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| Trust Board Part 1 | Date: | 26 July 2017 |
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| Agenda item | Title | Executive Director lead and presenter | Report author |
|-------------|------------------------|---------------------------------------|---|
| BD/17/103 | AWP Corporate Strategy | Director of Strategy | Director of Strategy Head of Business Planning and Development |

This report is for:

| | |
|------------|---|
| Decision | X |
| Discussion | |
| To Note | |

History

The following impacts have been identified and assessed within this report

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| Equality | |
| Quality | |
| Privacy | |

Executive summary of key issues

In January 2017 AWP Trust Board reviewed the Corporate Strategy developed in 2013 to determine whether it reflected the internal and external environment and national health policy.

In the light of this review the Board embarked upon a thorough analysis of our current status, the priorities of our partners and the introduction of Sustainability and Transformation Partnerships (STP) in response to the *Five Year Forward View*. The Board has developed the strategy with contributions from senior leaders within the Trust and service users and carer representatives from the Trustwide Service User and Carer Forums. Themes have been discussed with accountable officers in partner organisations including our two STPs.

This paper and the attached document describe the output of Board considerations and sets out the broad direction of travel for our organisation and the journey we will take to get there. We wish to take this high level plan to our stakeholders – staff, service users and carers, and partners – to seek their commitment to the direction set out and involvement in bringing the strategy to life. An engagement log has been created to capture feedback and comment.

Minor changes to engagement materials attached are in progress and will be signed off by the Chair and Chief Executive Officer.

Trust Board is asked to **approve** the outline strategy and endorse the planned engagement events and opportunities.

This report addresses these strategic priorities:

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| We will deliver the best care | X |
| We will support and develop our staff | X |
| We will continually improve what we do | X |
| We will use our resources wisely | X |
| We will be future focussed | X |

1 AWP Corporate Strategy

1.1 Introduction

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) is proud to be the main provider of mental health care in Bristol, North Somerset and South Gloucestershire (BNSSG) and Bath and North East Somerset, Swindon and Wiltshire (BSW) and the provider of Specialised and Secure Services that extend beyond these boundaries.

The current AWP corporate strategy is a five-year strategy developed in 2013. At the start of the year the Board reviewed the strategy to decide whether it continues to provide clear direction and support strategic decision-making.

The Board noted that the circumstances of the organisation and that of the environment in which we provide care had changed and resolved to review and refresh our strategy to guide our next stage of development.

1.2 Why we need to change

We are fully committed to providing safe and effective care and a continuously improving experience for our service users and their families. However, we cannot continue to operate as we do now and meet increasing demands from within our current resource.

Our strategic plans must respond to:

- **National Challenge:** The Five Year Forward View commits us all to integrated care that responds to the physical, mental and social needs of individuals. The Five Year Forward View for Mental Health provides a blue print to improve mental health services and deliver true parity of esteem.
- **Regional Challenge:** Sustainability and Transformation Partnerships (STPs) have been established to bring health and social care partners together to redesign services to meet local need. We are part of two STPs (BNSSG and BSW), each of which faces financial challenge.
- **Internal Challenge:** Our sustainability challenges arise from an operating model which cannot fully support modern mental healthcare, as described in our Clinical Strategy. Like many Trusts we rely on temporary staff, work out of inefficient estate and have unacceptably high delayed transfers of care and out of area placements. These factors pose a risk to our quality and financial sustainability in the long term.

Over the past seven months the Board has undertaken extensive research and analysis to determine how we respond to the above challenge and work with our partners to ensure sustainable care that meets the needs of individuals and their families.

The Board has developed the strategy with contributions from senior leaders within the Trust and service users and carer representatives from the Trustwide Service User and Carer Forums. Themes have been discussed with accountable officers in partner organisations including our two STPs.

In developing the strategy we have taken account of the priorities of our two STPs, of the Five Year Forward View for Mental Health and our ambitions for safe and effective care that meets the needs of the whole person.

1.3 Our strategic response

Our strategic direction is built upon the AWP Clinical Strategy developed in 2016. The Clinical Strategy sets out our clinical priorities, the services we provide now and aspire to

provide in future. It describes our ambition for collaborative working with staff, service users and partners.

The AWP corporate strategy describes the overall scope and direction of the organisation, and the actions necessary to achieve the ambitions of the clinical strategy. It provides a framework for decision-making and sets out plans to bring the strategy to life.

Having considered the national, regional and internal challenges we have revised our Trust purpose, vision statement and identified three strategic principles. Our values, developed four years ago in consultation with staff, service users and carers, remain unchanged.

The key elements of the strategy are described below:

Our Purpose: Working together, living our best lives

This captures the purpose of our organisation. To deliver care that empowers individuals to take control and stay in control of their life despite having a health problem. It is founded on the principle of co-production and partnership; a shared ambition and commitment to living well.

Our Vision: We aspire to give you the best possible care in the right place, at the right time, to help you recover and live your best life.

This captures our belief that more care should be accessible and increasingly available in local communities.

Our Values: PRIDE

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| Passion | Doing our best, all of the time |
| Respect | Listening, understanding and valuing what service users, staff and stakeholders tell us |
| Integrity | Being open, honest, straightforward and reliable |
| Diversity | Relating to everyone as an individual |
| Excellence | Striving to provide the highest quality support to service users and their families |

Our Strategic Principles:

We will support our service users and carers – building innovative, integrated care pathways designed to enhance the whole person experience

We will engage our staff – offering real opportunities to develop, innovate and contribute to the delivery of our transformation plans

We will be sustainable – securing the future clinical and financial sustainability of the organisation

Our strategic principles guide everything we do; they respond to the challenges we face today and ensure we maintain focus on what matters as we work towards our vision for the future. They are our top priorities.

1.4 Our journey

The high level content of our strategy is captured in the appended slides and sets out the journey we will take to ensure we meet the needs of individuals and the communities we serve. The following points summarise our future plans:

- We will remain a **Partnership Trust** and will pursue full integration with social care.
- We will provide **all age** mental health care, supporting seamless transition between age appropriate services.
- We will embed community mental health teams within **integrated multidisciplinary teams within GP clusters**. We will take referrals via a **Single Point of Access**.
- Where it enhances the care pathway, we will provide **community care services**, directly or in partnership.
- We will follow **best evidence** to provide effective community care options locally. Working with partners, we will provide more **home treatment** and care within **community hubs and resource centres** so fewer people will require admission.
- We will reposition acute inpatient admission as a specialist intervention, a rare occurrence, prevented wherever possible by enhanced community support. This means moving away from isolated psychiatric inpatient wards to **inpatient centres of excellence**.
- We will **amplify the voice of staff, service users and carers** within our organisation, for example, service users, carers and partners will **co-design care models** to deliver measurable outcomes.
- Our **Specialised and Secure Services** will become more prominent within our portfolio, capitalising on the commissioning of New Care Models in line with the Five Year Forward View for Mental Health.
- We will be outward looking, seeking innovative ideas that improve care and through our research portfolio **contribute to the national evidence base for mental health care**

2 Where we want to be

2.1 What individuals will experience

At the end of our journey, our services and the experience of those who need them will be transformed.

Care pathways will be clearly defined and easy to access; early help from multidisciplinary teams will ensure the physical, mental and social needs of individuals are understood; a greater range of community care options, provided by partners working together to provide shared expertise and resource, will support individuals to manage their health and remain at home.

When necessary, individuals will be cared for in inpatient centres of excellence. Our specialised Services will provide wrap around expertise ensuring those in our care have access to first-class support when they need it.

Our plans are fully aligned with STP objectives and move us towards integrated care delivery to meet the needs of the whole person.

3 Next Steps

3.1 An invitation to get involved

Following approval of the Corporate Strategy, as set out in the attached document, a comprehensive programme of engagement will commence. We will invite staff, service users and carers, and wider stakeholders to comment on the journey we have described

and to get involved in bringing the strategy to life. An engagement log has been created to capture feedback and comment.

A programme of engagement has been developed using best practice from other organisations who have undertaken wide ranging consultation and engagement activities. Formal consultation methods will be used prior to any proposed service change.

Minor changes to engagement materials attached are in progress and will be signed off by the Chair and Chief Executive Officer.

Board is invited to **approve** the AWP Corporate Strategy and endorse the planned engagement events and opportunities.