

Central and North West London NHS Foundation Trust

CNWL Trust Strategy 2022 to 2025

Year 2 Refresh





Introduction

Context

CNWL's Strategy 2022-25 responds to the last two years and looks forward to the new NHS framework. This context is complex – but we must retain a relentless focus on our service users and carers and on our staff. The context includes:

- The Health and Social Care Act – which establishes the legal basis for the reforms begun in 2014 with the NHS Five Year Plan. It confirms system working and integration for the NHS at all levels, from Integrated Care Boards to Neighbourhoods. Integrated Care Systems were formally established on a statutory basis on 1 July 2022
- The Impact of the Covid Pandemic – on the population and on those who work for the NHS. There is increased demand for physical and mental health services and many NHS staff have been left exhausted by the Pandemic and its aftermath. Workforce is a key risk going forward for the NHS
- Population health – Covid has highlighted the need, again a part of the Five Year Plan, to address the needs of all and for prevention. We must recognise inequality in health and in access to healthcare, with disproportionate impact on some parts of our communities, for example those from ethnic minorities and those experiencing deprivation
- Financial pressure – the next few years will see economic squeeze which will impact society at all levels. In this environment, health and care will need to be delivered efficiently and effectively with maximum impact.



Our Approach

Our strategy responds to this environment. It reflects the response of the Trust Board to feedback, input and lessons from the past two years, and creates a three year programme of action that will be developed and delivered with input from our staff, our services users and our communities.

- Our vision for Wellbeing for Life applies to our patients and staff, with our twin ambitions of great care for our patients and service users and great people.

We will address these through programmes linked to five strategic principles:

- Focus on excellent care – where we place our energy and how we ensure this is guided by how we best deliver excellent care
- Attract, include and retain at all levels – making CNWL a great place to work
- Strong local partnerships – a step change in how we work with communities and the third sector
- Simple effective processes – making the right thing to do, the easy thing to do
- Digitally-enabled, data-driven – our digital and data infrastructure and digital and data literacy as a key enabler to the changes we want to make.

The Strategy runs alongside our annual Operating Plan, delivering an agreed programme of work which will be reviewed by our Executive each quarter and refreshed each year.

In April 2023 we carried out a 'light touch' update to the key deliverables, measures and key pieces of context to reflect the position and progress at the start of 2023/24. We also sought to reflect feedback from our supporting programmes and from our staff. Our organisation's focus will be on valuing the basics in all that we deliver.

Where we start from

- Increasing patient numbers
- Covid backlog and A&E pressures
- Illness is integrated; so services should be
- Great but tired staff
- Children and families our focus.



Our Strategy 2022-25 'on a page'

This sets out the “why” and the “how” in the delivery of our Vision over the next three years.

Our annual operational plan sets out the “what” in terms of delivery priorities, drawing on the priorities for the NHS set out in the National planning Guidance.

By doing this, CNWL will become...

1. Known for safe and high quality services
2. A partner, provider and employer of choice
3. Culturally competent and focused on the local community
4. Known for improving outcomes and advancing equality, working with partners and the voluntary sector

... if we deliver our strategy these will be the consequences.

CNWL wants...

1. Great care for our patients and service users
2. Great people

...two overarching strategic objectives that drive how we get there.

5
Principles

4
Consequences

3
Questions

2
Objectives

1
CNWL

To enable CNWL people to deliver the best possible services for our service users and carers!

1. Focus on excellent care
2. Attract, include and retain at all levels
3. Strong local partnerships
4. Simple effective processes
5. Digitally-enabled, data-driven

And in all cases to be clear and simple in the plans that we communicate

...principles and enablers that guide how we work and where we focus.

Three questions we all need to ask:

1. What does this mean for me?
2. What's getting in the way?
3. What do I need to do to fix it?

CNWL Vision: Wellbeing for life

Our **constant focus** is on the **health and wellbeing of our patients, carers, communities** and the environment, and for all our people to grow and thrive.

Strategic principles

At the heart of the Strategy are five principles

Each has an Executive owner and a mandate for delivery. These are set out over the following pages.



Focus on excellent care

Why are we doing this?

Focus on (the right priorities for) excellent care is about where we place our energy and focus to deliver consistently excellent healthcare services.

The environment we work in is increasingly complex and the demands on CNWL and our people are diverse.

We need to proactively respond to these demands in a way that makes the best use of the time and resource we have, whilst being relentless in our focus on delivering the best possible safe, high quality services to our services users, carers and communities.

This will look different in different parts of the organisation but will always be aligned to our 'north star' of excellence in care.



Attract, include and retain at all levels

Why are we doing this?

Our CNWL People Plan provides a holistic approach to how we make CNWL a great place to work and support our people to thrive. As a Board we want to prioritise some specific areas of focus for how we support our people:

- **Attract** – we want to continue to attract new talent to the organisation and specifically staff from diverse backgrounds into senior roles
- **Include** – we want all our staff to be supported by their line managers, treated with respect, compassion and with fairness
- **Retain** – we want our staff to stay with us, have long career and in particular ensure our BAME staff and those with other protected characteristics have the same opportunities to progress from lower to middle and middle to senior band roles.



Strong local partnerships

Why are we doing this?

Working in partnership with communities and third sector is about delivering a step change in how as a local anchor institution we work with communities to develop and deliver better services; and how we work with local VCSE partners on services and support that improve health and wellbeing and reduce pressure on NHS services.

This will:

- Help us to address inequalities in those accessing our services
- Lower demand on acute services as people are well supported in the community
- Improve upstream prevention and reach of services to help people stay healthier for longer
- Help us to address gaps in our workforce through new roles and multi-partner approaches.



Simple effective processes

Why are we doing this?

Simple effective processes is about making the right thing to do the easy thing to do across our back office and our clinical services.

Currently our corporate processes are often not as simple and effective as they could be, which means that our services are less productive.

There are also sometimes unwarranted differences in the processes and workflows supporting our clinical pathways.

If we can start to address this then we will be more productive as an organisation, we will deliver better and more consistent outcomes to our services users and carers, and we will improve the experience of our people.



Digitally-enabled; data-driven

Why are we doing this?

The NHS Long Term Plan sets our clear ambitions for all NHS organisations around Digital. Our digital infrastructure combined with the digital skills of our people will be a key enabler for the changes we want to make to:

- deliver better care to our service users and communities
- provide better support to our staff in the workplace
- make more productive use of our estate and infrastructure
- enable integrated care and collaboration with our partners.

At the same time we need to be data informed – working with clear and aligned information about our services and service users, patients and carers, and using this to inform effective decision making.



Principle: Focus on excellent care

Executive owners: Dr Con Kelly, Maria O'Brien

Why are we doing this?

Principle: Focus on excellent care is about where we place our energy and focus to deliver excellent healthcare services.

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This will look different in different parts of the organisation but will always be aligned to our 'north star' of excellent care.

How are we going to deliver this?

For our people and service users, this is about:

- Keeping a relentless focus on delivering the highest quality services, supported by our Safety Strategy, QI approach and the adoption of human factors approach
- Ensuring that all our staff are enabled to consistently achieve core expectations on areas like training, induction, supervision and key management information
- Knowing when we can do more or do better working with partners and doing so really effectively
- Enabling all our people including our leaders in place and system roles strike the right balance between internally focused and system focused work.

What will it look like if we are successful?

- Staff feel happier because they have clarity on the priorities and time to focus on them
- We achieve better quality services which benefits both our service users and our staff
- We deliver better outcomes and experience by delivering care that is more integrated and joined up across our services and with partners.

What are the sentinel measure(s) that we will monitor as a Board?

- Incidents of serious harm reduced by 20% from 2020 to 2024
- Number of Safety Pledges by teams – year on year increase
- Roll out of Safe Care Tool across all inpatient sites to monitor inpatient safer staffing and 'red flags'
- Patients and staff report feeling safe.

What are our priorities for Year 2?

- Delivery of Year 1 Quality Priorities
- Focus on 'back to basics' standards – SWEDE (staff, waiting times, environment, documentation, engagement)
- Transition from the current serious incident framework across to the Patient Safety Incident Response Framework (PSIRF)
- Continued drive of co-production in all improvement/safety work
- Roll out the Suicide Prevention Strategy
- Roll out of See / Think / Act to remaining inpatient sites
- Deliver the ambitions set out in the 'Year of the Child' programme



Principle: Attract, include and retain at all levels

Executive owners: Chief People Officer (TBC), Maria O'Brien

Why are we doing this?

Our CNWL People Plan provides a holistic approach to how we make CNWL a great place to work and support our people to thrive. As a Board we want to prioritise some specific areas of focus for how we support our people:

- **Attract** – we want to continue to attract new talent to the organisation and specifically staff from diverse backgrounds into senior roles
- **Include** – we want all our staff to be supported by their line managers, treated with respect, compassion and with fairness
- **Retain** – we want our staff to stay with us, have long career and in particular ensure our BAME staff and those with other protected characteristics have the same opportunities to progress from lower to middle and middle to senior band roles.

How are we going to deliver this?

- To develop a joint plan across divisions, clinical and corporate recruitment maturing the Trust's approach to productivity and workforce planning across finance, operations and workforce
- We will maximise all recruitment opportunities locally, at trust level and run dedicated recruitment campaigns for critical professions
- We will use the best practice retention tool to help teams assess and improve what they do to retain staff
- Shape and focus the support of our 21st Century Leadership Programme to act as the umbrella for our management development programmes with dedicated executive steering and assurance. We will develop our SCARF approach
- Take a proactive approach using a sponsorship model to support the progression of our BAME staff while simultaneously supporting the

progression of other groups of staff with protected characteristics. We will set ambitious model employer targets.

What will it look like if we are successful?

- We will reduce our vacancy rate
- We will reduce our reliance on agency staff and medical agency as we increase substantive workforce
- Staff from a BAME background feel well supported to progress within the organisation and we see more staff from a BAME background in leadership roles within the Trust
- Developing pipeline of BAME managers and clinicians who can fill senior leadership roles in the future
- Staff moving into large team manager roles feel supported to deliver their jobs
- Staff feel better supported by their managers
- We will improve retention rates.

What are the sentinel measure(s) that we will monitor as a Board?

- Model employer targets for the Trust and for each Division
- Staff survey feedback measure on staff feeling supported by their managers
- WRES Indices specifically the disparity ratio that shows progression
- Recruitment and retention rates.
- Reductions in Bank and Agency use

What are our priorities for Year 2?

- 21 Century Leadership Programme evaluation and next phase business case
- People First Programme and supporting process improvements
- At-scale recruitment approach for key roles and for Bank.
- To get better insights into reasons for leaving at a deeper level and mature our approach to retention



Principle: Strong local partnerships

Executive owners: Ross Graves, Graeme Caul

Why are we doing this?

Working in partnership with communities and third sector is about delivering a step change in how as a local anchor institution we work with communities to develop and deliver better services; and how we work with local VCSE partners on services and support that improve health and wellbeing and reduce pressure on NHS services. This will:

- Help us to address inequalities in those accessing our services
- Improve upstream prevention and reach of services to help people stay healthier for longer
- Help us to address gaps in our workforce through new roles and multi-partner approaches
- Lower demand on acute services as people are well supported in the community.

How are we going to deliver this?

- Continue the development of the Community Collaboration programme to systematise community engagement and involvement approaches and share good practice across the Trust. Start to set formal place and service ambitions and targets now that the programme is established
- Build on existing third sector partnerships to pump prime a substantial programme of grant funding in the Third Sector for 2022-23. Establish organisational oversight to ensure that funding is translated into long term services with clear measurement and sustainable benefits realised.

What will it look like if we are successful?

- We employ more people from the communities that we serve
- Staff will feel more engaged and empowered
- We are more culturally competent as an organisation
- We increase our impact on prevention, wellbeing and community resilience by working through VCSE partnerships
- We continue to grow and develop our partnership with Third Sector to enhance the reach and impact of our services.

What are the sentinel measure(s) that we will monitor as a Board?

- Coverage of community involvement projects across all places / services
- Impact on improved access and experience for target populations – for example children and families.

What are the Priority deliverables for Year 2?

- Impact on outcomes or inequalities being measured in each Place / service project
- Consolidated approach to funding, evaluating and sustaining third sector partnerships in place.
- Contribute to major programmes in each of our Integrated Care Systems to advance equalities and improve outcomes for the population we serve



Principle: Simple effective processes

Executive owners: Tom Shearer, Dr Con Kelly

Why are we doing this?

Processes is about making the right thing to do the easy thing to do across our back office and our clinical services.

Currently our corporate processes are often not as simple and effective as they could be, which means that our services are less productive.

There are also unwarranted differences in the processes and workflows supporting our clinical pathways (not only across our organisation, but between CNWL and our partners).

If we can start to address this then we will be more productive as an organisation, we will deliver better and more consistent outcomes for our services users and carers, and we will improve the experience of our people.

How are we going to deliver this?

- Development of a process centre of excellence approach that brings together process re-engineering and
- Digital expertise to support process change and standardisation on a rolling basis across the organisation
- Project team focusing initially on mapping and redesign of HR back office processes in support of People First programme
- Clinical pathway optimisation approach focusing on the user-led redesign of SystmOne to better support clinicians to delivery care and at the same time improve the quality and consistency of our data.

What will it look like if we are successful?

- Benefits from greater productivity – more time to care and to 'do the job'
- Improved experience and staff morale
- Better outcomes for service users and less variation in quality of care and experience
- Easier to collaborate with partners as a result of greater process consistency and better data
- The production of improvement data to evidence improvement of processes
- 100% of QI projects to improve processes have process user involvement.

What are the sentinel measure(s) that we will monitor as a Board?

- Consistent improvement in time to onboard
- Reduction in over and under payments to staff
- Improved feedback on HR and linked corporate services.

What are the Priority deliverables for Year 2?

- Process automation programme brought on to a sustainable footing with rolling pipeline of automation projects
- HR processes fully mapped with 2 to 3 key processes having been optimised
- 1 to 2 consistent clinical processes deployed including relevant changes to system, coding and information.



Principle: Digitally-enabled, data-driven

Executive owners: Ross Graves, Tom Shearer

Why are we doing this?

The NHS Long Term Plan sets our clear ambitions for all NHS organisations around Digital. Our digital infrastructure combined with the digital skills of our people will be a key enabler for the changes we want to make to:

- deliver better care to our service users and communities
- provide better support to our staff in the workplace
- make more productive use of our estate and infrastructure
- enable integrated care and collaboration with our partners.

At the same time we need to be data informed – working with clear and aligned information about our services and service users, patients and carers, and using this to inform effective decision making.

How are we going to deliver this?

Delivering the CNWL Digital Strategy through its supporting programme, covering:

- Digital foundation
- Digitally enabled workforce
- Digital innovation
- Data informed Trust
- Digital inclusion.

Working through the NWL Community and Mental Health Collaboratives as a lead partner in the NWL Community and Mental Health Digital Strategy.

Developing a common approach to data and insight (replicable from Board to Ward) which triangulates workforce, finance / activity and quality.

What will it look like if we are successful?

- Digital technologies provide choice and improved access for service users, patients and carers
- Our services are supported by the digital tools and infrastructure that enable our people to work more effectively
- Our staff have the skills and support they need to work with a high level of digital competence
- We are able to use workforce, finance, performance and quality information in a more seamless and joined up way to support decision making
- We are able to use a broad array of internal and external data sources to understand how the Trust is performing and drive insights

What are the sentinel measure(s) that we will monitor as a Board?

- Experience measures and feedback from our service users
- Experience measures and feedback from our people
- Measure on how we use data.

What are the Priority deliverables for Year 2?

- A discovery exercise to establish and future proof our key business requirements and data challenges giving us a better understanding of leading edge BI technology and what we need to do to get there
- A business case which outlines our strategic technology and business insight aspirations
- A refreshed operating model and skills/capability assessment for Digital Skills
- Work management technology deployed across all our Urgent Community Response services.

Taking strategy into action

How we manage delivery of the strategy

Managing the Strategy once live

- Each strategic mandate has one or two Executive Board member owners who will be responsible for overseeing development and delivery across the Trust
- The objectives and deliverables associated with each mandate will be built into Executive workplans and objectives
- Where appropriate the objectives of the strategy will also be cascaded into the plans and objectives of staff, teams and services across the Trust
- Regular communications will be shared with staff on progress against the Strategy along with engagement and sharing events on the overall Strategy and individual actions
- The Trust Executive Board will act as the programme board for delivery of the Trust Strategy
- Progress against deliverables, year 1 quick wins and sentinel measures will be reported to the Trust Executive Board and Trust Board of Directors on a quarterly basis
- The CNWL QI Programme will align its support and practicums around the key themes of the Strategy
- Strategic mandates will be reviewed and revised on an annual basis or more frequently if felt appropriate by the Executive Board.

Board of Directors and Trust Executive Board

Quarterly Report:

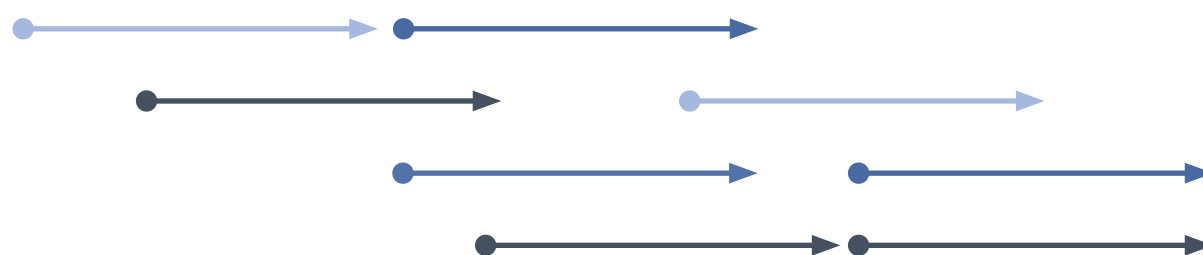
- Deliverable progress
- Impact on sentinel measures
- Risks and actions to address

Strategic mandates:

- Mandates developed into more detailed programme plans for each principle
- Sentinel measures and Year 1 deliverables finalised for each principle.



Portfolio of supporting projects and programmes across the Trust:



Ongoing comms and engagement plan, further shaping delivery of the Strategy

How we align our Improvement Academy (IA) with the Trust's Strategy

The focus for 2022/23 was to deliver our Improvement Collaborative, aligned to principles 2 and 4 of the Strategy

IA Strategic principle for 2022/23 Improvement Collaborative



Focus on excellent care

9 QI projects – 100% EbE* Involvement

IA Strategic principle for 2022/23 Improvement Collaborative



Simple effective processes

12 QI projects – 100% EbE* Involvement

The Improvement Collaborative involved training and coaching 90 staff to undertake 21 QI projects aligned to two Strategy principles.

The programme ran from October 2022 – April 2023.

Celebration event scheduled on the 3 May 2023 to share learning and celebrate success.

The focus for 2023/4 will be to deliver three to four Spreadathon events, aligned to principles 1, 4 and potentially 5 of the Strategy

IA Strategic principle for 2023/4 Spreadathon



Focus on excellent care

CAMHS – (held on the 28 Sept 2022)
Violence Reduction – (Date to be arranged)

IA Strategic principle for 2023/4 Spreadathon



Simple effective processes

Psycho-social waiting times
(held on the 18 April 2023)

IA Strategic principle for 2023/4 Spreadathon



Digitally-enabled, data driven

Digital innovation (a proposed theme TBC)

In 2023/24 we will deliver a Spreadathon approach aligned to the principles of the Strategy.

This involves supporting staff to spread sustained improvement and innovations across the organisation using a standardised approach and framework.

CNWL Trust Strategy 2022 to 2025

Central and North West London NHS Foundation Trust,
350 Euston Road, Regent's Place, London NW1 3AX
Tel: 020 3214 5700 www.cnwl.nhs.uk

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