

APPENDIX A

Central and North West London NHS Foundation Trust (CNWL):
 Assessment of Current Performance and Future Contract Delivery

Key Criteria	Assessment of current performance
<p>Quality and Innovation</p>	<p>Quality</p> <p>CNWL's sexual health services have been recognized for their high quality, evidenced by a recent "Good" rating for safety from the CQC. This rating reflects the organisation's effective risk management and safeguarding procedures. CNWL employs the NHS Datix system for incident reporting, promoting a culture of transparency where staff are encouraged to report safety concerns without fear of blame. They comply with the 2022-23 NHS England's Patient Safety Incident Response Framework, emphasising learning and improvement. The services are effective, as indicated by an "Outstanding" rating in the effectiveness domain by the CQC. Recent Quality Improvement initiatives have enhanced domestic violence screening processes and decreased waiting times for PrEP consultations.</p> <p>Customer feedback highlights the positive patient experience, with 99% of users reporting a friendly welcome and over 95% satisfaction across all locations. Patients feel involved in their care.</p> <p>Leadership at CNWL is noted as "dynamic, inspiring, and approachable," supported by a strong Clinical Governance Framework that ensures accountability from the frontline to quality committees. Staff involvement in governance is prioritised, fostering a culture of shared responsibility.</p> <p>The sustainability of services is demonstrated by appropriate staffing levels and resource management, leading to timely service access—76% of patients diagnosed are seen for treatment within two days. Staff development is emphasised through comprehensive training programs, which enables consistent service delivery even during peak demand. Equitability is another core principle, with CNWL ensuring accessibility for underserved communities, including LGBTQ+ individuals, sex workers, and those with learning disabilities.</p> <p>Their outreach programs effectively target vulnerable populations, reducing barriers to sexual health services through free and confidential offerings.</p>

	<p>Innovation</p> <p>CNWL is engaged in various health studies, contributing to national and international research initiatives, such as the Pre-Exposure Prophylaxis (PrEP) impact trial. Their commitment to innovation is evident in the introduction of digital healthcare initiatives, including an online PrEP service launched in 2023/24 and the "Clinic-in-a-Box" initiative that enhances access for hard-to-reach populations.</p> <p>Innovative practices have measurably improved health outcomes, particularly among marginalized groups. The successful uptake of the PrEP service has demonstrated CNWL's ability to use innovation to drive public health improvements.</p>
<p>Value</p>	<p>CNWL significantly benefits patients and the broader population through high-quality services that enhance health outcomes and promote well-being. Their integrated, patient-centred approach, which includes collaboration with community organisations and a focus on preventive measures like PrEP, effectively reduces the burden of ill health and lowers long-term costs for taxpayers by minimising the prevalence of sexually transmitted infections and unintended pregnancies.</p> <p>Operating predominantly on a tariff-based model, CNWL maintains a competitive edge with one of the lowest geographical weightings for services in comparison to neighbouring trusts. This pricing strategy, combined with a collaborative approach across North Central London boroughs, enhances service consistency and optimises resource use, contributing to financial control and affordability.</p>
<p>Integration, collaboration and service sustainability</p>	<p>CNWL prioritises integrated care by partnering with various stakeholders, including other NHS organisations, local authorities, charities, and community organisations. These collaborations support seamless care pathways and address social determinants of health, particularly for underrepresented communities.</p> <p>Overall, CNWL's commitment to quality, innovation, and collaboration underpins its success in delivering effective sexual health services that meet the diverse needs of the population, aligning with local and national health priorities. Their focus on sustainability and social value initiatives further reinforces their role as a vital provider within the healthcare landscape.</p>
<p>Improving access, reducing health</p>	<p>CNWL is committed to improving access and reducing health inequalities, particularly for underserved populations. Their service delivery aligns with the NHS Constitution,</p>

<p>inequalities and facilitating choice</p>	<p>ensuring equitable access for groups like the LGBTQ+/Men who have Sex with Men (MSM) community, minoritized groups, sex workers, and the homeless.</p> <p>CNWL offers various access points, including online booking, walk-in services, and a helpline for those facing digital barriers.</p> <p>To further address disparities, CNWL has implemented targeted outreach and in-reach services, especially for high-risk groups like young Gay, Bisexual and Men who have Sex with Men (GBMSM) of colour and migrants. They actively combat stigma and geographical challenges through community-based interventions and partnerships with third-sector organisations.</p> <p>The co-production model involves service users in care delivery improvements, enhancing inclusivity for people with learning disabilities.</p>
<p>Social Value</p>	<p>CNWL demonstrate a commitment to social value through its Green Plan aimed at achieving Net Zero emissions by 2040 and promoting sustainable practices. Their inclusive employment initiatives target recruitment from high-deprivation areas and support diverse hiring. By engaging local communities in sexual health education and providing staff well-being programmes, CNWL fosters community cohesion and addresses social determinants of health, aligning with local social, economic, and environmental goals.</p> <p>CNWL are delivering on a number of other social value outcomes including:</p> <p>An Apprenticeship Scheme where apprentices, acting as community sexual health champions, will directly contribute to partnership work and clinic visits. This was delayed due to implementation of the new model and then Covid-19 but is now planned for roll out in 2024.</p> <p>Training for local GPs/practice nurses, including clinical trials/research via a longstanding partnership with University College London Centre for Sexual Health and HIV Research providing residents with access to state-of-the-art clinical/health services/public health trials and research in sexual health/HIV. CNWL have provided a local training programme for clinician and participated in national trials. In the last 24 months training has been delivered to 32 Camden GPs, 20 practice nurses/nurse practitioners and one pharmacist.</p>

Local partnerships with borough VCS and community groups to: raise awareness of sexual health in local target populations; support people to maintain good sexual health and access services when needed and reach people not in contact with mainstream services and link them into appropriate support. The CNWL Health Promotion Team has established and developed a wide range of local partnerships across Camden to support sexual health promotion and outreach; organisations include: Camden Learning Disability Service, Women at the Well, Salvation Army, Mind, drug and alcohol services, libraries, gyms, faith organisations and Pause Project.

Key Criteria	Assessment of future performance
<p>Quality and Innovation</p>	<p>CNWL have demonstrated clear and concise structures for staff management, clinical supervision and appraisal processes. They have positive supervision rates (over 85%), and the use of staff feedback on the effectiveness of supervision demonstrates processes for improving on current performance levels. Staff are also offered coaching outside of standard supervision.</p> <p>CNWL demonstrated high levels of compliance for mandatory learning, training compliance is tracked through systems that allow for regular monitoring by staff and managers. There is a clear escalation process outlined for non-compliance.</p> <p>Quality assurance is clinically led and is considered via a range of mechanisms. Reflective practice is encouraged and staff are supported to learn from one another via peer-to-peer learning. There are robust processes for identifying areas for further training and/or to inform changes to the training programme.</p> <p>CNWL have provided good examples of areas where quality improvement methodology has contributed to innovative approaches to improving service delivery and user outcomes.</p> <p>Corporate strategy and structure (eg: Improvement Academy) is in place to support the delivery of quality services and as a result CNWL have been identified as an exemplar site by NHS England. There is a clear description of the differing levels of service user involvement and examples of how their input shapes service delivery.</p> <p>CNWL have demonstrated a clear commitment to delivering the sexual health CAG (Clinical Advisory Group) for North Central London.</p> <p>They have outlined a comprehensive approach to identifying and managing safeguarding internally, and are members of</p>

	<p>all four boroughs Safeguarding Boards (Adult and Children). Staff are supported in their considerations across a range of safeguarding issues both immediately (safeguarding line) and in structured ways through MDTs for example.</p> <p>CNWL have a robust digital offer and have outlined approaches to evaluate their effectiveness including: analysing access data from digital platforms, monitoring metrics such as page navigation, information requests, and device accessibility. They have said they will use the Service User Involvement Working Group to seek feedback from diverse resident groups via targeted focus groups.</p> <p>CNWL have provided a detailed response relating to incident response and risk management based on a comprehensive framework designed to ensure patient safety, organisational learning, and continuous service improvement. It is aligned with the NHS Patient Safety Incident Response Framework (PSIRF); staff are trained and a clear investigation process is supported by specific and named individuals.</p> <p>Processes are led by their quality governance lead and they are refining their systems so not only is learning about incidents but also about their own processes. They take a Trust wide approach to learning from incidents so anything of relevance elsewhere in the organisation is fed through to the service. They use the Learning From Patient Safety Events reporting system (LFPSE) which automatically uploads all patient safety incidents in real time so learning from our incidents is accessible.</p> <p>Good governance is in place; they have clear systems, tools and processes with a commitment demonstrated to continuous learning and improvement. CNWL have provided relevant examples to demonstrate how the identification, monitoring, mitigation and escalation of risks is applied.</p>
Value	<p>CNWL have set out an appropriate approach to ensure sustainable delivery of the ISH targets within the existing contract values. This includes a review of the staffing model, and a commitment to review and negotiate contracts for pathology and prescribing. They have also committed to include commissioners and the Clinical Advisory Group in future staffing model reviews. They have noted the limitations local authorities have on committing to year on year inflation and pay awards when setting contract prices.</p> <p>The response indicates in-depth financial planning has been completed, and the plan itself demonstrates a more stable/sustainable model.</p>

Integration, collaboration and service sustainability

CNWL have demonstrated a good range of existing partnerships. There is a commitment to review and change the offer according to local need/demand and have described appropriate methods to collect service user feedback. They describe how patient feedback materials will be designed in Easy Read format and made available in multiple languages. CNWL Learning Disabilities team collaborates with their sexual health services in developing accessible materials, ensuring they meet the needs of diverse audiences. Digital resources and surveys are compatible with Google Translate, and in-clinic interpreter services will continue to be available.

Clinics also have comment cards in situ to enable service users to submit any feedback in person as well as talking to staff. Clinics will clearly communicate to patients the impact of their feedback using 'You Said, We Did'.

They have submitted a comprehensive communication plan which includes a comms calendar and evaluation tools to monitor effectiveness. There is a commitment to develop this with commissioners at the start of the new contract.

Comms plans will be individualised for each borough based on demographics and will use Needs Assessments to inform local targeting and messages. CNWL will also liaise with borough specific comms teams.

They have demonstrated a commitment to publicising the pan-London e-service provision including a link to the e-service from the SH service website.

Improving access, reducing health inequalities and facilitating choice

CNWL have clearly described their service user engagement plans. They state they will be using data led approaches augmented with direct engagement through the Service User Engagement Working Group and via existing partners. They will also be delivered targeted marketing strategies.

CNWL will use the Service User Engagement Group to work closely with local communities to co-develop culturally appropriate messaging and address sensitive topics. They have stated they will identify and use community preferred platforms where possible, and work with communities to identify new outreach locations.

CNWL have demonstrated a range of options for accessing services are available. Alternative appointment booking methods are in place for those who may experience barriers with digital access including outreach, use of walk-in cards,

	<p>and supporting GPs in guiding patients on accessible pathways to make appointments and access services, and walk-in appts. A helpline is also available for those experiencing difficulty using the on-line booking system. The helpline's availability is advertised on the main landing page of the website, and the demand has been informed by audited call data.</p> <p>CNWL have committed to collect data on all 9 protected characteristics. They will be making changes to their IT systems to allow mandatory reporting for some characteristics. They have also stated that where the collection of disability has been particularly poor, they will conduct a data audit and will transition to a clear Yes/No reporting system for disability status.</p>
<p>Social Value</p>	<p>CNWL have committed to delivering the social value outcomes across all four boroughs. They will develop a Social Value mobilisation plan that will be used to monitor progress and report back to commissioners, their SV Lead will oversee the plan and reporting will include measures and outputs.</p> <p>They have committed to delivering 1 apprenticeship per borough per contract year and 2 work placements per borough per contract year. Other areas of social value commitments include (but not limited to) developing and maintaining local partnerships and green commitments. Progress and achievement for both will be reported in quarterly and annual reports respectively. There are additional commitments still in development with CNWL in relation to supporting service users to stop smoking.</p> <p>Further work is needed before the contract start date to agree specific targets / deliverables and reporting frequency for all social value measures.</p>