



Cheshire and Wirral Partnership **NHS**  
NHS Foundation Trust

# Annual Plan Summary 2011/14

Care • Well-being • Partnership

# Introduction

Welcome to this summary of Cheshire and Wirral Partnership NHS Foundation Trust's Annual Plan for 2011-14. It is intended to give an overview of our vision and key priorities for the next three years. The full Annual Plan can be found on our website at [www.cwp.nhs.uk](http://www.cwp.nhs.uk)

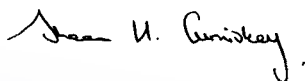
In this plan we have set out what we want to do with the resources we think we will have available to us. The next few years are going to be challenging in terms of the economy and public spending and as a result, it may be necessary to amend our plans in light of any changes to government policy. If this is the case then we will endeavour to communicate any changes to you.

Meaningful engagement of the Council of Governors is central to the Trust's work and is embedded throughout Trust plans. Governors have contributed to the development of key priorities through council of governor meetings and attendance at annual planning events.

It is important to note that Monitor, independent regulator of NHS foundation trusts, assess the effectiveness of the strategic, operational and financial planning undertaken by the Trust as part of the Annual Plan review. The full Annual Plan, is formally produced for Monitor to allow them to consider the clarity with which the Board can describe its overall strategic vision and identify key priorities for each of the main areas of service provision. It also provides evidence to Monitor of how the Board assess risk and design a co-ordinated and credible plan for delivery.

You may find it helpful to read this document alongside our Annual Report (also available on the website) which reviews our progress against our previous plans. Most of all we hope you find this document useful in providing the highlights of what we are setting out to do over the next three years in line with CWP's values: care, well-being and partnership.

Yours sincerely,



**Sheena Cumiskey**  
Chief Executive



**David Eva**  
Chairman

# Our vision & strategy

The Trust vision is to be a leading provider of innovative and excellent services that improve the health and well-being of people, with positive outcomes for individuals and local communities.

Over the coming year we will seek to sustain and improve the quality and range of services we provide, while ensuring best value for money.

Service redesign is a strong theme throughout the annual plan and a need to react to new commissioning intentions, pathway redesign to improve access, outcome measures, service quality and efficiency. The integration of care pathways for physical health with mental health services is a key priority, particularly in Western Cheshire where the Trust now provides physical health community services.

The Trust has outlined its main quality improvement initiatives in its Quality Account 2011/12, which is available to view on our website: [www.cwp.nhs.uk](http://www.cwp.nhs.uk)

In tandem with this will be a focus on improvements in data quality to underpin the introduction of Payment by Results (PbR) in both mental health and community services. The Trust will review existing partnerships and seek opportunities to strengthen these in particular with social services, as local authorities review their provision of services.

In terms of its workforce, the Trust will be continuing to take steps to improve the confidence and competence of all staff, improving workforce effectiveness by linking local initiatives with changes being proposed nationally.

The key priorities for the Trust have been developed over recent months through a variety of engagement events, including focused annual plan workshops. Reports on these events are available on the Trust website: [www.cwp.nhs.uk](http://www.cwp.nhs.uk)

The tables on the following pages set out the key priorities, linking to the Trust's eight strategic objectives.

The priorities in the table below are not exhaustive, they represent the key initiatives in the trust's strategy and are consistent with later sections of this report where further detail is included.

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
<p>Develop new and existing services in line with Trust recovery strategy, new commissioning arrangements and via the Quality Innovation Prevention and Productivity (QIPP) programme with local health and social care communities 2011 - 2014.</p>	<p><b>Strategic objective 1:</b> Deliver improved and innovative services that achieve excellence.</p>	<p><b>Service review and redesign:</b>                      Redesign of community mental health teams adults and older people to include early intervention service and crisis resolution and home treatment;                      Redesign of assessment and treatment facilities, community services and respite within learning disabilities;                      Undertake outcome focused pathway redesign of Community Care Western Cheshire services e.g. district nursing, single point of access, continence services and development of community matrons service;                      Develop initiatives for the integration of physical and mental health care pathways;                      Implementation of a range of initiatives within the urgent care strategy across the Western Cheshire health economy to reduce unnecessary admissions and enable early supported discharge and use this to inform our partnership working in Wirral and Eastern Cheshire.</p>	<p>Reprovision of adult mental health inpatient services, East Cheshire – detailed design, approval of full business case, scheme commencement;                      Develop service plans for appropriate services that are about to be tendered or re-tendered by commissioners;                      Develop service proposals for re use of Trust property that becomes vacant due to other service change;                      Continue with programme of care pathway redesign;                      Implementation of service redesign schemes outlined in efficiency programme.</p>	<p>Reprovision of adult mental health inpatient services, East Cheshire – construction phase, completion 2014/15;                      Continue to review and redesign services with commissioners to maximise outcomes for patients.</p>

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
		<p><b>Service development:</b> Reprovision of adult mental health inpatient services, East Cheshire – feasibility study and preparation of outline business case and decision on procurement strategy;            Development of a range of specialist services;            Completion of construction of Saddlebridge 15 bed low secure unit;            Relocation of corporate services;            Develop Trust strategy to generate new sources of income including private income.</p> <p><b>Integration of services following merger with Community Care Western Cheshire (CCWC).</b></p>		
<p>Improve the engagement of patients, staff and other members            2011 - 2014.</p>	<p><b>Strategic objective 2:</b>            Ensure meaningful involvement of service users, carers, staff and the wider public.</p>	<p>Implement new Involvement Strategy with an emphasis on local service provision and extend this to community services Western Cheshire. As part of this initiative we will modify the way in which staff are engaged in responding to the results of the NHS staff survey, introduce a team based culture change programme and establish the lead carer role;</p>	<p>Continue implementation of Involvement Strategy with emphasis on targeting membership from under-represented groups (users and carers, males, black ethnic minority groups). Build further on the key achievements in 2011/12.</p>	<p>Review Involvement Strategy in particular membership from under-represented groups.</p>

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
		<p>Move well beyond 70% of staff opining that they regularly receive appraisals / feel that their work is valued;</p> <p>Implement a revised mandatory training programme using an outcome based approach to ensure staff receive mandatory training requirements appropriate to their grade and personal development plan.</p>		
<p>Focus on enhancing workforce competence / confidence to enable service improvement and development 2011 - 2014.</p>	<p><b>Strategic objective 3:</b> Be a model employer and have a competent and motivated workforce.</p>	<p><b>Enhancing skills and competence of all staff:</b> Further build on the 'Skills for Health' project as part of staff development within community services;</p> <p>Implement skills for life assessments as a standard part of recruitment and selection activity;</p> <p>Implement a revised framework for trust wide mandatory learning;</p> <p>Introduce a 'minimum training guarantee' for all staff;</p> <p>Be a lead player in the work of local skills networks as they are established.</p>	<p>Play an active role in the first full years work of the local skills network (education and training partnership);</p> <p>Introduce revised trust wide arrangements for management development;</p> <p>Continue implementation of the organisational development plan;</p> <p>Year 2 action plan from revised (post TCS) workforce plan;</p>	<p>Review of the Workforce Development Strategy and delivery plans;</p> <p>Review impact of refreshed equality and diversity programme;</p> <p>Year 3 programme from revised (post TCS) workforce plan.</p>

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
		<p><b>Enhancing clinical and managerial leadership:</b> Review the impact of the completed management training programme and link the 'next steps' with the emerging OD programme (including managerial behaviours);</p> <p>Appoint clinical lead and develop programme for consultant leadership training;</p> <p>Implement the leadership programme for ward managers.</p> <p><b>Service improvement:</b> Support staff to develop service improvement skills and capabilities through the CWP partnership with Advancing Quality Alliance North West (AQUA);</p> <p>Develop non-medical prescribing across the trust particularly in drug and alcohol services.</p> <p><b>Health and wellbeing:</b> Implement the Health and Wellbeing Strategy;</p> <p>Develop resilience+ programme and coaching pilot with training consultancy AQR Ltd.</p>	<p>Progress multi employer workforce planning through participation in local skills network;</p> <p>Continue involvement in schemes aimed at reducing unemployment;</p> <p>Evaluate the effectiveness of initiatives in 2011/12.</p>	

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
<p>Review of existing and development of new services with partners.</p>	<p><b>Strategic objective 4:</b> Maintain and develop robust partnerships with existing and potential new stakeholders.</p>	<p>Review of current partnerships including joint ventures and assess potential to develop new partnerships which lead to service improvement and/or expansion;</p> <p>In partnership with local authorities and GP Consortia develop integrated care pathways across mental and physical health and social care eg. the dementia pathway;</p> <p>Further promote the benefits of joint planning with partner footprint organisations, in particular NHS / local authorities;</p> <p>Look to further develop joint corporate social responsibility schemes aimed at reducing unemployment with Skills for Health / Job Centre Plus, etc;</p> <p>Develop joint working relationships with primary care for community service provision in the Frodsham and Helsby resource centre.</p>	<p>Continue implementation of integrated care pathways with strategic partners;</p> <p>In partnership with NHS Western Cheshire and primary care continue to implement the 'Commissioner Investment and Asset Management' programme.</p>	<p>To increase number of strategic partners in line with CWP values;</p> <p>Review impact of provision of resource centres on residual community services estate.</p>



Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
Implementation of CWP Operating Framework 2011 - 2014.	<b>Strategic objective 5:</b> Performance manage all services using an evidence based approach within a risk management framework.	Further improve performance management by development of outcome measures and the use of the service level agreement (SLA) balanced scorecard. Good performance will be rewarded with increased access to capital through a structured incentive scheme.	Review the provision of support services in-house vs outsourcing.	Review and update operating framework.
Continued focus of data quality in all systems 2011 – 2014.	<b>Strategic objective 6:</b> Improve quality of information to improve service delivery and longer term planning.	Phased implementation of a 'community information system', a 'management information system' and 'shared health record' within Western Cheshire community services; Benefits realisation of carenotes 4 migration including the achievement of Monitor target for data completeness;  Complete roll out of ESR supervisor self service to cover all service lines.	Further strengthen data reporting quality to support implementation of Payment of Results (PbR) for mental health and community services.	Ongoing systematic review of data quality and benchmarking.

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
Continue to improve the patient environment 2011 - 2014.	<b>Strategic objective 7:</b> Sustain financial viability.	<p>Undertake comprehensive estate review of building utilisation linked to clinical and corporate service plans;</p> <p>Produce revised estate strategy and develop a procurement strategy which will inform the key investment decision regarding adult mental health inpatient service in East Cheshire;</p> <p>Develop proposals for the relocation of drug and alcohol services in Macclesfield to purpose designed premises.</p>	<p>East Cheshire adult mental health inpatient development underway;</p> <p>Develop programme for implementation of revised Estate Strategy.</p>	East Cheshire adult mental health inpatient development ongoing.
Payment by Results 2011 – 2014.	<b>Strategic objective 7:</b> Sustain financial viability.	Develop local tariff.	Contract using PbR for community services and adult mental health.	Review impact of PbR.
Delivery of cost improvement programmes (CIP) aligned to QIPP agenda 2011 – 2014.	<b>Strategic objective 7:</b> Sustain financial viability.	<p>Delivery of cost improvement plans (CIP) initiatives in line with planned programme. See later section on CIP;</p> <p>Implement programme of estate rationalisations in line with revised Estate Strategy and Informatics Strategy.</p>	Review of care pathways in context of QIPP within local health economies and development of service redesign plans – 2011 – 2013.	Continue with implementation of CIP programmes and QIPP agenda.

Key priorities and timescales	How this priority underpins the strategy	Key milestones (2011-12)	Key milestones (2012-13)	Key milestones (2013-14)
Implement marketing strategy with a view to expanding services to new geographical areas 2011 - 2014.	<b>Strategic objective 8:</b> Develop the Trust's brand value.	Market services and respond to tender invitations within and beyond CWP main commissioner areas, aligned to strategic direction;  Implement initiatives designed to inform new commissioners about trust services and positive outcomes for patients.	Increase / expand a variety of services to all commissioners including private income.	Review of marketing objectives to inform revised marketing strategy 2014 – 2017.

## Key external impacts

Significant external factors that could affect the Trust's plans have been taken into consideration and include:

- Overall health care funding and wider economic environment - QIPP (Quality, Innovation, Productivity and Prevention) agenda
- Local commissioning changes – PCT Clusters and GP Consortia
- Impact of Payment by Results (PbR) in mental health and Western Cheshire community services
- New regulatory framework potentially arising from liberating the NHS outcomes framework
- New Mental Health Outcomes Strategy published February 2011
- Impact of demographic changes within the Trust catchment area where the proportion of people aged over 65 is higher than the national average e.g. on older peoples' services due to ageing population and increased level of need

- Competition, co-operation and patient choice e.g. any qualified provider
- Other changes in national or local policy or law
- Financial pressures or changes in local authorities may result in changes to care pathways that impact on Trust services e.g. Vision for Adult Social Care issued November 2010
- Changes to education and training national lead structures and funding flows.

## Priorities in key areas

Our Annual Plan is broken down into sections. Each section summarises CWP priorities for each element of the plan. For more detail please see the full document available at [www.cwp.nhs.uk](http://www.cwp.nhs.uk)

## Clinical quality

A key strategic focus for CWP is clinical quality. Below are the priorities that have been identified to reflect not only the Trust's own strategic focus, but also those of our commissioners, patients and service users:

- Monitoring of trends from serious untoward incident (SUI) investigations and development of systems to monitor reduction of repeatable themes
- Reduction of preventable falls in inpatient areas
- Implementation of the advancing quality programme for schizophrenia and dementia
- Development of systems to help identify adherence to NICE (national institute of clinical excellence) guidance as part of an electronic care pathway
- Review of physical health for those with a mental illness or with learning disabilities
- Collection of real-time patient experience data (including the development of patient reported outcome measures (PROMS) and patient experience measures (PEMS))
- Ensure that the experience of previous assertive outreach services users and carers is sought and continuously monitored during the merge of the assertive outreach function into community mental health teams (CMHTs)
- Undertake an ongoing check of patient safety issues common to all inpatient wards, for example care planning, falls assessment and prevention, and the safe administration of medication, in order to regularly monitor performance in these areas and to achieve high quality outcomes for our service users.

## Workforce

Workforce priorities outlined in the plan are:

- Reduce overall size of directly employed workforce in line with anticipated reduced contract income
- Redesign structure of overall workforce in response to quality / efficiency improvement plans (QIPP / CIP)
- Continuous active review of internal workforce frameworks / policies / practices / application of information and communications technology (ICT) to improve workforce productivity
- Focus on enhancing workforce competence / confidence to enable service improvement.

## Capital programmes and estates

This section lists the Trust's key priorities for capital expenditure and estates. These fall into the following categories:

### Development

- Completion of construction of Saddlebridge low secure unit
- Relocation of Macclesfield drug and alcohol services
- Expansion of specialist services
- Reprovision of inpatient facilities in East Cheshire
- Refurbish Limewalk House – Phase 2
- Transfer of Academic Unit Wirral

### Other

- IT server virtualisation

## Service development

The Trust has an ongoing approach to developing services with many initiatives being explored. Monitor require us to include details of significant developments that have a financial impact on the Trust. Please see the following for an outline of these developments and online [www.cwp.nhs.uk](http://www.cwp.nhs.uk) for further details.

- Development of a range of specialist services
- Completion of construction of Saddlebridge 15 bed low secure unit adult mental health unit
- Re-provision of adult mental health inpatient services in East Cheshire
- Integration of corporate services to improve efficiency and free up accommodation for clinical use.

## Operational and financial effectiveness

All parts of the Trust need to demonstrate that they are efficient in the use of resources.

In the Annual Plan we have outlined our key operating efficiency initiatives for clinical and corporate services, for example:

- Redesign of adult and older people's community mental health services
- Redesign of assessment and treatment facilities, community services and respite within learning disabilities

- Increase in specialist services.  
A marketing plan is to be implemented and refurbishment programme carried out
- Review of corporate service structures, as a result of integration of Community Care Western Cheshire, to ensure alignment of resources
- A comprehensive review of our estates to inform the Estate Strategy – to include use of 1829 building
- Redesign of community services, particularly those related to a reduction in admissions / re-admissions to acute hospital care
- Range of service developments which reflect track record of innovation and success in securing new contracts. Improved and innovative services to be delivered to achieve excellence and sustain financial viability
- Re-design of Community Care Western Cheshire ambulatory care and palliative care pathways to shift care from acute hospital to community, to include development of a hospital at home service

Other savings and efficiencies include:

- NHS Western Cheshire contract income loss - clinical service prioritisation process to contribute to sustaining financial viability.

## Leadership and governance

Leadership skills and supporting governance process and procedures are necessary to deliver the Annual Plan - developments include:

**Board development programme:** for Board directors to ensure capacity and capability to deliver the organisations objectives

**Governance review:** corporate governance review and implementation of service line level governance arrangements

**Improve the support and collaborative working between corporate and clinical services:** regular clinical engagement and leadership forum where potential issues are actively discussed. Revised governance structure will ensure more effective meetings and clarity on decision making.

## Regulatory

The plan identifies current and future regulatory risks and sets out our approach to mitigate these. Priorities and considerations for CWP to ensure ongoing regulatory compliance and assurance include:

- Care Quality Commission registration status
- Ability to provide mandatory services
- Achieving Monitor target of data completeness
- Ability to maintain financial risk rating (FRR) of 3 or above
- Increased regulatory and contractual requirements following Transforming Community Services (TCS) merger.

The full version of the Trust's Annual Plan for 2011/14 is available on our website at [www.cwp.nhs.uk](http://www.cwp.nhs.uk) where you can also learn more about CWP, our services and how you can get involved.

### Cheshire and Wirral Partnership NHS Foundation Trust

Trust Board Offices  
Upton Lea  
Liverpool Road  
Chester  
CH2 1BQ