



South West London and  
St George's Mental Health  
NHS Trust



**Trust Strategy**  
2018 – 2023

Summary version

# CONTENTS

3

Welcome

4

Why now  
and context

6

Engagement  
approach

7

Our Trust

8

Our mission,  
values and  
philosophy

10

Strategy  
on a page

12

Trust-wide  
programmes  
and enabling  
strategies

14

Service line  
priorities

18

Implementation

19

Acknowledgements

19

Longer version



# WELCOME

We present here our new Trust Strategy 2018-23 which has been co-produced with the significant input of service users and carers, staff and external stakeholders under the leadership of the Trust Board.

Recent years have seen considerable achievements for the Trust including opening a Psychiatric Decision Unit, a new talking therapies service in Wandsworth and two new Recovery Cafes for people in crisis. In June 2018 we were delighted to announce our rating of 'Good' by the Care Quality Commission. We aim to be an Outstanding provider by 2021.

Demand for services continues to rise while funding remains tight, so we must evolve. This strategy identifies how we will deliver the best possible outcomes for the communities we serve, through four new strategic ambitions:

- › Increasing quality years.
- › Reducing inequalities.
- › Making the Trust a great place to work.
- › Ensuring sustainability.

These are supported by our partnership with South London and Maudsley NHS Foundation Trust and Oxleas NHS Foundation Trust; our Estate Modernisation Programme; our Quality Improvement and Innovation and transformation programmes.

We extend our sincere thanks to all who have been involved in producing this strategy. We now need to work together to bring the strategy to life, and to deliver our ambitions by 2023.



A handwritten signature in black ink that reads "David Bradley". The signature is written in a cursive style with a long, sweeping underline.

David Bradley,  
**Chief Executive**

# WHY NOW?

Over the past 10 years the profile of mental health has increased positively. The *Five Year Forward View for Mental Health* identifies investment and developments that will improve care, treatment and outcomes for working age adults, older people and children and young people experiencing mental health issues. Given that 1 in 4 of us will be affected by a mental health condition each year, mental health is everyone's business.

However, the wider public sector and specifically the NHS are experiencing a period of unprecedented change and challenge. Nationally, financial pressures, changes such as Britain's upcoming departure from the European Union and availability of a suitable workforce are all impacting on service delivery.

There have been massive developments in how ill health, including mental ill health, is diagnosed and treated. There have been many technological

and service innovations. There remains an ongoing need to balance prevention and treatment, and deliver specialist care and provide services to people closer to home. People, often with complex or long term conditions, are living longer, and this is to be celebrated. But this all means services must be responsive to changing needs.

Locally in south west London, our population is also highly diverse and our services need to be accessible and responsive to everyone. Local people report wanting a greater focus on mental health, and this is, therefore, a priority for the South West London Health and Care Partnership.

Our new strategy will allow us to navigate through the challenges of today and tomorrow, and achieve lasting, positive change in mental health care and treatment.



# ENGAGEMENT APPROACH

Our approach is to put service users and carers at the centre of all that we do. The engagement approach to developing our new strategy has taken a year. During this time we have carried out community workshops, surveys, and engagement with commissioners, providers and other stakeholders. We have met with our clinical teams, service leaders, staff networks and our corporate departments. The Trust Board has led and overseen the development of our new strategy at every stage.

## Key themes emerged from our engagement:

- › Active prevention needs to be a feature of mental health service delivery.
- › Pathways need to be responsive and focused on early intervention and recovery.
- › Access to, and availability and capacity of, services, need to be improved.
- › Transitions between services need to be enabled and supported.
- › Interventions need to be provided in the community wherever possible.
- › Co-production approaches and community engagement should be extended, with the diversity of our communities being fully recognised.
- › Carers, friends and families of service users need to be better supported.
- › Partnership and integrated working should be increased.

**The new Trust Strategy acknowledges and seeks to positively address these key areas.**

# OUR TRUST

We are the leading provider of mental health services across south west London. We deliver services to people of all ages, and, as well as serving more than a million people in the boroughs of Kingston, Merton, Richmond, Sutton and Wandsworth, we provide national, specialist and forensic services. We are rated as Good by the Care Quality Commission (CQC) and have an ambition to be an Outstanding provider by 2021.

We provide 385 inpatient beds across three sites: Springfield Hospital (Tooting), Tolworth Hospital, and Queen Mary's Hospital (Roehampton). Our community services are delivered from our hospital sites, GP surgeries, community and social care locations, and in people's homes. We have developed an Estate Modernisation Programme which will transform our sites at Springfield and Tolworth, providing state-of-the-art mental health inpatient facilities.

Collaboration and partnership working are crucial to how we deliver services in the future. Together with

South London and Maudsley NHS Foundation Trust and Oxleas NHS Foundation Trust, we have established the South London Mental Health and Community Partnership which aims to improve mental health services through innovation, consolidation of specialist expertise and effectively managing resources. We also play an active role in the South West London Health and Care Partnership and work with many local community organisations.

Our diverse and committed workforce underpins everything that we do with nearly 80% of our staff working in clinical roles. We are committed to extending opportunities for staff engagement and professional development as well as positively supporting staff health and wellbeing. We turn over approximately £170m per year and perform well on key performance measures. Maintaining sustainability is key to our future.

# OUR MISSION AND PHILOSOPHY

**Our mission** is 'Making Life Better Together'.

Whilst we have delivered significant change across our organisation in recent years, we recognise that there is still more to do. Our 'Making Life Better Together' programme, which has three work streams – service users and carers, staff and communities – will identify and implement innovations that enhance our services and the way we work.

**Our philosophy** defines how our recovery focused services will evolve over time to become:

- › **Influential** to act as a system leader and advocate for a higher profile and for funding mental health services.
- › **Asset based** to utilise community expertise to mobilise change.
- › **Outcomes focused** to deliver demonstrable improvements in health, wellbeing and experience for service users.
- › **Prevention and early intervention focused** to emphasise health and wellbeing.
- › **Collaborative** to work with others to strengthen pathways.

We remain committed to developing services in partnership with service users and carers, using a co-production, involvement and engagement approach wherever possible.

# OUR VALUES

**Our values** outline how we work with others and behave towards one another.



## Respectful

We are **respectful** so you feel **appreciated and included**



## Open

We are **open** so you feel **informed and involved**



## Collaborative

We expect teamwork so you feel **connected and supported**



## Compassionate

We are **compassionate and kind** so you feel **valued and cared for**



## Consistent

We are **consistent** in our **quality of care** so you feel **safe and reassured**

## Increasing quality years

People with serious mental illness die 15 to 25 years earlier than the rest of the population. We will focus on improving health outcomes for our service users.



- › Implementing a 'zero suicide' approach and reducing suicides.
- › Reducing the mortality gap between people with serious mental illness and the wider population.
- › Reducing the number of children and young people who self-harm.
- › Implementing integrated care and clinical outcome measures.

Quality Improvement and Innovation

## Reducing inequalities

Inequalities exist around access and care for different groups. We will address diverse population needs and make our services easier to reach.



- › Delivering our involvement plan and developing a new co-production and involvement strategy.
- › Reducing the disproportionate rate of admission of people from black and minority ethnic communities to inpatient psychiatric units.
- › Expanding community development work with key population groups.

Service users and carers co-production



## Making the Trust a great place to work

Our staff are our greatest asset. We will support their wellbeing and development and ensure they have the right skills and time to provide excellent care.



- > Valuing and implementing organisational development approaches in our Trust.
- > Increasing recruitment from local communities and via partner organisations.
- > Developing new roles and opportunities for employment.
- > Developing system leaders to drive improvement, innovation and transformation.

Staff underpin all that we do

## Ensuring sustainability

Our organisation must remain sustainable in the face of both external and internal challenges. We will promote operational efficiency and service developments across the Trust.



- > Delivering our Estate Modernisation Programme.
- > Redesigning pathways and reducing variation between services.
- > Implementing new technology to support efficiency.
- > Delivering financial balance in accordance with our operating plans.

Transformation



# TRUST-WIDE PROGRAMMES AND ENABLING STRATEGIES

A number of Trust-wide programmes and enabling strategies support delivery of our new strategy.

## Our Trust-wide programmes include:



Coproduction and service user and carer involvement, collaboration and our Estate Modernisation Programme (EMP) are well established programmes of work in our Trust. To complement these we have launched Quality Improvement and Innovation (QII) and transformation programmes. QII focuses on testing new ideas using a structured methodology and implementing improvements. Transformation is focused on operational and pathway developments that support our long term sustainability. Transformation priorities include reducing length of stay and delayed discharges, reducing the number of people with complex needs in residential placements outside of south west London, reducing variation in community and personality disorders services and developing our workforce.

## Our enabling strategies include:

- › Workforce and organisational development: ensuring we have the right staff to deliver our services.
- › Finance and commercial: ensuring we have robust financial processes and decision making around new business opportunities.
- › Communications and stakeholder engagement: ensuring we build relationships and communicate effectively.
- › Research and development: ensuring service users have access to new treatments and innovation.
- › Medicines optimisation: supporting service users to make informed choices around safe and effective medicines use.
- › Estates and facilities: ensuring our services are accessible and have appropriate equipment.
- › Digital: ensuring we use information technology to provide information and work efficiently.



Artist impression of new hospital facilities as part of the Estate Modernisation Programme

# SERVICE LINE PRIORITIES

Our clinical staff and leadership teams have actively participated in the development of this strategy. Services need to be built on solid foundations and we will work to ensure delivery exists in all boroughs, with clear pathways, operational protocols and publicly available information. In addition to this, each service line will lead specific developments related to their services. The strategic initiatives relating to each of our service lines are provided on the following pages:

**Acute and urgent care**



**Community**



**Cognition and mental health in ageing**



**Child and Adolescent Mental Health**



**Forensic, national and specialist**

**Acute and urgent care** services help patients to be supported through crises through inpatient, co-ordination and assessment services in our hospitals, home treatment and street triage team and psychiatric liaison services.

**Strategic initiatives include:**

- › Delivering new inpatient wards.
- › Delivering our purposeful admissions programme focusing on reducing length of stay and delayed transfers of care and improving peripartetic support.
- › Developing Psychiatric Intensive Care Unit (PICU) provision for women in south west London.
- › Ensuring access to psychological therapies in an inpatient setting.
- › Transforming our community rehabilitation pathway.
- › Implementing extended liaison psychiatry, perinatal and crisis and home treatment services.

**Community** services provide care to adults with mental health difficulties across five boroughs including recovery and support and early intervention teams, and specialist provision such as substance misuse and learning disabilities.

**Strategic initiatives include:**

- › Engaging in local integration programmes in south west London which look at how all types of services can work more closely to meet service users' needs.
- › Continuing to achieve early intervention in psychosis waiting times standards.
- › Ensuring a core standard for adult community-based neurodevelopmental services.
- › Implementing expanded Improved Access to Psychological Therapy (IAPT) and Individual Placement Support (IPS) services.
- › Expanding and extending our Recovery College.

## Cognition and mental health in ageing

services provide care to people with dementia and older people with mental health difficulties or cognitive impairments across both an inpatient and a community basis.

### Strategic initiatives include:

- › Delivering new inpatient wards for older people.
- › Working to ensure early dementia diagnosis and care.
- › Supporting management of behavioural and psychological symptoms of dementia.
- › Expanding research and development around mental health and old age, and neuropsychiatry.

## Child and Adolescent Mental Health

services (CAMHS) help young people who are experiencing mental health issues, through community and inpatient teams. CAMHS also offer specialist adolescent outreach, eating disorders, deaf and neurological services.

### Strategic initiatives include

- › Delivering enhanced care models across the South London Mental Health and Community Partnership.
- › Developing eating disorders community and day services.
- › Implementing digital technologies and outreach to improve access and wellbeing.
- › Developing transition services for young people moving to adult services.
- › Acting as a system leader with the South West London Health and Care Partnership to reduce self harm in children and young people
- › Improving access to CAMHS neurodevelopment services.
- › Sharing best practice and learning around working with deaf children and young people.
- › Improving community health and care packages for children and young people with complex needs.

**Forensic, national and specialist** services include inpatient and community eating disorders services, forensic services, inpatient deaf services, neuropsychiatry, obsessive compulsive disorder (OCD), body dysmorphic disorder (BDD) and hoarding services and post-traumatic stress disorder (PTSD) services.

**Strategic initiatives include:**

- › Delivering enhanced care models for forensic service users across the South London Mental Health and Community Partnership.
- › Expanding liaison and diversion services.
- › Redesigning our adult eating disorders pathway.
- › Expanding our neuropsychiatry service.
- › Further developing deaf inpatient and community services, OCD and BDD services.
- › Developing new inpatient forensic wards.



# IMPLEMENTATION

The new Trust Strategy was approved by the Trust Board at its public meeting and launched at its Annual Public Meeting in September 2018. Implementation of the strategy will be led by the Director of Strategy and Commercial Development. A small project team will be established and meet monthly to oversee its implementation. A steering group formed from service users, carers and external stakeholders will meet quarterly to advise, monitor and support delivery.

The Trust will develop annual work plans for the delivery of the strategy and these will form the Trust's annual corporate objectives. Each area of work will be led by an Executive Director.

Delivery of the annual work plans and corporate objectives will be reviewed quarterly at the Trust Board and by the steering group of service users, carers and external stakeholders.

These governance arrangements are designed to ensure delivery, and to ensure continuing service user and carer input in implementation. We anticipate that there will be both successes and challenges in the implementation of the strategy and we look forward to sharing our progress.

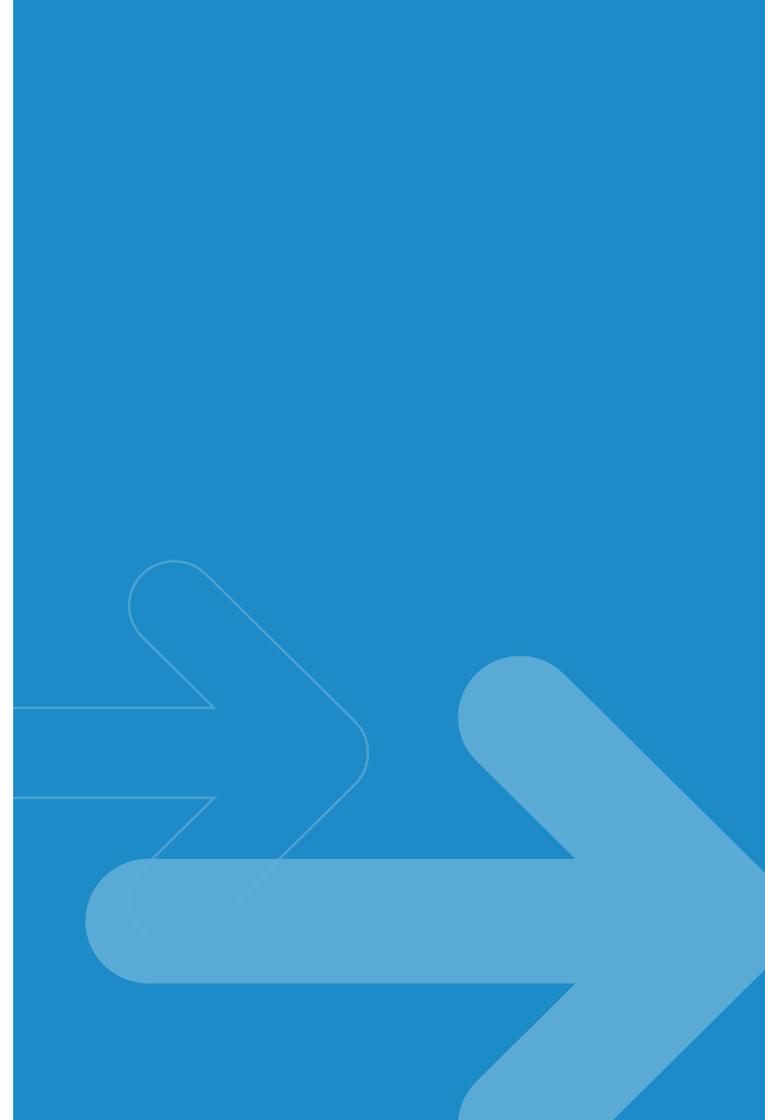
# ACKNOWLEDGEMENTS

This strategy could not have been developed without significant input from our service users and carers, our staff and external stakeholders.

We extend our thanks to all of those who have contributed and participated in this work. We look forward to working with you further to implement our work programmes and delivering real and sustainable developments to mental health services in south west London.

## LONGER VERSION OF TRUST STRATEGY

The full version of the Trust Strategy is available on the Trust's website: [www.swlstg.nhs.uk](http://www.swlstg.nhs.uk)



If you would like this document in another language, easy read format or braille then please contact us with your name, address and details of which format you require.

আপনি অন্য ভাষায় এই নথিতে চাই, সহজ পাঠযোগ্য বিন্যাসে বা বেরইল তারপর আপনার নাম, ঠিকানা এবং আপনি পরয়োজন বোধ করেন যা বিন্যাসের বিবরণের সাথে যোগাযোগ করুন.

તમે અન્ય ભાષામાં આ દસ્તાવેજ માંગો છો, સરળ વાંચી બંધારણમાં અથવા બરૂંદલ પછી તમારું નામ, સરનામું અને તમે જરૂરી છે કે જેમાં બંધારણની વિગતો સાથે અમને સંપર્ક કરો.

Jeśli chcesz tego dokumentu w innym języku, łatwe Format odczytu lub Braille'a, prosimy o kontakt z nazwą, adresem i szczegółowy, które wymagają formatu.

다른 언어들로 이 문서를 좋아 한 경우에, 읽기 쉬운 형식이나 접자는 당신의 이름, 주소, 당신이 요구하는 형식의 세부 사항에 저희에게 연락하십시오.

நீங்கள் வேறு ஒரு மொழியில் உள்ள இந்த ஆவணம் விரும்பினால், எளிதாக படிக்க வடிவத்தில் அல்லது ப்ரெய்லி பின்னர் உங்கள் பெயர், மகவரி மற்றும் உங்களுக்கு தேவையான எந்த வடிவமைப்பில் விவரங்களை எங்களுக்கு தொடர்பு கொள்ளவும்.

South West London and St George's Mental Health NHS Trust  
Springfield University Hospital, 61 Glenburnie Road, London SW17 7DJ  
Telephone: 020 3513 5000  
Website: [www.swlstg.nhs.uk](http://www.swlstg.nhs.uk)



Copyright © 2018 South West London and St George's Mental Health NHS Trust  
Published and distributed by: Communications Department

Connect with us

