



NHS

West London
NHS Trust

2023-2028

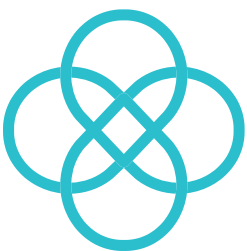
Trust Strategy



Promoting hope & wellbeing **together**

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Togetherness



Responsibility



Excellence



Caring

Introduction from the Chief Executive



I am pleased to present the Trust's new five-year strategy. It has been developed in response to the changing health needs of the local communities and demonstrates how we are rapidly becoming one of the UK's most diverse NHS providers.

A lot has been achieved since the last strategy was published; the Care Quality Commission has rated the wider services 'Good', with Forensic services and caring both rated as 'Outstanding'; we opened the doors to a new, state of the art Broadmoor Hospital in Berkshire; and we transitioned from a mental health Trust to an integrated care Trust now known as West London NHS Trust. Our work has received national recognition and we have laid solid foundations for the Trust's future in continuing to deliver outstanding community and mental health services.

There is no denying that the challenges that staff and the wider NHS face are significant. We're working against the backdrop of large-scale societal events that have furthered health inequalities, e.g. the Covid-19 pandemic and Grenfell.

Our next chapter will require agility, tenacity for innovation and clear-sighted ambition in order to improve the care and support to service users and enhance the ways in which we interact with our wider communities.

The five chosen priorities were developed following extensive engagement and consultation with patients, service users, carers and families, local groups, and staff and partners across the healthcare system. They will improve the health and wellbeing of our communities.

The work underpinning the priorities is already underway but we can't do it on our own so please get involved, tell us what you think and help play your part in improving the quality of care we provide.

Thank you,

Carolyn Regan
Chief Executive

About us

West London NHS Trust is one of the most diverse providers of integrated mental health, community and social care in the UK.

Our **4,175** staff care for people in hospital and in the community, helping them to recover and go on to lead full and productive lives. We aim to be the best organisation of our kind in the country.

We provide care and treatment for more than **800,000** people living primarily in the London boroughs of Ealing, Hammersmith & Fulham and Hounslow, delivering services in the community (at home, in GP surgeries and care homes), hospital, specialist clinics and forensic (secure) units. Our services include a range of local, integrated community physical and mental health services and specialist and forensic mental health and high secure services.

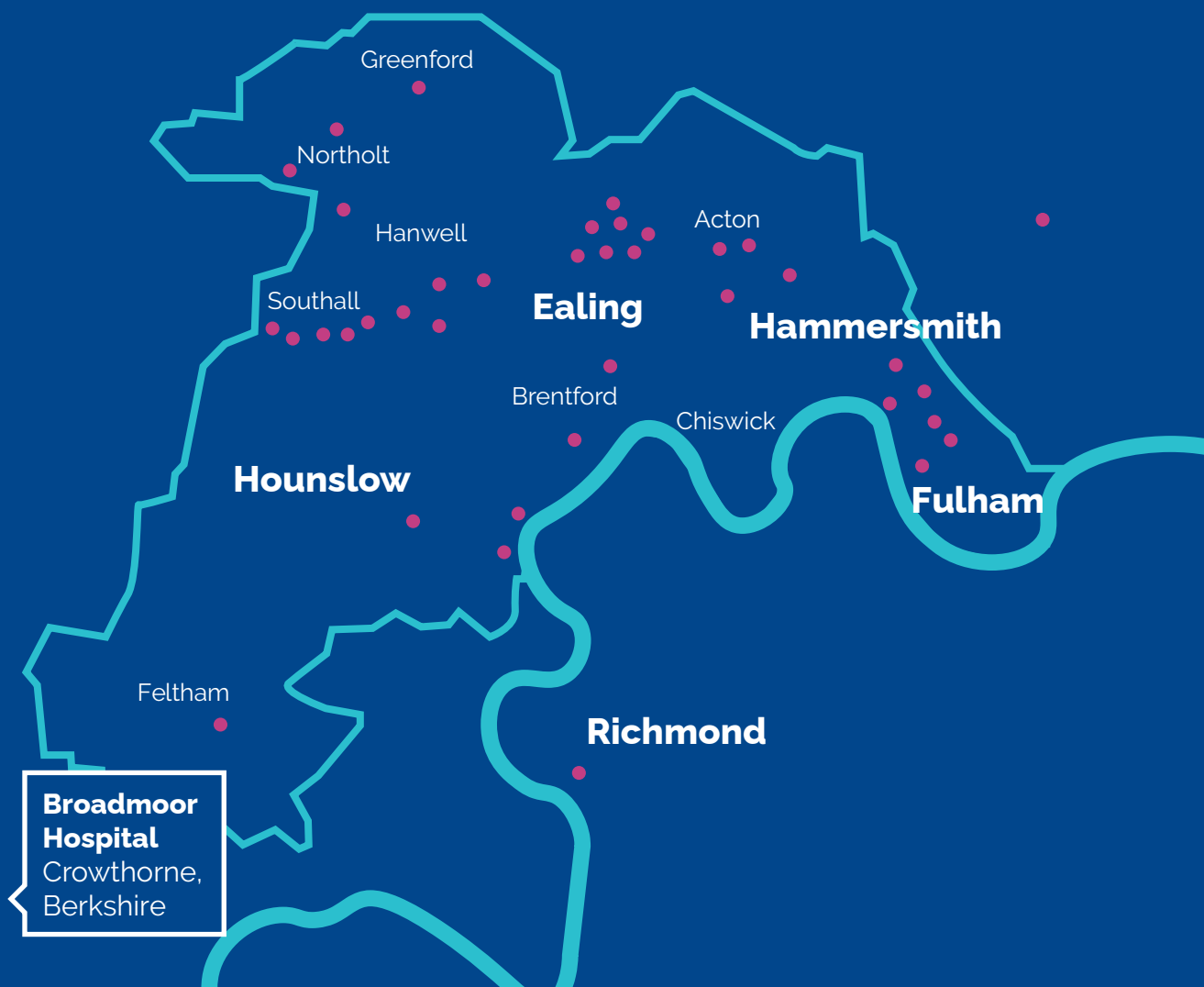
Our national, specialist and forensic services include:

- Medium secure services at St. Bernard's Hospital in Ealing
- Services for people with complex and severe personality disorder at the Cassel Hospital in Richmond
- High secure services at Broadmoor Hospital in Berkshire

We're a teaching Trust with a growing research portfolio, working with academic and industry partners.

We're rated **Good** overall by the Care Quality Commission (CQC) and **Outstanding** for caring and our forensic services.

Together, we're committed to promoting hope and wellbeing, working with patients, service users, carers, families and partners across the communities we serve.

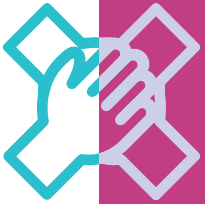




Priorities

West London NHS Trust's strategic priorities have been developed following an extensive engagement process with key stakeholders and are reflective and representative of the views and needs of our service users, carers, staff, leaders, and the wider diverse communities the Trust serves.

The **five identified priorities** for the Trust in the period 2023-28 are:



Collaboration and system leadership:

We will lead and collaborate to ensure the best outcomes and experiences for patients and carers.



Population health, inequalities and co-production:

We will co-produce and deliver high-quality, responsive care, tackling inequalities and focusing on the needs of our vulnerable and at-risk communities.



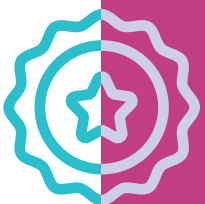
Putting people first:

We will attract, develop and retain talented people, promoting an open, fair and inclusive culture with a commitment to the health, wellbeing and experience of our staff.



Innovation in service development and delivery:

We will embed a culture which promotes and supports innovation and continuous improvement.



Aiming for outstanding:

We aim to be an outstanding provider of integrated care and a key partner in the North West London Integrated Care System.



Context

The landscape and environment in which the Trust is now operating and the challenges that it faces have changed significantly since the last Trust strategy was developed. Some of the key drivers for these changes and challenges include:

- The pandemic and its lasting impact on health and wellbeing
- Brexit and related changes to workforce supply
- Grenfell and the Black Lives Matter Movement (more focus on inequalities)
- War in Ukraine and the subsequent cost of living crises
- The New Health and Social Care Act 2022.

The Trust is also working within the context of regional NHS financial challenges and workforce shortages - particularly recruiting and retaining registered staff (nurses, doctors and allied health professionals). All of these factors have undoubtedly had and will continue to have an impact on the health and wellbeing of our communities, resulting in an increase in demand for many of our services whilst also impacting our staff's wellbeing.

In addition to societal and wider NHS changes, the Trust has evolved and grown significantly since the last strategy was developed. Key developments and changes since the last strategy was developed include:

- Changing from a solely mental health care provider to an Integrated Care Trust leading to the name change from West London Mental Health Trust to West London NHS Trust
- The establishment of Ealing Community Partners (led by the Trust), and the establishment of the associated Integrated Care Service Line
- Completion of the new Broadmoor Hospital
- Achievement of **Good** CQC rating
- Changes to the Trust Board (Executive & Non-Executive Directors).

Despite the changing landscape in which the Trust is operating, the Trust's Values (Togetherness, Responsibility, Excellence & Caring); Mission (Promoting Hope and Wellbeing Together) and Vision (To be an outstanding healthcare provider committed to improving quality and caring with compassion) remain as relevant today as they were when they were developed and will therefore not be changing with this strategy refresh.

Developing our strategic priorities

The Trust's strategic priorities have been developed around a number of **key areas of work**:

- > Current working context and regulatory requirements
- > National/regional/North West London direction of travel and guidance
- > Service user feedback
- > Trust values and mission

The priorities reflect the feedback and insight gained through the **engagement of key groups of people**:

- > Service users, families and carers
- > Trust staff
- > Trust Board, executive team and senior management groups
- > Clinical directors



Feedback themes

The main engagement tool was a survey of the key groups listed on page 9.

92% of staff survey respondents 'agree' or 'strongly agree' that the following themes were the right priorities for the Trust:



Improving access to services and outcomes for service users



More emphasis on community-based care



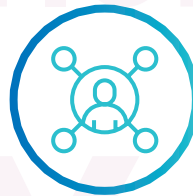
Clinical, ethical, digital and collaborative innovation



Ensuring everything we do is connected to the Trust vision and values



Making health inequalities a central focus



Reducing barriers to recruitment, and retaining existing staff



Developing monitoring metrics that are meaningful to service users (PREMS/PROMS)



Being a data-driven and evidence led organisation



Monitoring and reporting all our work to ensure it's making a difference



Supervision, training and development at both an individual and team level



Accessible and digestible language for service users



Further progress of the integration of physical and mental health





Strategic priority 1

Collaboration and system leadership

We will lead and collaborate to ensure the best outcomes and experiences for patients, and carers.

What this means in practice:

- > Taking a lead role (where appropriate) in the development and implementation of provider collaboratives and other new models of care
- > Working with local partners at borough, place and system level to commission, develop and provide consistent, high-quality care
- > Delivering the 'best in class' in clinical outcomes and patient experience
- > Improved, timely and equitable access to our services for all our diverse communities
- > Providing care close to home (least restrictive settings) and eliminating inappropriate out of area placements.

We will deliver it by:

- > Working as a key partner and system leader in the Integrated Care System, to develop and deliver services which are tailored to individual needs
- > Developing effective and strategic partnerships with the voluntary sector, local authorities and other NHS providers
- > Building on our experience and track record of leading and being a key partner in provider collaboratives including the North West London child and adolescent mental health services provider collaborative; North London Forensic Consortium, North West London community collaborative and the North West London mental health provider collaborative
- > Focusing on population health outcomes to tackle inequality including and addressing the needs of vulnerable and at risk groups including the black, Asian and minority ethnic (BAME) communities
- > Shifting the focus towards prevention and wellbeing; working with our users and communities to support them to manage more of their own care and keep well for longer
- > Taking action on climate change, and developing and adopting green policies
- > Working with system partners to improve system efficiencies and productivity
- > Using data, clinical and user insight to target our resources where they will have the most impact.

We will measure success by:

- > National patient surveys, aiming to be rated in the top quarter of providers
- > Outcome and experience measures as reported by patients, carers and families
- > Our performance against service effectiveness measures, including meeting access, and quality targets
- > Achieving a rating of **Outstanding** overall by the Care Quality Commission.





Strategic priority 2

Population health, inequalities and co-production

We will co-produce and deliver high-quality, responsive care, tackling inequalities and focusing on the needs of our vulnerable and at-risk communities.

What this means in practice:

- > Co-designing and developing services to meet the needs of the diverse communities we serve
- > Focusing on prevention, while ensuring prompt and appropriate access to care and support when needed
- > Delivering care outside hospital, and in the least restrictive settings.

We will deliver it by:

- > Using data to identify and address inequalities in experience, access and outcomes for our communities
- > Adopting consistent practices that promote involvement, participation, engagement, and consultation
- > Harnessing a range of digital solutions and technology to offer greater choice and responsiveness for the different needs of patients, carers and families. This will ensure all patients can get the care they need, when they need it, in the way which works best for them
- > Using data and research to understand our population, outcomes and who is and isn't accessing our services
- > Getting It Right First Time (GIRFT) principles to improve services
- > Using feedback and patient insights to improve services
- > Implementation of the Triangle of Care
- > Using more value and population based health approaches to drive improvements.



We will measure success by:

- > Performance against outcome and experience measures as reported by our patients, carers and families
- > Performance and access targets across the different demographics that the Trust serves
- > Service user feedback – complaints and compliments
- > Service user and care participation in service development and redesign and carers groups.



Strategic priority 3

Putting people first

We will attract, develop and retain talented people, promoting an open, fair and inclusive culture with a commitment to the health, wellbeing and experience of our staff.

What this means in practice:

- > Recruiting, retaining and developing a diverse workforce with the required range of skills and expertise
- > Embedding an open, fair and inclusive culture, tackling inequalities, including those experienced by black, Asian & minority ethnic (BAME) staff
- > Investing in and focusing on the health and wellbeing of our staff
- > Taking a strategic approach to talent management and growing our own; developing and enhancing leadership capacity as a result
- > Becoming a model employer that attracts a diverse workforce from across the world
- > Developing a 'West London way' and culture of staff empowerment and collective leadership
- > Building on our accreditation as a Living Wage employer.

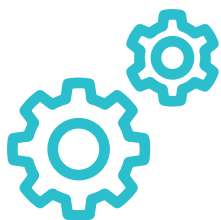
We will deliver it by:

- > Developing new roles and ways of working to build the workforce of the future - focus on agile and flexible working
- > Addressing skills gaps in our workforce, developing new roles and investing in staff development
- > Providing equal opportunities for learning, development and career progression for all our staff groups
- > Taking concrete steps to address any inequalities in opportunities where they exist
- > Embedding an open and fair culture for all our staff, ensuring equal opportunities for training, promotion, and recruitment
- > Supporting the health and resilience of our staff with a range of easily accessible wellbeing and psychological support and work life balance.

We will measure success by:

- > Performance across a range of workforce metrics, including vacancy, sickness absence and turnover rates, agency costs and time to hire
- > Our delivery of NHS workforce equality standards (WRES)
- > Model employer targets for the progression of BAME staff in senior and leadership positions.
- > Workforce that is reflective of the communities we serve
- > Performance against the NHS staff survey and other local surveys
- > Demonstrating value for money in terms of productivity of our services.





Strategic priority 4

Innovation in service development and delivery

We will embed a culture which promotes and supports innovation and continuous improvement.

What this means in practice:

- > Developing new and innovative ways of working that allow our communities and service users to access our services more easily
- > Embedding the principles of continuous Quality Improvement (QI)
- > Establishing our profile as a leading Trust through embedding research and innovation into practice
- > Improve use of data to understand and improve our services whilst empowering service users and carers
- > Improve digital and informatics infrastructure and capacity.

We will deliver it by:

- > Encouraging our staff to focus on QI and take time for reflection in an environment which allows them to learn from both good practice as well as from mistakes
- > Harnessing digital solutions and technology to improve choice, access and quality of the care
- > Building and strengthening relationships with academic partners; building on our commitment to research
- > Standardising use of easily accessible data and dashboards to support improvement of services
- > Embedding a systematic approach to innovation and best practice including adopting new technologies.

We will measure success by:

- > Performance against our quality priorities and targets
- > The quality and outcomes of our co-production and collaboration with those who use our services
- > The range of research opportunities available to our staff as part of their career development
- > The quality and outcomes of our partnerships with research organisations
- > New innovations and technologies adopted by the Trust
- > Health and wellbeing data from national and local staff surveys.





Strategic priority 5

Aiming for outstanding

We aim to be an outstanding provider of integrated care and a key partner in the North West London Integrated Care System (ICS).

What this means in practice:

- > We will deliver high-quality care working with partners in provider collaboratives across the ICS to deliver consistent care and experience in our local boroughs
- > We will maintain sustainable finances, managing our resources effectively and investing in the infrastructure we need
- > We will build on our current Care Quality Commission (CQC) ratings, aiming to be rated as 'Outstanding' across the board
- > An integrated approach to meeting physical, mental health and social care needs, joining up care as we go
- > Developing new capabilities and competences reflecting the new operating landscape.

We will deliver it by:

- > Building on our reputation as a caring, ambitious and agile organisation focused on excellent clinical outcomes and experience
- > Modernising and replacing estates which are no longer fit for the delivery of modern healthcare
- > Playing our part in ensuring the financial sustainability and viability of the ICS
- > Engaging widely with our population through multiple channels and forums
- > Building our offer as an anchor institution to support our local communities and reduce inequalities.

We will measure success by:

- > Our performance against outcome and experience measures as reported by patients, carers and families
- > Our performance in reducing inequalities in access and outcomes, supporting service users to meet their recovery goals
- > Annual financial planning, performance and targets
- > Our CQC rating(s)
- > The delivery and performance of provider collaboratives in which the Trust has a lead role and/or a partner
- > The range and effectiveness of local partnerships with other health, care and third sector providers in delivering high-quality services.



Next steps

It's important we have robust mechanisms in place to implement our strategy and bring it to life. This will be done through a number of supporting programmes of work, including:

Developing an implementation plan and prioritisation framework.

Developing clear outcome measures for each of our priorities with input from our service users, staff, families and carers.

Developing a robust monitoring and reporting framework to track and report on progress from ward to board.

To let us know what you think:

Patient Advice and Liaison Service (PALS) is a free, confidential service, supporting patients, families and carers when they have concerns about the care and treatment we provide.

E: pals@westlondon.nhs.uk
P: 0800 064 3330

Mental health emergency helpline



0800 328 4444

For information, advice and support about your own mental health or that of someone you know.
Available 24 hours a day, 365 days a year.



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