

TAVISTOCK AND PORTMAN NHS TRUST

TRUST STRATEGY 2002 - 2005

INTRODUCTION

The Trust is a centre of excellence nationally and internationally for its clinical work, training and consultancy and its research is becoming well recognized. Its staff are strongly motivated and committed to the organization. The Trust has extensive training and research links to five universities and many other partnerships with NHS Trusts, Social Services and voluntary organisations. Its vision is to improve the national provision of high quality Mental Health services based on a psychological approach.

The Trust's work consists of five areas of activity:

- **Clinical Services**
To provide high quality Mental Health services for adults, children and adolescents and their families, and for forensic patients, based on psychological methods.
- **Training**
Organizing a wide-ranging programme of post-graduate training for Mental Health professionals in psychological skills, with a significant proportion of training delivered nationally in regional centres.
- **Research**
To carry out research into the origins of Mental Health problems and the effectiveness of psychological treatments.
- **Consultancy**
To provide organisational and clinical consultancy and to develop leading edge thinking about organisations, organisational change and leadership, in order to strengthen the NHS workforce and to support management and service in the wider public sector.
- **Public Policy**
Influencing public policy in Mental Health, Social Services and the area of Criminal Justice, to promote increased psychological understanding and an extension of psychological approaches to treatment and prevention.

A high degree of integration of these activities, undertaken by its multi-disciplinary staff group, underpins the Trust's distinctive contribution to the NHS and Social Care sectors. The Trust wishes to maintain these activities and to expand them both locally and nationally, and to obtain the resources and infrastructure to do so. It will aim to keep the balance between these activities.

THE ENVIRONMENT OF THE NHS AND THE PUBLIC SECTOR

- The Trust is small but its independence encourages a strong ethos which has created a wide influence. Standing alone can appear precarious, but the Trust has a record of successful financial management. It has consistently balanced its budget while increasing it from £7 million in 1996-97 to £13 million in 2002-03.
- The Trust will make a major contribution to the successful implementation of the NHS Plan and the National Service Frameworks by the expertise of its multi-disciplinary staff group in providing research and training the Mental Health workforce in England in psychological approaches to treatment and prevention. There is evidence that service users, professionals and managers value these approaches more highly than is so far recognised in the current policy and service provision climate.
- Within the reorganized NHS structure, the North Central Strategic Health Authority provides a valuable focus for the Trust's clinical services as the Sector is the main catchment area for its patients. The new commissioning role of the Primary Care Trusts is important for the negotiation of clinical contracts. The Trust will seek to attract new resources for clinical work. Work on clinical partnerships with other Trusts, supported by PCTs, has made encouraging progress.
- The Trust's commitment to improving the quality of Mental Health services is in full accord with the Modernization agenda and is strongly supported by users and patients. The Trust's publications and communication of its work and its influence on public policy will be enhanced by a more effective communications strategy.
- For the Portman Clinic, the high priority of Forensic Psychotherapy services in the NHS presents opportunities, particularly in partnership with special hospitals and secure units. The Portman's consultancy work in this area will continue to be influential. In relation to prison health there will be a planned gradual expansion of in-reach psychotherapy services to prisons and it is anticipated that this area will become of major importance.
- A fundamental issue for the Trust is whether it can attract appropriate resources to deliver its wide and ambitious agenda in line with the needs of the NHS. It will aim to develop further expertise in resourcing its activities.

CLINICAL SERVICES

- The Trust aims to expand and develop the volume and range of its clinical service provision in London, giving priority to the North Central Sector, and working in partnership with the five PCTs in the Sector to improve the quality of Mental Health services in line with the PCTs' priorities. This objective will be realised through continuing the current strategy of forming clinical service partnerships with other provider Trusts, with social services departments, education authorities and voluntary agencies. These partnerships must be carefully chosen and negotiated, in order to preserve the quality and distinctiveness of the Trust's approach to Mental Health service delivery and to

ensure that they produce adequate resources. Negotiation will need to be based on the Trust's readiness to adapt and to recognize the priorities of the PCTs for local services.

- The Trust will continue to develop two major initiatives within the North Central Sector: (1) the integrated CAMH service in Camden PCT and partnership arrangements with Barnet, Enfield and Haringey Mental Health Trust, (2) the Adult Psychotherapy Consortium with Camden and Islington Mental Health and Social Care Trust. Both of these initiatives are taking place in negotiation with the relevant PCTs.
- The aim of these partnership initiatives is to link the Trust's clinical services to the generic Mental Health services of the North Central Sector, so that the Trust's specialized services enhance comprehensive provision. In addition the Trust will maintain its clinical services outside the Sector. This will apply strongly to the Portman Clinic which provides services over a wide area of the London Region.
- The organisation will aim to develop specialist clinical services where these can be appropriately funded along the lines of successful projects, in partnership with other organisations, such as the Tavistock Mulberry Bush Day Unit and the Monroe Young Family Service.
- The Portman Clinic will continue to develop the funding arrangements for its clinical services via the regional specialist commissioning group, with the aim of achieving uniformity of access across the consortia of London PCTs.
- The Mental Health NSF provides new opportunities to develop the Trust's Adult services. The NSF requires an integrated psychological treatment service in each area and this provides an opportunity for the development of the Trust's psychological services for adults.
- The Children's NSF shortly to be published has been linked to a 10% increase in resources for CAMHS. This could provide opportunities for the Trust's reorganized CAMH services.

Clinical Governance

- The Trust's Clinical Governance strategy is well developed and will be reviewed shortly by CHI. The Trust will aim to strengthen and develop its Clinical Governance work in partnership with other Trusts, as has been done with the Care Programme Approach mechanisms. It will seek additional funding to support Clinical Governance.

Patient Advice and Liaison Service

- The Trust gives high priority to the agenda for the involvement of users and set up a PAL service in February 2002. It will aim to develop and expand this service and to increase patient and user involvement in planning its services. It will also seek to involve the public in its clinical service plans.

Ethnic Minority Services and Diversity

- The Trust seeks to extend the availability of its services to the minority ethnic population within its catchment area. This will partly be carried out by developing the new Somali service and the existing Bangladeshi/Asian service and by continuing to improve access to all its services.
- The Trust is also conscious of the need to make provision for those with physical disabilities.
- It will endeavour to recruit a greater proportion of senior staff from ethnic minorities and in order to do this will continue to improve access for people from ethnic minorities to the Trust's training programmes.

TRAINING

- Following a period of significant expansion in the range and depth of its Mental Health training, in the coming period the Trust will aim to consolidate the training ventures, to ensure that they are educationally and financially effective.
- The Trust will develop and expand its training for nurses both in the area of general mental health and in forensic mental health.
- The Trust will continue to develop its University training partnerships. As with the University research links, the training links will be kept under review by the Academic Advisory Group, the Training Committee and Management Group as to their continuing effectiveness.
- The Trust will work with the NHS University to identify possibilities for jointly delivering specialist post-graduate training for Mental Health professionals.
- The relationship with the North Central London Workforce Development Confederation provides opportunities for developing the Trust's training within the sector to enhance the quality of the Mental Health workforce in partnership with neighbouring Mental Health Trusts and PCTs.
- The Trust will continue to develop training in the regions, and seek to realize fully the potential which regional development has made possible in recent years. In the longer term the Trust will explore the feasibility and effectiveness of establishing an institutional base in northern England in three to five years, for the co-ordination and delivery of a selected range of training initiatives. This will be carried out in partnership with the Workforce Development Confederations, assisting them in the delivery of Mental Health NSF and Children's NSF targets. This base will extend the Trust's capacity to deliver training nationally and will aim to enhance the Trust's reputation and its national role. The Trust has recently successfully supported the establishment of the Northern Child Psychotherapy Training in Leeds in partnership with the West Yorkshire WDC.
- The Trust will support the development of the National Steering Group for its National Training Contract chaired by the Chief Executive of the South Trent

WDC, working in partnership with the National Institute of Mental Health. It will negotiate with the steering group the place of the National Training Contract in the newly merged training levies.

RESEARCH

- The Trust will strengthen the evidence base for its approaches to understanding and treating mental disorder and other forms of psychological distress. It will also address issues relevant for workforce retention and organisational health. This research will reinforce the standing of the Trust and promote further development of its therapeutic work.
- The Trust will seek to maintain and develop its research programmes in co-operation with its university partners. It will aim for a 50% increase in research grants in this three year period. Wherever funding is available joint academic posts will be established. A regular review process for these partnerships will examine their productivity and how effectively they are managed.

CONSULTANCY

- The Trust offers a diverse and nationally and internationally respected range of consultancy services for NHS, Social Care and other public sector settings, as well as the private and voluntary sectors, aimed at strengthening the workforce and improving management and organisation.
- The consultancy work is carried out by the Tavistock Consultancy Service and in the clinical units of the Trust. It aims to produce innovative thinking about organisations, organisational change and leadership. The Tavistock Consultancy Service works with leaders of organisations in the NHS, the private sector and the voluntary sector, adding significantly to the influence of the Trust's work.
- In line with its aim for the national provision of forensic psychotherapy and reinforced by recommendations of public enquiries, the Portman Clinic offers clinical consultancy on a national basis to special hospitals and secure units in order to develop psychodynamic understanding in the area of Forensic Mental Health.
- In the coming period the Trust will concentrate efforts on better and fuller internal co-ordination and development of these services in order to maximise their national potential for assisting in the delivery of NHS Mental Health policy. Some reorganisation of consultancy resources will be required to achieve this aim. The consultancy work needs to identify new opportunities but to be developing in support of the Trust's strategy to influence NHS policy in Mental Health.

POLICY AND COMMUNICATIONS

- The Trust will expand its capacity to influence national Mental Health policy, service provision and organisational functioning in the NHS and Social Care

sectors, by seeking representation on advisory groups. It will aim to free talented individuals in the Trust to carry out this work.

- Alongside a continuing commitment to innovation in policy, the Trust will focus resources towards the dissemination and promotion of its work in the public sphere.
- Central to the realisation of the Trust's objectives is a more vigorous, purposeful and properly resourced external Communications strategy to promote the Trust's work. Development of the Trust's public relations capacity and the use of creative approaches to the dissemination of its work in the public sphere are essential.

STAFF

- The Trust will continue to support the development of the staff by its Continuing Professional Development schemes, its study leave and sabbatical leave arrangements and its training grant scheme for administrative staff.
- The Trust will put in place an effective system for workforce planning to provide information for the Workforce Development Confederation and for its own planning cycle.
- The Trust will give attention to reducing stress levels amongst its staff by improving management arrangements and supporting appropriate training.
- The Trust has great success in recruiting and retaining professional staff. The recruitment of administrative staff is more problematic. The Trust will give attention to improving the recruitment of administrative staff.
- It will support the development of administrative and management staff, so that they can take on more senior roles in the organisation.
- The Trust will continue its policy of involving clinicians in the management of the organisation.

RISKS AND OPPORTUNITIES

The Trust will need to ensure that it takes action to manage risks and to develop new opportunities for its work to be recognized and funded.

- The Trust's independence has enabled it to be effective in delivering financial stability and expansion. It will need to continue effective financial management to avoid any compromise to its independence.
- The Trust will need to take steps to ensure adequate resourcing of its activities to avoid the danger of overstressing staff's energy and enthusiasm, which could lead to a deterioration of the organisation's ability to continue to produce high quality work.

- The Trust needs to give clear leadership and direction to avoid the organisation losing its focus and attempting to deliver on too broad a front. This is a risk with a talented, enterprising staff.
- The Trust will need to give priority to engaging with the PCTs to meet their commissioning requirements and to avoid becoming marginalized from new investment in clinical services and training. For example, the new investment in CAMH services will be delivered through Social Services Departments, which will need to see the Trust's activities as a priority in the future development of high quality CAMH services.
- The Trust will continue to develop its effective Risk Management strategy to reduce further a wide range of risks, including clinical risks, compliance with health and safety legislation, staff safety, estates risks including the risk of fire.

MANAGEMENT AND ORGANISATION

- The Trust will further refine its management systems to identify more clearly the costs and income related to each of its activities, to assist planning and business management.
- It will review management structures where these may be causing organisational or budgetary problems.
- The Trust will aim to improve management structures to assist both budgetary management and the management of professional activities, to enable more effective use of financial, building and human resources.

Information, Communications and Technology

- The Trust's ICT strategy will support the Trust's existing services – especially clinical services and training activities – and also its strategic service developments.
- Improved systems for the Trust's clinical services are intended to improve access to administrative records, to hold clinical records previously kept manually, to support the monitoring of clinical effectiveness and clinical governance, and to provide links with referrers and other services. They should thereby directly improve patient care and also meet national strategic targets.
- ICT systems are already an essential resource for the Trust's national training programmes. As the Trust continues to enhance them, they will ensure that it contributes fully to the national objectives for developing the mental health workforce.
- The Trust will continue to implement its new Clinical Information system and will put in place new management arrangements to ensure its success.

RESOURCES AND INFRASTRUCTURE

- The Trust's premises are now very fully utilized, and space for expanded clinical and training work is severely restricted, placing a ceiling on new activities.
- The Trust will explore the feasibility of new accommodation, for example by means of clinical bases in the community and training outreach centres such as a possible base in Northern England. The Trust will aim to secure capital funding for rebuilding the Monroe Young Family Centre and for the Library extension and an improved students' common room.
- The Trust will continue to employ financial strategies which ensure a balanced budget and will ensure that further developments are realistically costed, and which protect the organisation from further strain on resources. Plans for growth must be consistent with these criteria, and also take full account of costs and availability of any new accommodation requirements.
- The Trust will use best-practice business planning mechanisms and budgetary management which will realistically assess the resources needed for any development, to provide sufficient accommodation for increased staff and services in the most cost-effective way.

This strategy was prepared from 12 supporting strategy documents covering each area of the Trust's activities, which are available as appendices.

It will be the Trust's intention to continue to review this strategy annually to keep up to date with developments within the NHS and within the Trust itself.