



Northumberland,
Tyne and Wear
NHS Foundation Trust

Caring, Discovering, Growing: Together

Northumberland, Tyne and Wear
NHS Foundation Trust Strategy

2017 – 2022



Caring | Discovering | Growing | Together



About us

Northumberland, Tyne and Wear NHS Foundation Trust (NTW) provides a wide range of mental health, learning disability and neuro-rehabilitation services to a population of 1.4 million people in the North East of England.

In September 2016 the CQC rated our Trust as 'Outstanding' and we became one of only two non-acute trusts in England to be awarded an overall rating of Outstanding.

We are one of the largest mental health and disability organisations in the country with an income of approximately £300 million. We employ over 6,000 staff, operate from over 60 sites and provide a range of comprehensive services including some regional and national services.

Our vision and values

Our vision is:

“To be a leader in the delivery of high quality care and a champion for those we serve”

Our vision is underpinned by a set of core values which we refreshed during 2013, in consultation with a range of partners, including service users, carers, staff and governors.

Our values ensure that we will strive to provide the best care, delivered by the best people, to achieve the best outcomes. Our concerns are quality and safety and we will ensure that our values are reflected in all we do:

Caring and compassionate

- Put ourselves in other people's shoes
- Listen and offer hope
- Focus on recovery
- Be approachable
- Be sensitive and considerate
- Be helpful
- Go the extra mile

Respectful

- Value the skill and contribution of others
- Give respect to all people
- Respect and embrace difference
- Encourage innovation and be open to new ideas
- Work together and value our partners

Honest and transparent

- Have no secrets
- Be open and truthful
- Accept what is wrong and strive to put it right
- Share information
- Be accountable for our actions

Shaping our strategy - Together

In 2015, the Board of Directors agreed that the time was right to review our strategy. From the start we took an inclusive approach to refreshing our strategy and over the eighteen month period while we developed the strategy, we have tried to involve lots of people including:

- Service users and carers
- Our staff
- Our three clinical groups
- The Council of Governors
- The Board

We have taken into account the national and local strategies that are relevant to the people using our services, carers, our staff and our organisation as a whole.

The involvement work took many forms and some key themes emerged. These were:

- Including people
- Being people centred
- Recovery
- Developing pathways
- Real support
- Wellbeing
- Quality
- Expertise
- Listening

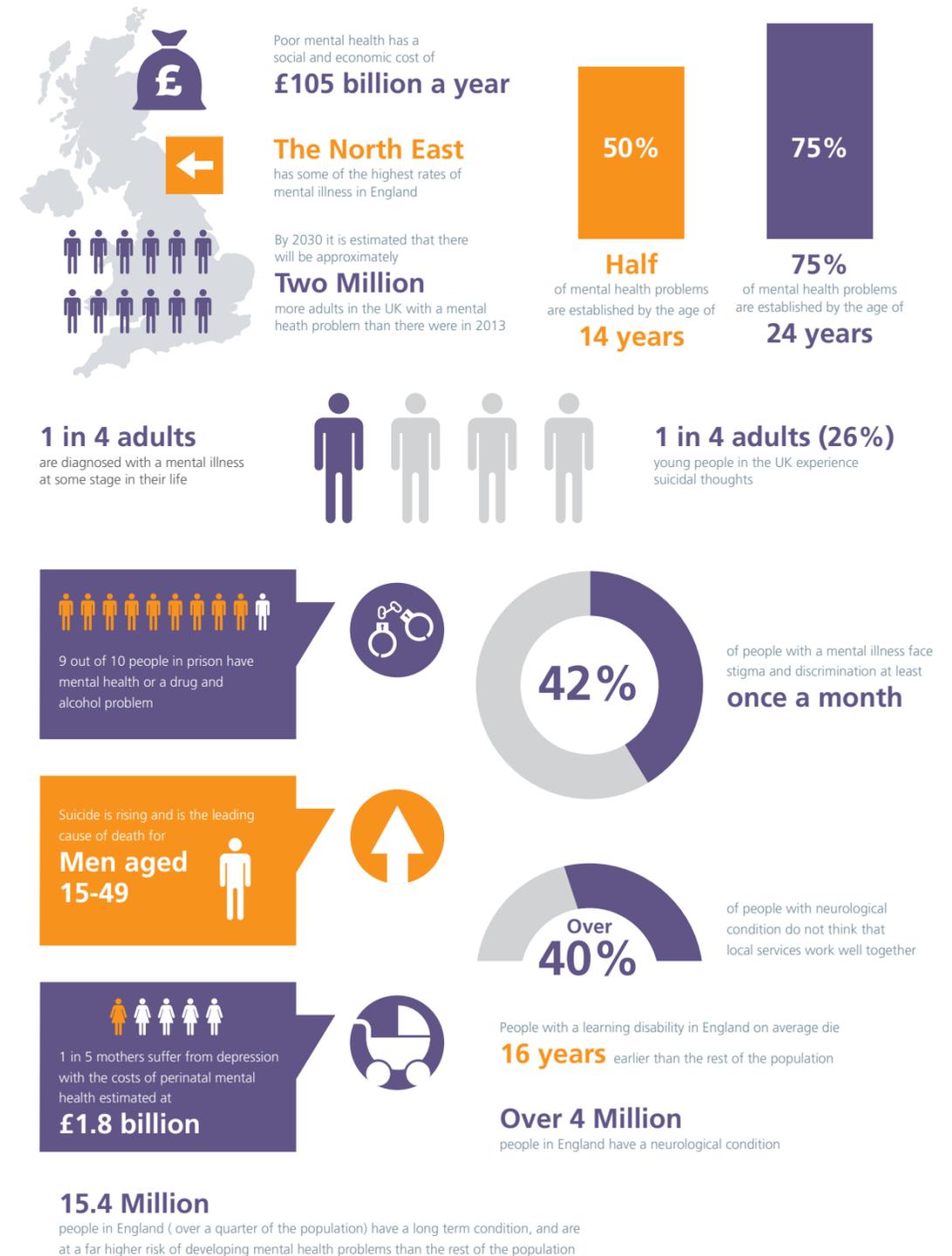
The feedback from all of those involved has helped us shape this strategy, identify what is important and determine our strategic ambitions.

The title of our strategy, **'Caring, Discovering, Growing: Together'** sums up the themes and comments which everyone made.

Thank you to everyone who helped us with this important work.

Some key facts

Here are some key facts about the world around us..





The challenges and opportunities

As the NHS strives to continue to provide high quality services, and to live up to the high expectations of patients and the public, we must have regard to today's challenges and anticipate the challenges of the future.

People are living much longer which is good news, but an ageing population presents a number of serious challenges for the health and social care system.

By 2021, the number of people living with dementia in the UK is projected to exceed one million and dementia is estimated to cost the NHS local authorities and families £23 billion a year.

The cost of providing care is getting more expensive. The NHS now provides a much more extensive and sophisticated range of treatments and procedures than could ever have been envisaged when it was established. New drugs, technologies and therapies have made a major contribution to curing disease and extending the length and quality of people's lives.

The NHS is however facing these challenges at a time of unprecedented austerity and adjusting to an era of much tighter public finances. In addition financially challenged local authorities have reduced their spending on social care, impacting on the demand for health services. There are also shortfalls in the available workforce including medical, nursing and other staff groups.

To meet these challenges, health and social care services must change fundamentally.

This means everyone working differently and 'smarter'. It means altering or completely reshaping services giving people better quality and experience for less money. It means reinvesting any money saved in more and better services and so extending access to care.

Only by getting everyone involved and working together, will a network of services be provided which can meet the changing needs of people in the 21st century within the limits of the budgets available.

Alongside this, mental health in particular has never had a higher profile in society. After many years of fighting hard to challenge the stigma associated with mental ill health, the tide is finally turning. Celebrities, pop stars and the Royal family have opened up about their personal experiences, and charities such as Time to Change and Heads Together have supported this.

A new light has been shone on mental health services, which have traditionally been described as a 'cinderella service'. The phrase 'parity of esteem' has been coined to underline the need to see mental health services as equally important to other parts of the health service.

Change for the better is happening, and more is to come. The work we have done with our partners around the Five Year Forward View for Mental Health and the Crisis Care Concordat's have led to some significant developments such as street triage, enhanced psychiatric liaison services and better access and community services.

We have an exciting opportunity through our local partnerships to encourage our local health partners to understand the benefits of providing a more integrated approach to the physical, mental and social wellbeing of the people and communities we serve.

The next five years will be a time of change for the whole of the NHS and also for NTW. This strategy provides an opportunity for us to play our part in ensuring that the people we serve are able to have their voices heard in these changes.

“A new light has been shone on mental health services”

Our Quality Goals

NTW initially identified our Quality Goals in 2009, drawing upon feedback from patients, staff and our partners. Following feedback from those involved in developing this strategy we have reviewed and updated our Quality Goals.

| Quality Goal One | Quality Goal Two | Quality Goal Three |
|------------------|---|--|
| Keeping you safe | Working with you, your carers and your family to support your journey | Ensuring the right services are in the right place at the right time to meet all your health and wellbeing needs |

In 5 years' time what would success look like?

| | | |
|--|---|---|
| Learning from experience | Working together with service users, carers and communities | Service users "living better for longer" |
| Openness in reporting | Principles of the Triangle of Care embedded | Evidence based care consistently provided |
| Demonstrating improvement | Co-production at all levels | Meaningful outcomes |
| Reduction in incidents of harm | Improved positive service user and carer feedback | Timely access to 24/7 services, in accordance with need |
| Smooth transitions from one service to another | Seamless care across all partners-no barriers | Care close to home and elimination of out of area placements |
| Better suicide prevention | Wellness Recovery Action Plans (WRAP) embedded | An integrated approach to meeting physical, mental health and social care needs |
| | Supporting resilience in people and communities | |

Each year we also set new quality priorities to help us achieve our Quality Goals. These priorities are identified in partnership with service users, carers, staff and partners as well as information gained from incidents, complaints and other learning.

Our Quality Goals are three things that will help us achieve our vision by providing the overarching framework for this strategy. We will deliver our vision and our Quality Goals by meeting our strategic ambitions.

Our strategic ambitions

We have developed six strategic ambitions. These are:

- | | |
|--|--|
| 1. Working together with service users and carers we will provide excellent care, supporting people on their personal journey to wellbeing | 2. With people, communities and partners, together we will promote prevention, early intervention and resilience |
| 3. Working with partners there will be "no health without mental health" and services will be "joined up" | 4. The Trust's mental health and disability services will be sustainable and deliver real value to the people who use them |
| 5. The Trust will be a centre of excellence for mental health and disability | 6. The Trust will be regarded as a great place to work |

Another way to think about these is:



Strategic Ambition One

Working together with service users and carers we will provide excellent care, supporting people on their personal journey to wellbeing. Everyone involved in helping us shape this strategy overwhelmingly agreed that service users and carers should be at the centre of everything we do.

Getting this right is the single most important thing we can do in NTW to have a positive impact upon people's health and wellbeing.

When we asked people about what we must do over the next five years they said:

- Communication between staff, service users, carers and families
- Co-production

When we asked people: 'What good would look like in five years' time?' these are some of the recurring words people used:

- Seven day services
- Meaningful outcomes
- Co-production
- Evidence based
- Local services
- Responsive
- Recovery
- Person centred
- Accessible

Meeting this ambition is about more than reaching milestones in terms of improvements to service provision. It is fundamentally about changing the relationship between people who work for NTW and people who use our services and care for them. It involves creating equal, trusting and therapeutic relationships between individual service users, their families and carers and professionals.

Our successful strategy will mean;

- Service users and carers will have a positive experience of our services and will recommend the care delivered by the Trust
- Our services will comply with national and local access, quality and 24/7 crisis response standards
- A comprehensive set of care pathways are fully established
- We will deliver meaningful outcomes which demonstrate effectiveness

There are also some major service developments we have planned that will contribute towards this strategic ambition:

Delivering excellence in patient care:

Inpatient care is provided in fit for purpose facilities, with common standards of care and support, responsively, seven days a week, within the constraints of the resources available to us.

Great care in your community:

Roll out new community evidence based care pathways across Northumberland, North Tyneside, Newcastle and Gateshead and ensure that our community services work alongside our partners to ensure people's holistic needs are met.

We will deliver community services which demonstrably deliver value for money in terms of productivity and outcomes.

Building the right support - Transforming services for people with learning disabilities and autism:

We will close the agreed number of adult secure beds, in line with the national programme.

We will work to ensure a patch wide approach to improving services for people with a learning disability and autism, using our expertise alongside partners to transform the services across the whole pathway in all localities.

We will develop our provision of world class inpatient services for people with autism with the most complex needs.

You can see more about all of our detailed plans at the end of the booklet.

Strategic Ambition Two

With people, communities and partners, together we will promote prevention, early intervention and resilience.

The future health of millions of children, the sustainability of the NHS, and the economic prosperity of Britain all now depends on a radical upgrade in prevention and public health.

In mental health and disability services, we have known for a long time that employment is vital to health and should be recognised as a positive outcome. The NHS must play a greater role in supporting people to find or keep a job. Housing is also critical to the prevention of mental health problems and the promotion of recovery. Those in the criminal justice system experiencing mental health problems and disabilities need better support with agencies working together to provide the right support.

This strategic ambition says very clearly that NTW has a role to play in making sure that our communities and local partners focus on the causes of poor health, and in making improvements. It also highlights the importance of ending the stigma around mental ill health and disabilities.

When we asked people about what we must do over the next five years they said:

- That they want us to lead, be courageous, tackle stigma and use our expertise and knowledge
- Promotion, prevention and resilience and partnership working is essential

When we asked people: 'What good would look like in five years' time?' these are some of the things they said:

- Partnership working
- Independence
- Healthy
- No stigma
- Collaboration
- Working with communities
- Community engagement
- Wellbeing

Meeting this ambition will require us to work even more closely with our partners so that we can support people who are outside the traditional reach of our services. In particular we will focus on the difference that children and young people's services, and IAPT services can make, as well as continuing to improve access to services that people use at times of crisis.

Our successful strategy will lead to:

- Children and young people will have quick access to high quality mental health and learning disability services when they need it
- Easy access to psychological support for people who need it
- More people living with mental health problems and disabilities will find and stay in work
- Improvements in the quality of life outcomes for people living with mental health problems and disabilities
- Reduction in suicides
- Easy access to crisis response services.
- As a part of the health and justice pathway, improve access to liaison and diversion services
- An end to the stigma around mental ill health and disabilities

There are also some major service developments we have planned that will contribute towards this strategic ambition:

Building resilience for people and communities: We will play a leading role with partners, as part of our joint Sustainability and Transformation Plan, in developing a patch wide approach to building resilience for people and communities. We will work with all partners and agencies to enable people, their families, carers and communities to better support mental illness and disability.

Our future for children and young people - improved access to community services:

We will promote and play an integral part in delivering a system wide approach to improving services for children and young people, collaborating with all partners.

Strategic Ambition Three

Working with partners there will be 'no health without mental health' and services will be 'joined up'.

At least four million of the 15 million people in England with a long term physical health condition also have a mental health problem. The interdependency of mental health and physical health has significant implications for individual patients. Shockingly, people with a learning disability in England on average die 16 years earlier than the rest of the population.

Addressing the inequality arising from the lack of an integrated approach to mental health, disabilities and physical health needs, and improving the health of our local populations and reducing the need for hospital admissions, is an integral aim of the local Sustainability and Transformation Plans.

The Five Year Forward View stresses the need to make physical and mental health care equally important and says that by 2020/21, at least 280,000 people living with severe mental health problems should have their physical health needs met. They should be offered screening and secondary

prevention reflecting their higher risk of poor physical health.

When we asked people about what we must do over the next five years they said:

- Stop the division between mind and body
- Use your expertise to bring on others - acute hospitals, other organisations and agencies

When we asked people: 'What good would look like in five years' time?' these are some of the things they said:

- Joined up map of care and support
- Making a difference
- Educate
- Pathways
- Partnership
- No barriers

Meeting this ambition will require us to continue to prioritise the focus on the physical healthcare and the health and wellbeing of all of those that use our services. With the support of commissioners we have developed a range of psychiatric liaison services in partnership with our partners in local

acute Hospitals. We will also need to continue to build partnerships with local GP's and relevant clinical networks.

Our successful strategy will mean that we:

- Improve the physical health of those with severe mental illness
- Improve the physical health of those with a learning disability
- Improve the mental health of those suffering with long term medical conditions
- Support the resilience and wellbeing of carers
- Improve access to specialist mental health services to those presenting with mental health problems in acute hospitals
- Improve the physical health of patients with severe mental illness in our inpatient services
- Improve access to specialist perinatal mental health care for mothers, infants and young children
- Improve the mental health and wellbeing of older people in residential care homes

The major service development which contributes to this strategic ambition is:

Enabling the system to support your whole needs

We will, as an integral part of the Sustainability and Transformation Plan, promote a patch wide approach to better supporting people's whole needs, working with all local acute hospitals and community service providers to integrate mental health into physical health pathways.

Strategic Ambition Four

The Trust's mental health and disability services will be sustainable and deliver real value to the people who use them.

The NHS has suffered severe financial restraint in recent years and this is unlikely to ease. At the same time, demand for many of our services is rising and expectations from the public are becoming higher.

We have been successful in meeting this challenge of providing ever better and more accessible services with the same or less money over recent years, and this challenge is set to continue.

Money isn't the driver for what we do or the reason we come to work. But this strategic ambition is about helping to manage the delivery of great quality sustainable care for the long term by living within the resources we have available and ensuring that we maintain the confidence of the wider system as a Trust that delivers. Our Outstanding rating gives us confidence that we are doing the best we can for our service users, and our continuing financial health means that we are able to set our own direction for the future without undue attention from our regulators. This enables us to get on

with the job that we do best, providing the best support we can to our service users and their families.

When we asked people: **'What good would look like in five years' time?'** these are some of the things they said:

- Financially secure
- Economically viable
- Simpler organisation
- A well-oiled machine
- Stability
- Performing well
- Best services
- Well resourced

Meeting this ambition underpins and enables all of our other hopes. Our Outstanding rating gives us confidence that we are doing the best we can for our service users, and our continuing financial health means that we are able to set our own direction for the future without undue attention from our regulators. This enables us to get on with the job that we do best, providing the best support we can to our service users and their families.

Our successful strategy will mean:

- Being financially sound and meeting all of our financial targets
- Providing services that offer real value to the people that use them and are sustainable in the long term
- Playing our part in a financially sustainable and thriving Sustainability and Transformation approach, operating collaboratively and transparently to deliver high value pathways of care across organisational barriers and mutual organisational sustainability across the patch
- Growing our service offering where this supports the underlying sustainability of our organisation and our existing services

The major service development which contributes to this strategic ambition is:

Our future for children and young people - care for the most vulnerable

We will not provide young people's specialist inpatient services from the current location of Alnwood in the medium term and will re-provide those services from alternative accommodation or exit from the market.

We will develop a sustainable model of care for children and young people requiring specialist inpatient support.

Strategic Ambition Five

The Trust will be a centre of excellence for mental health and disability.

Research and innovation are critical to addressing the challenges the NHS faces. The NHS as a whole needs to harness the best of our clinical, research, academic and industry expertise.

The five Year Forward View recognises that innovation and research is the key to driving change, now and in the future. We are committed to playing a leading role in this and digital technology has a pivotal role to play.

Many of our staff and service users carry a powerful computer with them – in their smartphones and tablets - all the time. The emergence of this advanced digital technology opens up opportunities for support, treatment and prevention. The technologies now on offer give us the potential to provide a more tailored and person centred approach to care.

When we asked people: **'What good would look like in five years' time?'** these are some of the things they said:

- Become experts and develop expertise
- Grow
- Lead
- Share knowledge
- Deliver quality

Meeting this ambition acknowledges that we are one of the largest mental health and disability trusts in the country, and our clinicians and other staff have a wide breadth of experience and skills in many fields. Our services are recognised as Outstanding at a national level, with some having an international profile and we want to build on this. We are committed to maintaining this high standard consistently across all of our services and sharing best practice with other organisations.

We are ranked as the fourth most research active mental health trust, on the basis of the number of nationally funded studies. Many of our clinicians are recognised nationally and internationally for their research and involvement in the development of best practice and guidance, including those developed through the Royal Colleges and National Institute for Healthcare Excellence. Our staff are often responsible for training and inspiring the next generation, and they help raise the profile of mental health, disability conditions and treatments.

The transformation of services has been at the heart of our strategy and this work is also now being recognised nationally with other organisations seeking to learn from us. We have established Trust Innovations as our brand for providing external support, advice, consultancy and products to the wider NHS and beyond.

We have been recognised as a global digital leader across the mental health and disability sector.

We work hard to influence national and local plans and policy, fighting stigma and the highlighting the need for parity of esteem.

Our successful strategy will mean that we are:

- A leader in research and in embedding research into practice
- A centre of excellence for mental health and disability services, developing Trust Innovations to both export and draw in expertise, knowledge and innovation nationally and internationally
- A leader in using technology to connect and empower service users, carers and staff, and in driving increasing value by supporting and enabling continual improvement in productivity
- A key partner within our Sustainability and Transformation footprint, breaking down information barriers across organisations, enabling the delivery of seamless timely and effective care to people and communities
- Engaging widely with our population through the widespread use of digital communications

Strategic Ambition Six

The Trust will be regarded as a “great place to work”.

Our talented, passionate and dedicated workforce are our greatest asset. Every day they deliver a diverse range of outstanding local, regional and national services.

They are the key to meeting the significant challenges ahead and are an essential part of designing and delivering future services which will provide excellent patient care and meet service user, carer and public expectations.

The values of our whole workforce is vital in delivering quality in everything that we do.

Flexibility and adaptability will be crucial for our future workforce. There will inevitably be significant changes in where they work, how they work and who they work with.

We want our workforce to be fully equipped with the skills, knowledge and resources to deliver evidenced based care across new pathways and with partners. Workforce planning must

play a fundamental part of what we do and must systematically flow from this strategy and our strategic ambitions.

A strategic approach to talent management is required to ensure individuals are developed, engaged and retained within the organisation along with continuing our work on embracing equality, diversity and inclusion and further enhancing leadership capacity and capability.

We are passionately committed to supporting and empowering staff to improve their own health and wellbeing, supporting the wider health and wellbeing of the population.

We must continue to engage our staff, involve them in decision making, listen to their ideas, further empower them to influence and make changes at local level and do all we can to create high levels of job satisfaction and motivation so that the Trust is ‘a great place to work’.

When we asked people:
‘What good would look like in five years’ time?’
these are some of the things they said:

- Leadership
- More staff “time to care”
- Believing in “the firm”
- Happy
- Mutual respect
- Engaged
- Motivated - want to improve
- Communication

As part of developing this ambition, we have commissioned a new Collective and Clinical Leadership Programme. We are an NHS Employers Diversity and Inclusion Partner for the second year running and in 2016 launched BAME, Disability and LGBT networks. We have successfully maintained Investors in People status (including the health and wellbeing standard) and continue to be accredited as a Better Health at Work Employer at the continuing excellence level.

A successful strategy will ensure that we are:

- An organisation with an increasingly flexible workforce, working across health and social care, delivering excellence in patient care with greater provision of recovery focused self and whole person care
- Recognised as a diverse and representative employer, valuing and embracing diversity in our workforce

- An organisation with senior leaders who have the capacity and competency to lead and support organisational and cultural change and make the most of their skills and qualities
- Somewhere that individuals and teams are highly engaged, members of highly effective teams and problem solve at a local level when issues arise, in the context of the Trust’s devolved decision making and Accountability Framework
- Integrating service improvement and organisational development and that this is being delivered by clinicians and managers
- Seen as a great place to work with more applicants than jobs available, embedded values based recruitment, limited vacancies, low use of agency staff and reductions in turnover
- Developing strong partnerships with trade unions, people feel safe to raise concerns and there are low levels of bullying and harassment
- Able to effectively support the health and wellbeing of our staff



How will we measure success and report on our progress?

We have set out in this strategy our vision, values and strategic ambitions for the next five years. Having set this direction, our Council of Governors and Board of Directors must now ensure that it is delivered.

We have set ourselves specific targets which we will use to measure our success in achieving our ambitions. We will monitor and report to the Council of Governors and Board of Directors on the progress made in delivering this strategy and include a progress report in our Annual Report.

We will also develop a range of other underpinning strategies that will set out further detail on how we will achieve our plans. This will include a focus on our clinical workforce, pharmacy and medicines management and information technology for example.

If you would like to know more about our strategy you can contact:

communications@ntw.nhs.uk