



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

Annual Plan Summary

09/10

Care • Well-being • Partnership

Introduction

Welcome to this summary of Cheshire and Wirral Partnership NHS Foundation Trust's Annual Plan for 2010-13. 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

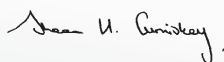
We believe our plans put the Trust in a strong position to continue to take forward the provision of mental health, learning disability and drug and alcohol services in partnership with service users, carers, staff, commissioners and partner organisations. In our planning we have taken the views of others into account and would like you to note that we ended 2009/10 with a rating by the Health Care Commission of 'good' for quality of services and 'excellent' for use of resources.

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.

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, identify key priorities for each of the main areas of business, 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 3 years.

Yours sincerely,



Sheena Cumiskey
Chief Executive



David Eva
Chairman

Our vision

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.

Working in partnership with service users, carers, staff, commissioners and partners will be critical to the delivery of this vision as the Trust operates in an increasingly more challenging economic environment. The Trust will build on a strong track record of collaborative working with commissioners and local health and social care organisations to improve people's experience of services we provide.

Continuing effective engagement will be essential to enable the Trust to deliver on the plans outlined in this document – we believe we have the leadership and management capabilities and strong relationships with partners to achieve success in these challenging times.

The Trust underpins the delivery of this annual plan with robust integrated governance¹ systems which provide a framework of

assurance up to the highest level in the organisation about how our services are run.

Most importantly however, we will rely on skilled and motivated staff to achieve our plans. The Trust's investment in a management development and clinical leadership programme will support staff to further develop their potential. The focus within the Trust on well-being and 'living our values' will also seek to ensure strong staff engagement and comprehensive support networks to provide additional support to staff.

Summarised in this document are our key priorities for the Trust over the next three years to enable us to deliver our vision for innovative and excellent services.

These have been developed over recent months through a variety of engagement events including focused annual plan workshops and public consultation processes. Reports on these events are available on the Trust website www.cwp.nhs.uk

Set out in the following tables are the key priorities for the Trust.

¹Integrated governance is systems, processes and behaviours, by which trusts lead, direct and control their functions.

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
<p>Develop new and existing services to current and potential commissioners and look to redesign services via the Quality Innovation Prevention and Productivity Programme (QIPP) with local health communities, to improve the outcome of services provided across the whole health and social care economy between 2010 – 2013.</p>	<p>Strategic Objective 1: Deliver improved and innovative services that achieve excellence.</p>	<p>Review of existing services in central and eastern Cheshire across care pathways² with PCT;</p> <p>Work with all commissioners and health economies to review services as part of QIPP;</p> <p>Work with commissioners to return out of area placements;</p> <p>Expand the ADHD³ service;</p> <p>Develop business case for acquired brain injury / challenging behaviour service;</p> <p>Develop Dementia care pathways;</p> <p>Develop the Eating Disorder Service;</p> <p>Develop / expand alcohol liaison services;</p> <p>Business case for work and well-being services.</p>	<p>Continue to review and redesign services with commissioners and partners in line with scheduled plans held within our contracts in order to improve outcomes for patients;</p> <p>Develop specialist community adult autism diagnosis, treatment and liaison service.</p>	<p>Continue to review and redesign services with commissioners in line with scheduled plans held within our contracts in order to improve to further improve outcomes for patients.</p>

²Clinical or care pathways are how patient care is structured.
³ADHD stands for Attention Deficit Hyperactivity Disorder.

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
<p>Improve the engagement of patients, staff and other members during 2010 - 2013.</p>	<p>Strategic Objective 2: Ensure meaningful involvement of service users, carers, staff and the wider public.</p>	<p>Improve the results of the patient and staff surveys;</p> <p>Develop new patient and public involvement (PPI) and membership strategy;</p> <p>Improve the attendance of care and restraint (C&R) and safeguarding training;</p> <p>Improve the effectiveness of internal communications.</p>	<p>Implement the new PPI and Membership strategy;</p> <p>Build further on the key achievements in 2010/11;</p> <p>Move beyond 75% of staff that regularly receive appraisals/ feel that their work is valued.</p>	<p>Review implementation of PPI and membership strategy;</p> <p>Build further on the key achievements in 2011/12.</p>

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
<p>Focus on enhancing workforce competence / confidence to enable service improvement 2010 - 2013.</p>	<p>Strategic Objective 3: Be a model employer and have a competent and motivated workforce.</p>	<p>Completing / building on existing management / staff development programmes - with underlying 'core required behaviours to be demonstrated' culture focus / practice reviews; Introduce phased succession planning.</p>	<p>Develop non-medical prescribing in drug and alcohol services; Implement 'Skills for Life' assessments as part of recruitment and selection; Revise the Trust's mandatory training framework.</p>	<p>Review of the Workforce Development Strategy and delivery plans.</p>
<p>Development of new services with partners e.g. Addiction Dependency Solutions (ADS) 2010 - 2013.</p>	<p>Strategic Objective 4: Maintain and develop robust partnerships with existing and potential new stakeholders.</p>	<p>Establish a sub-contractual relationship with ADS⁴ and develop further our strategic intent; Consolidate contractual arrangements with new and existing commissioners.</p>	<p>To increase number of strategic partners in line with CWP values; Develop at least one new service with a strategic partner.</p>	<p>To increase number of strategic partners in line with CWP values; Develop at least one new service with strategic partner.</p>

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
Implementation of CWP Operating Framework 2010 - 2013.	Strategic Objective 5: Performance manage all services using an evidence based approach within a risk management framework.	Develop the performance management reporting system to include the development of outcome measures; Improve the support and collaborative working between corporate and clinical services.	Development of structured incentive schemes; Further development of outcome measures to enable us to monitor our service delivery and seek areas of improvement.	Review the provision of support services in-house vs. outsourcing.
Continued focus of data quality in all systems 2010 - 2013.	Strategic Objective 6: Improve quality of information to improve service delivery and longer term planning.	Update our clinical information system; Data quality benchmarking; Review of staffing information on electronic staff record (ESR) as part of pensions choice preparations arrangements.	Benefits realisation of the upgrade of our clinical information system.	Ongoing systematic review of data quality and benchmarking.

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
Continue to improve the in-patient environment e.g. by moving to a single site in central and eastern Cheshire 2010 - 2014.	Strategic Objective 7: Sustain financial viability.	Trustwide in-patient bed review and implementation of outcome from public consultation; Commence detailed planning of environmental improvements and commence the first phase of development.	Transfer in-patient services in east Cheshire to a single site; Undertake the first of environmental improvements.	Undertake second and third phases of environmental improvements.
Payment by Results (PbR) 2010 - 2013.	Strategic Objective 7: Sustain financial viability.	Working with commissioners to implement the programme of work required to be ready to implement Dept of Health guidance: Cluster all caseloads in adult mental health (AMH).	Develop local tariff with commissioners.	Contract using PbR for AMH.

Key priority (and timescales)	How this priority underpins the strategic vision	Key milestones (2010/11)	Key milestones (2011/12)	Key milestones (2012/13)
Delivery of cost improvement programmes (CIP) aligned to QIPP agenda 2010 – 2013.	Strategic Objective 7: Sustain financial viability.	Delivery of CIP initiatives in line with planned programme; Prepare initiatives within revised estates strategy to ensure maximum efficiency of estate.	Delivery of CIP initiatives in line with planned programme; Implement programme of estate rationalisations in line with revised estate strategy and informatics strategy.	Review of care pathways in context of QIPP within local health economies and development of service redesign plans 2011 – 2013.
Expand current services to new geographical areas 2010 – 2013.	Strategic Objective 8: Develop the Trust's brand value.	Trafford contract for drug and alcohol Services to go live June 2010; Increase income for psychiatric intensive care units (PICU) in line with the business plan reflecting additional bed capacity; Increase services that generate private income from e.g. local employers.	Increase services provided to associate PCTs e.g. eating disorders services.	Increase / expand variety of services to all commissioners including private income.

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
- Impact of Payment by Results (PbR) in mental health (a standardised fixed price tariff introduced to NHS in 2002 to reimburse hospitals in England for treatments that they carry out)
- Increase in information requirements both at a national and local contracting level
- Local commissioner financial positions, contract re-alignment of Wirral and Western Cheshire, and the significant deficit in Central and Eastern Cheshire Primary Care Trust
- Pay awards: national and local negotiations such as annual increments for NHS staff

- Impact of demographic changes e.g. on dementia services and functional mental health services due to ageing population and increased level of need (particularly in central and eastern Cheshire)
- Competition, co-operation and patient choice
- Other changes in national or local policy or law
- Pressures or changes in local authorities may result in changes to care pathways that impact on trust services.

Priorities in key areas

Our Annual Plan is broken down into sections. The following sections summarise CWP's priorities for each element of the plan. For more detail please see the full document available at www.cwp.nhs.uk

Engagement

Meaningful engagement of our stakeholders is central to the Trust's work and is embedded throughout Trust plans. Both clinical and corporate service business plans include a section on engagement.

Three annual planning events were held in November and December 2009 in Bebington - Wirral, Hoole - Chester and Congleton – east Cheshire to engage people in taking CWP services forwards by using an innovative approach to generating ideas for improvements and taking those ideas from concept to realisation.

Invitations were sent to all CWP stakeholders including members and partner organisations. A total of 97 people had booked places at the events and 63 people attended (31 Wirral, 16 Chester, 16 Congleton) with a good cross section of people from key member constituencies i.e. service users / carers, staff and partners.

Feedback sheets were completed and showed 95% of feedback being positive with people wishing to attend similar events in future.

Issues raised and ideas generated during each event were explored further to help identify trust priorities. A summary of feedback is available on the Trust website.

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 in-patient areas
- Implementation of the Advancing Quality programme for schizophrenia and dementia
- Development of systems to help identify adherence to National Institute of Clinical Excellence (NICE) 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).

Workforce

Workforce priorities outlined in the plan are:

- To reduce overall size of directly employed workforce in line with anticipated reduced contract income
- Redesign structure of overall workforce in response to quality and efficiency improvement plans
- Continuous active review of internal workforce frameworks, policies, practices and application of information technology to improve productivity
- Focus on enhancing workforce competence and 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

- Low secure services – 15 bed facility in Macclesfield
- Alcohol services in Wirral – Relocation to new out patients, consultation and community team base

- Single site provision for adult and older people's services for Macclesfield and Crewe (east and central Cheshire)
- 10 bed eating disorders service in Wirral
- Refurbish Limewalk House in Macclesfield – phase two
- Bowmere Hospital in Chester – Cedar Ward balcony and associated works.

Maintenance

- Willow ward kitchen Bowmere Hospital, Chester
- Pine Lodge Young Person's Centre in Chester and other patient environment action team (PEAT) matters i.e. kitchens, bathrooms and ensembles across all units
- Trustwide carbon reduction strategy
- Trustwide management of unwanted fire signals
- Trustwide expansion of building management system (BMS).

Other

- Improved trustwide telephone services with reduction in annual costs.

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 for further details.

Eating disorder service – Creation of new 10 bed unit through refurbishment of disused ward which opened in May 2010.

Drug service – Provision of service to people in Trafford, Greater Manchester, awarded to CWP via competitive tender. Start date June 2010.

In-patient bed reconfiguration – Central and eastern Cheshire. This is a proposal to move to a single site that the Trust, on behalf of Central and Eastern Cheshire PCT, have consulted on. Consultation feedback will be published as soon as it is available on our website.

Operational and financial effectiveness

The Trust is required to deliver high quality services efficiently and our proposals for how we do this were the subject of a public consultation between December 2009 – March 2010.

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

In the Annual Plan we have outlined main efficiency initiatives for each clinical service and also corporate services, for example:

- **Adult mental health – Wirral:** Reconfiguration of community mental health teams. Integration of service models to improve care pathways
- **Adult mental health – South East:** Move to single in-patient site. Integration of service models to improve care pathways
- **Adult mental health – West:** Integration of service models to improve care pathways
- **Child and adolescent mental health:** Review of service models in partnership with other agencies
- **Drug and alcohol services:** Review of service models and integration of community teams
- **Corporate services:** Restructuring of management teams, succession planning and review of back office functions e.g. travel
- **Innovative IT solutions:** Implementation of new ways of working, making best use of technology
- **All clinical services** – Review of care pathways in context of quality, innovation, productivity and prevention (QIPP) within local health economies and develop service redesign plans.

Leadership and governance

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

- **Implementation of service line management within the Trust:** Clear role definition and line management of clinical directors and general managers. Review of operational board. Implementation of phase two of Qlikview reporting tool
- **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
- **Succession planning:** Use of North West Leadership Academy succession planning tool
- **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:

- Achieving Care Quality Commission national targets
- Monitor revised compliance framework – new target thresholds
- Care Quality Commission registration status
- Ability to provide mandatory services consistently across the Trust
- Ability to maintain financial risk rating (FRR) of three or above
- Ensuring regulatory requirements for safeguarding training are met
- Potential to fail to meet statutory requirements of display screen equipment (DSE) legislation in respect of assessments
- Potential to fail to fully comply with regulatory reform order 2005 (fire safety)
- Compliance with equality and diversity legislation
- Cost Improvement Programme (CIP).

The full version of the Trust's Annual Plan for 2010/13 is available on our website at 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

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