

Our application
to become a
**NHS Foundation
Trust**

Consultation Document

Have your say... Your views matter

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A Message From the Chair and the Chief Executive

The creation of Foundation Trusts is part of the Department of Health's plan to put patients at the heart of the NHS and to place public services in local hands. Within mental health services we have a long tradition of involving service users and carers in service developments and we therefore welcome this wider approach to local involvement.

We were very pleased to be awarded a performance rating of three stars by the Healthcare Commission during 2005. This is the highest award given to NHS Trusts and has led to the Department of Health inviting Central and North West London Mental Health NHS Trust (CNWL) to apply for Foundation Trust status.

As a Foundation Trust we will have greater freedom to develop our services in line with the needs of the diverse communities we serve across central and north west London. The increased financial control and stability we will gain as a Foundation Trust will help ensure that we can give the best care to our service users where it is needed most.

The purpose of this document is to consult with you on our plans for our Foundation Trust application. Your views on our vision, proposed future development and governance arrangements are important to us. They will help us shape the future of the organisation for the coming years. We would like to hear from everyone who has an interest in our services including service users, carers, local residents, staff and partner organisations.

We look forward to receiving your views and your involvement in the future of mental health services in central and north west London.

Dame Ruth Runciman, Chair

Dr Peter Carter, Chief Executive

About CNWL

Key Facts

- Mental health services for 5 London boroughs
- Substance misuse services for 8 London boroughs
- 3,000 staff working across 90 sites in central and north west London
- Annual turnover of £180 million
- Serves diverse population of 1.7 million
- 41,000 people served in the community last year
- 3,200 people treated in our 22 in-patient sites

Our Services

Central and North West London Mental Health NHS Trust (CNWL) is one of the largest specialist three star NHS mental health trusts in England. We provide a wide range of mental health and substance misuse services to people living in Brent, Harrow, Hillingdon, Kensington & Chelsea, and Westminster. We also provide substance misuse services for people living in Ealing, Hammersmith & Fulham and Hounslow.

Approximately 1.7 million people live in this area, which is one of the most culturally diverse in England. Within our catchment area are some of the most wealthy and some of the most deprived areas in London. Central London, and Westminster in particular, also has the highest level of rough sleepers in the country.

We provide a comprehensive range of services for children and adolescents, working age adults and older adults. We provide these services through our 3,000 staff working on 90 sites across our boroughs within a budget of £180 million. In the past year we gave care and treatment to more than 41,000 people in the community and 3,200 people in our in-patient units.

Our main sites are St Charles Mental Health Unit in Kensington & Chelsea, South Kensington & Chelsea Mental Health Centre, Park Royal Centre in Brent, Northwick Park Mental Health Unit in Harrow, Paterson Centre in North Paddington, Gordon Hospital in South Westminster, Riverside and Woodland Units in Hillingdon and the Horton Haven in Epsom. In addition, we run services from community-based facilities, clinics, day hospitals and drop-in centres.



Our Services Include:

- Community and hospital-based mental health services for people of all ages
- Community services and in-patient detoxification service for adults with drug and alcohol problems
- Mental health and substance misuse services to HMP Wormwood Scrubs and HMP Holloway, as well as substance misuse services to HMP Pentonville
- Specialist mother and baby services for women experiencing mental health problems after the birth of a baby
- Specialist residential and day placement services for children aged 5 to 13 with mental health needs
- Residential facilities for adults and older adults with severe and enduring mental health problems
- Specialist eating disorder services
- Admiral nursing services for carers of people with dementia
- Vocational training schemes for adults of working age
- Refugee support service in Kensington & Chelsea and Westminster
- Homelessness service in Westminster for people who are not in contact with other services
- Some culturally specific services eg our Asian & Arabic Family Counselling Service
- Consultant psychiatrists and other medical staff to support learning disability services in Hillingdon and Westminster.

Working in Partnership

We work closely with local authorities, Primary Care Trusts, GPs and a wide range of other statutory services and voluntary organisations, as well as academic centres. In particular we have joint working arrangements with social services teams for our adult community mental health services to ensure we are meeting people’s health and social care needs in an integrated way.

Local service users’ and carers’ groups form an important part of our partnership working and we value the close working relationships we have built up over many years.

Involving staff and staff side union representatives in the development of our services is also important to us and we have a culture of engaging staff in this area.

About CNWL

Strength in Diversity

Within our local populations over 150 languages are spoken as a first language, with Brent having the second highest proportion of people from minority ethnic groups in the country at 54%. It's important to us to continually raise standards to ensure our services are culturally sensitive, relevant and accessible to meet the diverse needs of all of the people we serve. Our commitment to this aim is reflected in our selection as a national pilot site for implementation of the Department of Health strategy *Delivering Race Equality in Mental Health*.

High Performing Services

We were proud to be awarded three star status by the Healthcare Commission in the NHS star ratings and performance indicators published in July 2005. As part of the NHS performance monitoring for 2006, we are pleased to have met the core standards expected of NHS Trusts which include safety, the care environment and cost effectiveness.

We have a reputation for strong financial management and have achieved financial balance and met our financial targets every year since the Trust was established in 1999.

We achieved NHS *Improving Working Lives* 'Practice Plus' status in September 2005, which involved demonstrating that we have systems and policies in place to support our staff and act as a good employer.

In our 2006 annual service user survey, undertaken as part of the national patient survey programme, three-quarters of respondents rated their care as "good" to "excellent".

Our services have been recognised through a number of awards for innovation. These include the Coram boys2MEN project, which focuses on the needs of African Caribbean boys in Brent, and our drug and alcohol treatment unit at HMP Wormwood Scrubs.



Foundation Trusts

What is a Foundation Trust?

A Foundation Trust is a new type of organisation known as an Independent Public Benefit Corporation that involves service users, carers, the public and staff in the way it is run.

Foundation Trusts are part of the National Health Service and provide free care based on the needs of patients. They are also required to meet at least the same standards of service and care as all NHS Trusts.

Local people and staff can become members and governors of the Foundation Trust. In this way Foundation Trusts become focused on meeting the requirements of the communities they serve.

Foundation Trusts work in partnership with other NHS organisations. They also have a duty to co-operate with other local partners in the best interests of their health communities.

They are overseen by Monitor, the independent regulator appointed by the Department of Health. Foundation Trusts are also accountable to Parliament and are inspected by the Healthcare Commission.

Why Do We Want to Become a Foundation Trust?

By becoming a Foundation Trust we will have greater freedom to develop our services in line with the specific needs of the communities across the boroughs we serve. We will also be able to involve our local communities, and staff, in the decisions we take to ensure we provide the best possible services when and where they are needed.

We will have more control of our financial management so funds can be directed to where they are required most. Legally binding contracts will be agreed with commissioners for up to three years to ensure future funds, which will help to give us more financial stability. This stability will help ensure that we can offer the best care possible to service users.

We recognise that Foundation Trust status will bring some risks for the Trust. Whilst we will have more freedom to manage our budgets this will involve the Trust taking on a greater level of responsibility and accountability. This will be a particular challenge given the current financial difficulties faced by some NHS Trusts. However, we believe that our solid track record in financial management will stand us in good stead.

Let us have your views on our principles and future plans. Turn to page 15.

Our Vision and Principles

Our Vision

We will work in partnership to provide responsive and dependable mental health and substance misuse services for the communities we serve, encouraging recovery, well-being and social inclusion, individual choice and independent living through high quality care.

In order to achieve our vision and objectives we will build upon our strong clinical, management and business expertise. We will do this by using our resources: our people, our finances, our estate, our information and our organisational intelligence to constantly strive to improve the care we offer.

We will operate with integrity, openness, flexibility and a commitment to value and be responsive to the views and feedback we receive from our service users, carers, staff and other stakeholders. We will work to match our structures, processes and services to reflect the evolving pattern of need within our communities as well as opportunities within our market. In this way we will seek to drive developments, achieve value for money and maximise public benefit.

Our vision is being carried forward through our work linked to our guiding principles and our future plans.

Our Guiding Principles

- To provide integrated, high quality, timely services based on the needs of the individual
- To engage meaningfully with service users, carers and the local community to improve and align our services to their needs
- To provide and maintain to a high standard the physical environments in which we provide services
- To recruit, retain and develop a skilled and motivated workforce that is proud to work for the Trust
- To provide a financial base that is robust for the future development of the Trust and to provide economic and efficient services
- To further develop Trust information systems to support ongoing improvement in patient care and performance management
- To seek and develop new business opportunities consistent with our vision.



Our Future Plans

Adult Services

We will continue to work with our partner organisations to develop services that are community facing and accessible and that enable service users and carers to have an active role in care and treatment decisions. We also plan to:

- Improve support for people experiencing a first episode of psychosis through easier access to early intervention services.
- Further develop our adult community mental health teams in line with Department of Health guidelines.
- Develop modern facilities for our adult and older adult services at Park Royal and Northwick Park.

Older Adult Services

We will work closely with our partners in other agencies to support and maintain older adults in their own homes wherever possible and to provide treatment based on clinical need not age. We also plan to:

- Continue to enhance our older adult community mental health teams in partnership with social services.
- Explore with Primary Care Trusts the development of continuing care services.

Child and Adolescent Services

Through our joint working with partner organisations we will continue to develop comprehensive services in non-institutional settings with increased earlier interventions. We also plan to:

- Explore the development of adolescent in-patient services in discussion with stakeholders.

Substance Misuse Services

We will continue our work to increase the participation of drug users in treatment programmes and to improve opening hours. We also plan to:

- Improve the premises for our drug and alcohol detoxification in-patient service.

Eating Disorder Services

Currently we provide eating disorder services to most of north west London. In addition we plan to:

- Explore the expansion of our out-patient eating disorder service to cover the whole of north west London.

Learning Disabilities Services

We have expertise in assisting people with learning disabilities who also have mental health problems and provide specialist medical input to service users in Hillingdon and Westminster. We therefore plan to:

- Explore opportunities to support and develop learning disabilities services.

Services at the Horton Haven

Our present residential facilities at Horton Haven provide a tranquil environment for people with severe and enduring mental health problems. We plan to:

- Develop a proposal for a low-secure service for people with challenging behaviour.

Let us have your views on our membership proposals. Turn to page 15.

Our Governance

Our Proposed Governance Arrangements

Once we become a Foundation Trust, the way that we are run and governed will change.

Local people will be able to become members. We aim to develop a wide membership including service users, carers, local residents and staff which reflects the diverse population of central and north west London.

A Members' Council will be set up, with a majority of Governors elected by members who are service users, carers and local residents. In addition, there will be staff Governors elected by staff members. The Trust will also work with partner organisations to nominate Governors to the Members' Council.

The Members' Council will work with the Board of Directors, which is made up of Executive Directors and Non Executive Directors, including the Trust Chairman, who will also chair the Members' Council.



Our Members

We hope that you will want to join us as a member when we become a Foundation Trust. More information on how to do this can be found on page 17.

Membership is free and as a member you will have the opportunity to:

- Elect Governors to represent you on the Members' Council
- Stand as a Governor yourself
- Apply to become a Non Executive Director, when vacancies arise
- Be consulted on service developments and future plans
- Learn more about mental well-being
- Receive regular information on the work of our Trust
- Help us become more accountable to the local communities we serve.

Everyone who uses our services will continue to be treated equally, whether or not they become a member.

There is no limit on the number of people who can be a member of the Foundation Trust.



We are proposing to have three categories, or constituencies, for members as follows:

- Service users and carers
- Public
- Staff

We are proposing that the minimum age for members is 16 years. We are keen to explore ways for younger people to have a voice on the Members' Council.

Public Members

We propose that to become a public member you must live in one of the eight boroughs served by our Trust:

- Brent
- Ealing
- Hammersmith & Fulham
- Harrow
- Hillingdon
- Hounslow
- Kensington & Chelsea
- Westminster

Service User and Carer Members

We propose that to become a service user or carer member you must have used our services in the past three years, or have been a carer to someone who has used our services in that time. If you are a service user or carer living locally, you are welcome to join as a public member instead if you prefer.

Staff Members

We propose that staff who have been employed by the Trust for a year on 31 July 2006 will automatically become members of the new organisation. We also propose that social services staff who are not directly employed by the Trust but who work within our teams will become members. Staff can choose not to become a member if they wish.

Let us have your views on
the Members' Council.
Turn to page 15.

Our Members' Council

We have always aimed to include service users, carers and staff in the way we run our services, but by becoming a Foundation Trust we will be able to offer far wider involvement. The Members' Council will be a rich source of knowledge to help us shape our overall direction, and will have an important role to play in helping us to become more accountable to the communities we serve.

The Members' Council will be made up of Governors who are elected by members from each of our three member categories. In addition, a number of appointed Governors will join the Members' Council to represent our partner organisations such as NHS Primary Care Trusts, local authorities and voluntary sector services.

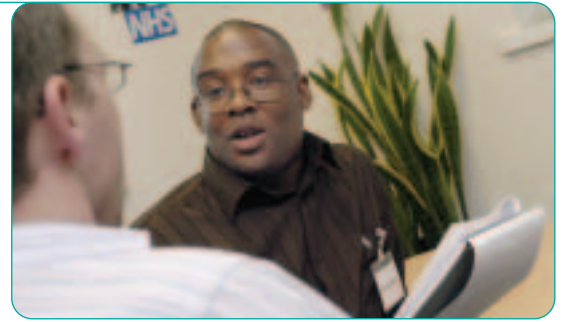
The Members' Council will:

- Appoint the Chair and Non Executive Directors
- Approve the appointment of the Chief Executive. (The initial Chief Executive will be the current Chief Executive of the Trust.)
- Appoint the Trust's financial auditors
- Be consulted on proposals for substantial service developments and changes
- Receive the Annual Report and Accounts
- Represent the views of members
- Develop the membership of the Foundation Trust.

The legal minimum age for Governors is 16 years.

The Members' Council will work alongside the Board of Directors, who will be responsible for the day-to-day management of the Trust.

We will provide training and support to Governors to help them carry out their role.



Proposed Structure

The Members' Council needs to be large enough to be representative of the local community but not so large that it compromises effectiveness. We propose to have a total of 37 Governors on the Members' Council with places allocated as follows:

Elected Governors

Public

Borough of Brent	1
Royal Borough of Kensington & Chelsea	1
Borough of Harrow	1
Borough of Hillingdon	1
Borough of Westminster	1
Rest of north west London (Boroughs of Ealing, Hammersmith & Fulham, and Hounslow)	1

Service Users and/or Carers

Adult mental health services	4
Older adult mental health services	2
Child and adolescent mental health services	2
Substance misuse services	3
Specialist services ie eating disorders and learning disabilities	2

Staff

Nursing staff including health care assistants	2
Medical staff	1
Allied health professionals	1
Social care	1
Other staff	1

Total elected Governors = 25

Appointed Governors

Primary Care Trusts	1
Brent Local Authority	1
Royal Borough of Kensington and Chelsea	1
Harrow Local Authority	1
Hillingdon Local Authority	1
City of Westminster Council	1
Imperial College	1
Prison Service	1
Metropolitan Police	1
GP representative	1
Voluntary sector organisation	2

Total appointed Governors = 12

Grand total of Governors on the Members' Council = 37

1 person icon = 1 Governor

Board of Directors

The Board of Directors Will:

- Establish the vision and direction of the Trust in consultation with the Members' Council
- Lead the strategic development of the Trust
- Ensure the Trust remains financially stable
- Be responsible for day-to-day service provision and quality of Trust services
- Be accountable to service users, the local community and stakeholders through the governance structures.

Every Foundation Trust Board of Directors is made up of Executive Directors, who are permanent employees of the Trust, and Non Executive Directors who work on a paid, part-time basis for a fixed term.

The Board of Directors will consist of:

- Chair and seven Non Executive Directors
- Chief Executive and six Executive Directors. These will include a finance director, a registered medical practitioner and a registered nurse.

Next Steps

The consultation on our Foundation Trust application starts on Monday 31 July 2006 and ends on Monday 23 October 2006. We would very much like to have your views on the proposals contained within this document. If you would like to give your comments there are a number of ways you can do this. Please turn to page 15 for details.

At the end of the consultation we will carefully consider all the feedback we have received and publish a summary of the main points. We will use this feedback to shape our formal application to become a Foundation Trust.

The timetable for our application is as follows:

Public Consultation	31 July 2006 – 23 October 2006
Formal application to the Secretary of State for Health	November 2006
Formal response from Secretary of State	January 2007
Submission to Monitor, the independent regulator for Foundation Trusts	January 2007 to March 2007
Monitor's decision on success of application	Spring 2007

Your Views

Feedback Form

We very much welcome your views on how we will operate as a Foundation Trust and your feedback will help us shape our future plans. We are particularly keen to receive your comments on the following questions on membership and governance. Please feel free to respond to all questions or just those that you want to comment on:

Q1. What do you think about our vision and guiding principles? (Page 8)

Q2. What do you think about our future plans? (Page 9)

Q3. Do you have any views on the role of members? (Page 10)

Q4. Do you have any views on how the membership is divided up? (Page 11)

Q5. Do you think a lower age limit of 16 years to become a member is suitable? (Page 11)

Q6. Do you have any views on the role of the Members' Council? (Page 12)

Q7. Do you have any views on how the Members' Council is divided up? (Page 13)

Q8. Do you agree with the number of places for service users and carers on the Members' Council? (Page 13)

Q9. Do you have any views on the number of allocated places for Primary Care Trusts? (Page 13)

Q10. What criteria do you think we should use to appoint Governors from the voluntary sector? (Page 13)

If you would like to raise any other points about the information contained in this consultation document please add these in the box or on an additional piece of paper.



About You

To help us record who has responded to our consultation questions, please tick each box that applies to you:

- User of services in the past 3 years
- Carer for a user of our services in the past 3 years
- Resident in one of the boroughs served by the Trust
- Working for an associated or partner organisation
- Member of staff currently employed by CNWL

Title _____
First Name _____
Surname _____
Address _____

Postcode _____

Returning Your Form

Please return your completed form to:

Membership Services
Central and North West London Mental Health NHS Trust
30 Eastbourne Terrace
London W2 6LA

or fax: 020 8237 2312

If you would prefer to send us your comments electronically, please visit:
www.cnwl.nhs.uk/foundation.html
or email: membership.cnwl@nhs.net.

The deadline for receiving your feedback form is 23 October 2006.

Group Meetings

We will be running a number of meetings with local service user and community groups and staff across the boroughs we serve from August to October where you will have the opportunity to give us your views in person. Please visit our website for details of meetings: www.cnwl.nhs.uk/foundation.html or call our Foundation Trust team on 0800 023 4047.



Membership

Membership Application Form

We are now actively seeking people who would be interested in becoming members once our application for Foundation Trust status has been approved. If you are interested in joining us as a member you can apply:

1. by completing this form and returning it by post or fax
2. by completing our online form on www.cnwl.nhs.uk/foundation.html
3. by calling 0800 023 4047

CNWL staff do not need to complete this form. Further membership information will be sent to you in the near future.

Your Contact Details

Title _____
 First Name _____
 Surname _____
 Address _____

 Postcode _____
 Phone Number _____
 Email _____

If you would prefer to be contacted by email in future please tick this box

About You

Gender: Male / Female *(delete as appropriate)*

Date of Birth: _____

To help check that you are eligible to become a member, please tick each of the following boxes that apply to you:

- User of services in the past 3 years
- Carer for a user of our services in the past 3 years
- Resident in one of the boroughs served by the Trust
- Working for an associated or partner organisation

Please indicate which membership category you are interested in joining:

- Service user and carer
- Public



Your Ethnic Group

Please tick the relevant box to help us ensure we have members from all the communities we serve.

White

White British White Irish

Other White background, please write here

Black or Black British

African Caribbean

Other Black background, please write here

Asian or Asian British

Bangladeshi Indian Pakistani

Other Asian background, please write here

Mixed

White and Black African
 White and Black Caribbean
 White and Asian

Other mixed background, please write here

Other Ethnic Group

Chinese Arab

Other ethnic background, please write here

Do you have a disability?

Yes, I have a disability

How did you find out about our Foundation Trust application?

Through this leaflet
 Publicity eg saw a poster
 Through our website

Other (please state)

Your details will be held on a database so that we can send you further information. The information you provide will remain confidential and will be managed in accordance with the Data Protection Act 1998.

Please return your completed form to:

Membership Services
Central and North West London Mental Health NHS Trust
30 Eastbourne Terrace
London W2 6LA

or fax: 020 8237 2312

If you would like information in another language or format, please ask us.

Albanian

Nëse dëshironi të merrni informacion në një gjuhë apo format tjetër, ju lutemi na pyesni.

Arabic

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك منا.

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

Farsi

اگر این اطلاعات را به زبانی دیگر و یا در فرمتی دیگر میخواهید لطفاً از ما درخواست کنید

French

Si vous souhaitez des informations dans une autre langue ou sous un autre format, veuillez nous le demander.

Gujarati

જો તમને માહિતી બીજી ભાષા અથવા રચનામાં જોઈતી હોય તો, કૃપા કરી અમને વિનંતી કરો.

Kurdish

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایه داوامان لی بکه

Somali

Haddii aad rabtid in warar lagugu siyo hab luuqadeed o kale, fadlan na soo waydiiso.

Tamil

தகவலை வேறொரு மொழி அல்லது வேறு வடிவத்தில் பெற விரும்பினால் தயவுசெய்து எம்மைக் கேட்கவும்.

Urdu

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو برائے مہربانی ہم سے پوچھئے۔

Central and North West London 
Mental Health NHS Trust

A University Teaching Trust

Central and North West London Mental
Health NHS Trust
30 Eastbourne Terrace, London W2 6LA
Tel: 020 8237 2000 www.cnwl.nhs.uk

Foundation Trust Membership
Phone: 0800 023 4047
Email: membership.cnwl@nhs.net

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