Welcome
A look forward at our plans for 2013/14 and beyond

Contents

Wellbeing for life
- Who we are now
- A valuable conversation
- Our values
- Our Trust as we enter 2014

What we will do next
- Transforming services
- Managing economic challenges
- Adapting to national changes
- Improving our technologies
- Our people
- Growing our organisation and services

Quality priorities for 2013/14
- Priorities for Trust services (excluding Milton Keynes)
- Priorities for Milton Keynes services
- Priority across all services

Our future

In this booklet you’ll find information about our plans for the coming year and the future. For information about our work last year turn over the booklet to read from the other side.
Who we are now

Central and North West London NHS Foundation Trust (CNWL) has changed significantly over the last few years.

We used to specialise in providing mental health care and help those with addiction problems and learning disabilities, but in 2011, we became responsible for community health services in the London boroughs of Hillingdon and Camden – providing district nurses, podiatry, dentistry and so on. More recently, in April 2013, we won the contract to integrate with Milton Keynes Community Health Services, which provides community physical health, mental health and prison services in Milton Keynes, and community dentistry in Buckinghamshire.

In the last two years our workforce has doubled to nearly 7,000 employees, and we are now one of the largest NHS Trusts in England providing mental health and community care. We mostly work in people’s own homes, community clinics and in schools. We also have a number of specialist inpatient units for intensive treatments when they are needed.
A valuable conversation

In January 2013 ‘The Conversation’ was launched at the CNWL Annual Nursing Conference to engage staff in deciding the Trust values for the future. In March 2013 all staff and teams were invited to join the discussion with views, comments and ideas.

Contributions were wide ranging, but a number of key themes were evident. We are delighted to reveal a new vision and set of organisational values.

Our values

**COMPASSION**
Our staff will be led by compassion and embody the values of care outlined in our Staff Charter.

**RESPECT**
We will respect and value the diversity of our patients, service users and staff, to create a respectful and inclusive environment, which recognises the uniqueness of each individual.

**EMPOWERMENT**
We will involve, inform and empower our patients, service users, carers and their families to take an active role in the management of their illness and adopt recovery principles. We will ensure our staff receive appropriate direction and support, to enable them to develop and grow.

**PARTNERSHIP**
We will work closely with our many partners to ensure that our combined efforts are focused on achieving the best possible outcomes for the people we serve.
Our Trust as we enter 2014

- **3,366,400** total population in catchment area
- **14,293** members:
  - **6,665** public members.
  - **5,198** staff members.
  - **1,897** service user members.
  - **533** carer members.
- **17** prison locations
- **240** services from 110 locations
- **100+** first languages spoken in the Trust’s catchment area
- **37 courses** CNWL Recovery College
- **600 students** CNWL Recovery College
- **6,810** staff across a range of disciplines:
  - **2,899** nurses and healthcare staff.
  - **1,465** admin and clerical staff.
  - **413** allied health professionals.
  - **392** other clinical staff.
  - **651** scientific and technical staff.
  - **525** medical and dental staff.
  - **31** estates support staff.
  - **36** students.
  - **400** social care staff.
- **1000+ job roles** will be advertised on NHS Jobs
- **Over 300,000** service users will receive treatment
- **95%** of service users will be treated in the community
- **3,366,400** total population in catchment area
- **7th** year as a Foundation Trust
- **2,899** nurses and healthcare staff.
- **1,465** admin and clerical staff.
- **413** allied health professionals.
- **392** other clinical staff.
- **651** scientific and technical staff.
- **525** medical and dental staff.
- **31** estates support staff.
- **36** students.
- **400** social care staff.
- **1000+ job roles** will be advertised on NHS Jobs
- **Over 300,000** service users will receive treatment
- **95%** of service users will be treated in the community
- **3,366,400** total population in catchment area
- **7th** year as a Foundation Trust
What we will do next

The next few years are going to be challenging for the NHS overall, and CNWL is no different. We have made robust plans for how we will manage our services to ensure that we maintain and improve the high level of quality, while also being able to adapt and innovate in response to changing health needs.

Our plans for the future can be grouped under the following six categories:

1. Transforming services
2. Managing economic challenges
3. Adapting to national NHS changes
4. Improving technologies and facilities
5. Retaining and developing our people
6. Growing our organisation and services

The full Annual Plan 2013-16 is available to download from our website at www.cnwl.nhs.uk/annualplan.
Transforming services

We will review the way our services are designed and listen to the people who use them to understand how they can be improved to provide the highest level of care.

Integrated healthcare
With a wide portfolio of healthcare services and an experienced and varied workforce, we are well placed to support people with diverse needs. We are looking at new ways to share knowledge between teams and across the Trust. We are also looking at how mental health and physical health teams can work together, alongside partner organisations and service users, to support recovery and improve quality of life.

Care closer to home
We believe people should be able to receive the care they need as close to home as possible, so they can maintain independence. As a community focused Trust this is a key priority for us in the coming years.

Better use of our buildings
We are carefully reviewing our portfolio of buildings to reduce any excessive maintenance and rental costs. We are able to do this by creating ‘hubs’, where teams can work alongside each other under one roof. This means teams are able to easily share knowledge and experience, and we have also had the opportunity to improve the physical environment of clinic and office spaces.

Managing economic challenges

The NHS is currently facing the most challenging economic times it has ever experienced. At CNWL we are facing a year on year reduction in our funding, with savings of £30m required in 2013/14 alone.

Spending every penny wisely
Last year we were able to achieve our savings targets and we believe we are able to continue to do this without compromising the quality of services. We are using this as an opportunity to take a fresh look at the way we do things and how services can be more efficient, while continuing to improve quality.
Adapting to national changes

The year 2013/14 sees the introduction of significant changes to the commissioning organisations that buy our services. We are building partnerships with our new Clinical Commissioning Groups (CCGs) and other commissioning bodies to provide knowledge and expertise on our services and the needs of the populations we serve.

Meeting the needs of the population

The diverse catchment area of our services provides a number of challenges. There is a national trend for an increased population size of around 7% in London and 8% in Milton Keynes from 2011-2031. This will be especially challenging in Milton Keynes, where the number of over 65s is predicted to become three times the national average in 10 years. There are also challenges in London where there is a 16 year gap for the average lifespan between the most socially deprived and affluent areas.

Improving our technologies

With the majority of our work taking place in people’s homes and outside of Trust buildings, we need to equip our staff with the right technologies and facilities that allow them to spend as much time as possible with patients. We will be working innovatively in this area over the next few years to make the best use of technology and prepare the organisation for the future.

Technologies to support healthcare delivery

We are in the middle of an ambitious IT programme to upgrade our technologies to meet our growing needs now and in the future. We are finding innovative solutions that will enable us to become ‘paper light’. We need information systems that are easy to use, accessible and mobile that can deliver an excellent service wherever it is required – in a GP clinic, a hospital ward, or in a patient’s home.

More time for care

As part of the IT programme, we have been working with clinicians and teams to establish what equipment they need to conduct their work. As a result, we are appointing a new IT partner who will deliver new networks and devices (desk computers, laptops, tablets and mobile phones) that will support staff to complete their ‘paperwork’ in the community. This means they will not need to return to the office after each visit and can use their time much more efficiently.
Our people

As an NHS Foundation Trust that works with people in the community, we rely heavily on our committed and experienced workforce. We constantly review the skills and experience of staff and this area is a key development in our strategy for the future.

Working to shared values

New values were developed at the beginning of 2013 which staff helped to shape. These new values will be at the heart of everything we do and have been built into staff appraisals and performance reviews.

End of an era

It is with great sadness that we report Dame Ruth Runciman’s retirement from her post of Chairman of CNWL at the end of 2013. Dame Ruth joined CNWL as Chairman in 2002 and has made an invaluable contribution to the development of health services.

A new Chair will lead the organisation from 1 January 2014. Professor Dorothy Griffiths has served as a Non-Executive Director at CNWL since 2000 and has also been the Trust’s Senior Independent Director since 2007, working closely with the Trust’s members and governors.

Growing our organisation and services

The Trust enters 2013/14 having grown by a further 15% since 2012/13, following the integration with Milton Keynes Community Health Services. This is in line with the Trust’s growth strategy, which was established in 2011/12.

Improving quality on a national level

Becoming a larger organisation has a number of benefits. We can share knowledge and best practice across our teams in different areas, to advance the very best models of care, while also creating efficiencies by reducing duplication and combining contracts. As a significant organisation within the wider NHS, we can speak out on behalf of community care and mental health at a local and national level.

A health visitor makes a home visit in Milton Keynes.
Quality priorities for 2013/14

Every year we work with our partners and stakeholders to plan quality priorities for the coming year. This year the priorities apply across our services, to ensure there is a consistent approach to quality across the Trust. The services in Milton Keynes, which joined CNWL from April 2013, will work towards the priorities they agreed with their local stakeholders in 2012.

The priorities are detailed within the following pages and cover the following themes:

**Trust services (excluding Milton Keynes)**

1. Helping our patients to recover by involving them in decisions about their care.
2. Supporting carers to look after their loved ones.

**Milton Keynes services:**

3. Ensuring a safe transfer of care between services.
4. Reducing the number of avoidable pressure ulcers.

**All Trust services:**

5. Making sure people who use our services get the best care we can provide.

The full Quality Account is available to download from our website at [www.cnwl.nhs.uk/qualityaccount](http://www.cnwl.nhs.uk/qualityaccount).
Priorities for Trust services (excluding Milton Keynes)

Helping service users to recover by involving them in decisions about their care

How we will monitor and achieve this:
- We have a clear focus on recovery across our services (this priority builds on the involvement theme from last year).
- We will monitor service user records to ensure care plans are completed and will regularly invite service users to share feedback on this process.
- Every individual record will be checked to ensure the appropriate level of involvement has been achieved.
- Training will also take place to embed the recovery approach into work practices.

Supporting carers to look after their loved ones

How we will monitor and achieve this:
- Many service users receive support from family or friends who help them on their journey to recovery.
- We will monitor service users’ records to ensure a carer is identified.
- Feedback will be gathered from carers through a series of focus groups and surveys to understand how carers can be better supported.
- We will feed back the results to our services to ensure that carers receive the correct support.

Priorities for Milton Keynes services

Safe transfer of care between settings

How we will monitor and achieve this:
- When people transfer from one clinical setting to another, we need to ensure they are transferred safely.
- We will implement a multi-agency strategy in Milton Keynes that will ensure strong leadership, accountability and engagement in this important area.
- We will continue to monitor any incidents and carry out regular checks to highlight areas for improvement.

Reducing avoidable pressure ulcers

How we will monitor and achieve this:
- We will use the NHS National Safety Thermometer, which is a national tool that monitors falls, urinary infections in patients with catheters, pressure ulcers and venous thromboembolism (blood clots).
- Services in Milton Keynes have been actively working towards zero avoidable pressure ulcers and this priority will allow a targeted approach to this ambition.
- Data will be collected on a monthly basis and used to target effective pressure ulcer education, avoidance and care.
- Results will be monitored by the Zero Pressure Ulcer Ambition Group and then reported to the Trust’s Quality Committee and the Board.
Priority across all services

Making sure people who use our services get the best care we can provide

How we will monitor and achieve this:

• We want to understand how satisfied our service users are with the services they receive, and why they have responded in the way they have.

• We will hold quarterly telephone surveys and focus groups to gather important feedback.

• We will continue to monitor service user feedback through a variety of sources, including feedback to staff, complaints, local campaigns, focus groups and the national patient and staff surveys.

• As these are new measures, the data will be collected at the beginning of the year and we will aim to improve our patient experience by the end of the year.

• In Milton Keynes we will also use The Friends and Family Test, which is a national survey that asks if an individual would recommend their friends and family to be treated in the same setting.

Our future

We believe the year 2013/14 is going to be one of the most exciting yet for the Trust as we continue to grow as a leading Foundation Trust. We will seek more opportunities where we can improve health and social care by bringing services together that can provide a range of support for every need.

We will continue to listen to our service users, carers, staff and members to deliver new and innovative models of care that address the needs of our communities both now and in the future.

You can also follow us on Twitter: @CNWLNHS
Or email us with any questions at feedback.cnwl@nhs.net

For more information about the Trust and our plans for the future please visit our website: www.cnwl.nhs.uk