals.
Modernising our buildings

We made a number of improvements to Trust sites over the year:

- The refurbishment of Eastlake, Ellington and Femeley wards at Northwick Park Mental Health Unit in Harrow was completed.
- The Max Glatt Unit, an inpatient detoxification unit, moved to a new home in Kensington and Chelsea.
- The Hillingdon Child Development Centre moved to a more family friendly building.

Placement Efficiency Project

It is not always possible to provide the type of specialist care our service users need close to their home, and sometimes we need to ask Trusts in other areas to support us. The Placement Efficiency Project (PEP) Team have expertise in reviewing these types of cases and in identifying appropriate opportunities to relocate people closer to home. In its fourth year PEP is now saving more than £4 million per year. More importantly, this is improving the experience of our service users, who report major benefits in being relocated closer to their family and friends.

Within our services

Managing our services better

Last year we completed our three year change programme to bring in a new way of managing our mental health and specialist services, called service line management. This means groups of similar clinical services are managed together, such as all learning disabilities services or all services for older people. The groups are known as service lines and are jointly managed by a service director and a clinical director. This style of management allows knowledge and best practice to be shared across similar services regardless of where they are based. This allows improvements that make a real difference to service users.
**Improvements to service quality**

As a result of service line management we have been able to make improvements that make a real difference:

- **Most significant was the new model of assessment for all admissions to our inpatient adult mental health wards, which determines the appropriate level of care required.** This approach has reduced unnecessary hospital admissions, as well as reducing the average length of time spent in hospital.

- **The relocation of Vincent Square Eating Disorder Service to new facilities at South Kensington and Chelsea Mental Health Centre has provided additional space to see national clients.** The service supported 24 service users from outside London last year.

- **Our services in addictions and community mental health have been supported by the CNWL Recovery College to employ peer support workers who work alongside health professionals.** Peer support workers have personal experience of mental health and/or addiction and add a new level of expertise and insight.

**New services**

The year 2012/13 was a busy time in the Trust as we were successful in winning and developing some exciting new services.

Most significant was the achievement of a new contract to deliver mental health and community health in Milton Keynes and community dentistry services in Buckinghamshire. This is a huge milestone for CNWL in terms of our growth as a community healthcare provider and our first major contract outside London.

**Other new services include:**

- Psychological therapies and counselling service in Hillingdon providing support for common mental health problems, such as depression and anxiety.

- Community learning disability services in Harrow and Brent.

- Intensive mental health home treatment service for families where children may otherwise have been taken into care.

- Expansion of our prison healthcare network to cover 12 new prisons across the south east of England and in Milton Keynes.

- Community rehabilitation services have been established to help people with long-term mental health problems return to independence.

- A joint mental health and addictions wellbeing service has been developed in Kingston upon Thames.
New partnerships between NHS services

We are finding new ways that physical health and mental health services can work together to provide joined up healthcare. Some examples include:

- Our national Club Drug Clinic, launched in 2011, has seen a large number of referrals from the gay community. To meet this demand and to help other people experiencing combined problems with drugs and sexual health, we have established a second Club Drug Clinic at the Mortimer Market Centre, our sexual health clinic in Camden. A new website, www.clubdrugclinic.cnwl.nhs.uk, was also developed for the service in 2013.

- The Hillingdon Rapid Response Team, which provides support to people who are recovering from illness such as stroke, was previously not contracted to accept referrals for people with co-existing mental health problems. The team has now joined up with our mental health services in Hillingdon to include a mental health risk screening tool to identify these additional needs.

- A new service was launched in Hillingdon to support people with diabetes. Issues such as undetected depression, motivation and lifestyle will also be considered to increase the level of support available to individuals managing their diabetes.

Service users, carers and communities

Expanding to new communities

With new contracts across community health, prison healthcare and addictions, we are delighted to be supporting communities in new geographical areas. In Milton Keynes and Buckinghamshire, we will be supporting over 40,000 additional service users in the coming year. Our prison healthcare services have expanded into Kent, Hampshire, Surrey and Milton Keynes and we will also be supporting people in Kingston upon Thames with drug and alcohol problems.

Involving communities through our membership

As a Foundation Trust we have greater freedom to develop services that meet the specific needs of local communities. We invite local people to help in this goal by joining our membership and having their say. Members are represented within the organisation by 40 governors. Throughout the year we have worked to extend our membership in the new communities we are serving. A recruitment campaign has been underway in Milton Keynes and 500 members have already been recruited, taking our membership to just over 14,000.
Focusing on carers
A new CNWL Carers’ Council was established in 2012 to oversee the support that we provide to carers and how this can be developed in future. The Carers’ Council is chaired by one of our carer governors.

In Brent, we have teamed up with Lancaster University to develop a research project to evaluate carers’ experience of our services. The project involves service users, carers and health professionals and will help shape the support provided to carers in future.

More support in crisis
We have worked with service users, carers and GPs to understand how we can provide better support for people facing a mental health crisis outside normal working hours. As a result in February 2013 we launched a new, freephone number called the Out-of-Hours Urgent Advice Line. The line is managed by health professionals and is open during evenings, weekends and bank holidays. In the first month alone, the line helped over 500 callers.

Working together for recovery
We were proud to open our CNWL Recovery College in April 2012. The college provides courses that support recovery for service users, carers and staff. The courses are developed and run by people with experience of mental health and addictions problems, alongside health professionals.

Better health for people with learning disabilities
We are working to provide better support for people who have a learning disability to be able to access all health services. Our new learning disability champion network covers the whole Trust to provide staff with more information about how to provide appropriate care and communicate with people with a learning disability.

“I’m genuinely grateful for this helpline! Saved my life!”
CNWL service user

Artwork by a CNWL Recovery College student.
Every year we produce a Quality Account, which identifies a number of key priority areas to improve the quality of services. Priorities are developed with our partners in response to the feedback we receive and to incorporate any new ideas to improve healthcare. In 2012/13 we set ambitious targets for our quality priorities and achieved the targets across 14 of the 17 priorities.

In 2012/13 community services in Camden and Hillingdon had separate priorities that had been agreed with their local partners prior to their integration with CNWL. Next year, all these priorities will be brought together.

Over the next few pages we provide a brief overview of the priorities and results for 2012/13. A detailed description of the results and plans to address them going forward are included in the full Quality Account.

The full Quality Account 2012/13 is available to download from our website at www.cnwl.nhs.uk/qualityaccount.
Quality priorities for mental health and allied speciality services in 2012/13

Recovery and involvement
One of the key factors in supporting people on the journey to recovery is working together and ensuring they feel empowered about their own care.

- We were disappointed not to meet our target for community service users reporting that they were involved in decisions about their care plans. This will therefore remain an area of major focus in 2013/14.
- Service users told us that they have care plans that contain at least one personal goal.

Physical health
We recognise the importance of considering a person’s physical health alongside their mental health needs and are committed to providing better physical healthcare for vulnerable people.

- All service users with dementia on anti-psychotic medication were reviewed and the information was shared with their GPs and families.
- We achieved our target for community service users reporting that they received enough advice and support for their physical health.

Carer involvement
Carers provide a vital role in the safety, safeguarding and wellbeing of service users and we want to support them in their role.

- During a number of focus groups, carers said they felt supported by the Trust.
- Carers also reported that they receive the information they need to manage in a crisis.

Access to services in crisis
We want to provide better support for people when they are discharged from our services, or for community service users who are facing crisis.

- We established processes to support people discharged to primary care services.
- We achieved our target for service users saying they received the help they wanted when contacting the Trust in crisis.
Quality priorities for community health in Hillingdon in 2012/13

Use of care plans
Advanced and personalised care plans communicate the wishes of individuals and ensures that complex needs are met.
✓ We achieved our target for service users at the end of life having an advanced end of life plan.
✓ We also achieved our target for service users with learning disability conditions having personalised care plans.

Reducing avoidable pressure ulcers
A pressure ulcer is an injury to the skin and underlying tissue, caused when the area is placed under pressure. They tend to affect people with health conditions that make it more difficult to move.
✓ We were able to reduce the number of pressure ulcers year on year by a significant margin.

Carer involvement
We recognise the important role of carers to support community health patients through illness and into recovery.
✓ We developed guidelines for staff so they can provide better support for carers.
✓ People referred to the wheelchair services reported that they received information and training for their carers.

Quality priorities for community health and sexual health in Camden in 2012/13

Clinical quality in HIV services
It is important to monitor the health of people with HIV closely, therefore high targets were set.
✓ We maintained a strong immune system for people with HIV (CD4 count greater than 200*).
✗ Despite doing better than the national average, we narrowly missed our high target (95%) for the number of patients with HIV who have a low level of virus in their blood (less than 50 copies/ml**).

Patient experience
It is important that our service users and patients have the best possible experience when accessing our services.
✓ We achieved our target to see sexual health patients within 30 minutes of their appointment time.
✗ On the inpatient ward at St Pancras Hospital, we did not achieve our target for 100% responsiveness to call bells. This target will continue to be measured next year.

* CD4 cells are a type of white blood cell that fights the infection, and maintaining a level greater than 200 is vital to ensure a patient’s immune system remains healthy.
** A count of the virus less than 50 is undetectable and the impact on organs is minimal.
Become a member

We are dedicated to providing services that meet the needs of the people who use them, and we actively encourage involvement from our service users, their carers and the public.

We currently have around 14,000 members, whose views are represented at the Council of Governors by 40 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 members include 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.

As a member you will receive:
• Our members’ magazine three times a year, which includes health advice and news from the Trust
• Exclusive invitations to events and meetings
• The chance to help out with projects, such as our mystery shopper and service user survey programmes to improve quality
• Access to NHS Discounts – offering money off many high street brands, check out www.healthservicediscounts.com.

For more information or to join the CNWL membership simply complete the online form at www.cnwl.nhs.uk/get-involved

This document is also available in other languages, large print, Braille and audio format upon request.

Email: communications.cnwl@nhs.net

Sipas kërkesës, ky dokument gjithashtu gjendet edhe në gjuhë të tjera, me shkrim të madh dhe në formë degjimore.

Diese Stelle erwähnt auch andere Sprachen, großdruck, Braille, und Audio-Format unter Anforderung.

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku, w alfabetie Braille’a lub w formacie audio.

Email: communications.cnwl@nhs.net