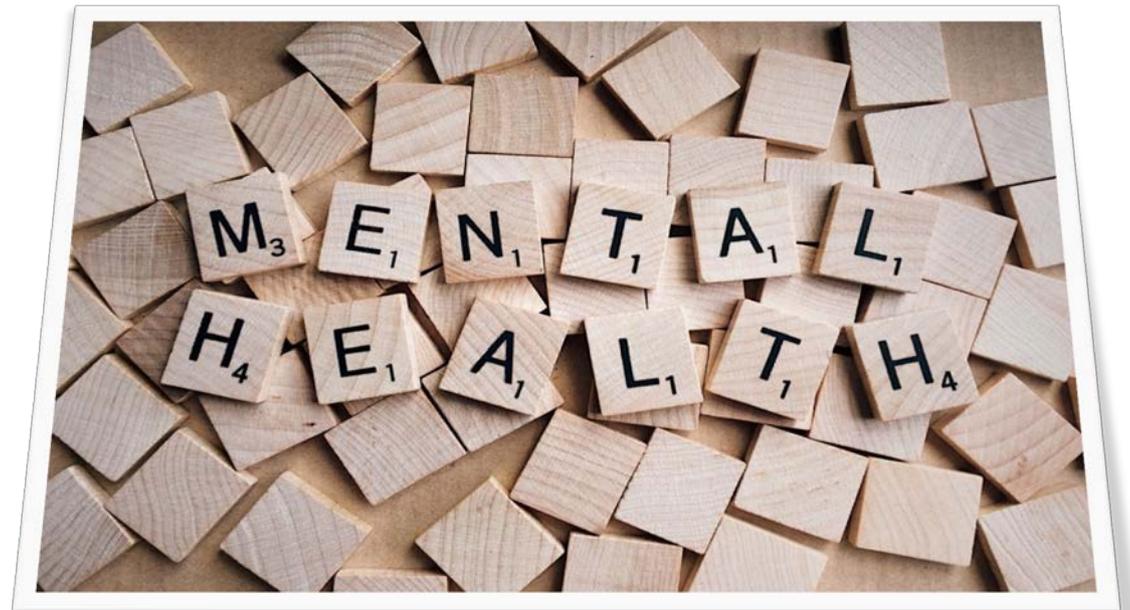




AWP Five Year Strategy

An invitation to comment and get involved

July 2017



About our Trust

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) provides community and inpatient mental health services for the people of Bath and North East Somerset, Bristol, North Somerset, South Gloucestershire, Swindon and Wiltshire for people with disabling mental health problems. We also provide specialised services. These include:

Children and Adolescent Mental Health Services (CAMHS)

Secure services

for people with mental health problems who have been through the criminal justice system or who are in prison

Specialised services

for those with mental illness relating to eating disorder, pregnancy and childbirth, drug or alcohol dependency, veterans mental health services, mental health services for deaf people and people with learning disabilities including a new, first-of-its kind, highly specialised residential service as well as our pioneering BASS autism spectrum service.

Increasingly we provide treatment and care in people's own homes and other community settings, reflecting the preferences of our service users. Our community services are supported by high quality inpatient services that provide short term assessment, treatment and care.

Transforming the future of AWP

AWP has embarked upon an ambitious plan to transform the organisation, working in partnership with a wide range of external stakeholders and our staff.

We are passionate about delivering the highest quality services to the communities that we serve and our strategy will provide the means by which we will secure this ambition.

The strategy describes our journey to change the way we deliver our services, as well as to change the culture of our Trust, so that AWP can best serve the needs of our communities both now and in the future

At its heart is our commitment to the Five Year Forward View for Mental Health and the Next Steps on the NHS Five Year Forward View, the principles of which are captured in our Clinical Strategy.

We will work closely with AWP staff, service users and carers and external partners to ensure that the Strategy reflects our shared ambitions to provide excellent mental health care, to meet the changing needs of our population in a creative and sustainable way.



Our Purpose: Working together, living our best lives

This captures the main purpose of the 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.

**How we help
support
people:**

**Deaf Mental
Health Service**

The Specialised Deaf Service can provide specialist assessment, therapy and consultation to deaf people and their carers and other professionals working with deaf people with mental health needs.

We can work directly in British Sign Language and have other communication skills to ensure people's needs are assessed and addressed as effectively as possible

Our Strategy: Vision

We aspire to give all of our service users the best possible care in the right place, at the right time, to help them recover and live their best life.

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

John's story

John struggled for a long time with feelings of hopelessness. He wasn't sure where to go to for help and found instead a list of services he could self-refer to. None of them were quite right for him though and, in confusion and desperation, he ended up self-harming...

John's GP wasn't a mental health specialist but he knew the right people to call on. John soon received a visit and assessment by AWP's Primary Care Liaison Service, who were able to identify the mental health issues affecting him. They explained that his condition was quite mild and so didn't need long-term specialist mental health care. Instead, he just needed the support of a mental health worker for two or three visits, who helped John work towards the life goals he wanted for himself.

With the right intervention at the right time, John was able to take back control of his life and wellbeing.



Our Strategy: Values - PRIDE

Passion:

doing our best, all of the time

Respect:

listening, understanding and valuing what service users and carers, 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 carers

The purpose and vision for an organisation are supported by its values – timeless guiding principles that set out how we would expect each other to behave towards our patients and their carers and how we would expect to behave towards each other.



Our Strategy: Strategic Principles

We will support our service users and carers:

building innovative, integrated care pathways designed to enhance the whole service user experience

We will engage our staff:

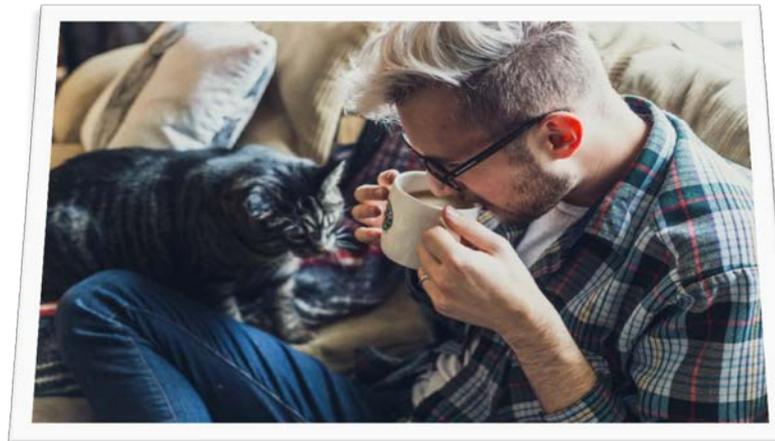
offering real opportunities at all levels to innovate and contribute to the delivery of our transformation plans

We will be sustainable:

securing the future clinical and financial viability 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.



Strategic Principle 1

We will support our service users and carers



We will support all our
service users and carers

Immediate priorities 2017/19

Enhance service user and carer involvement infrastructure and governance; Implement 'Patients as leaders' programme

Redesign care models:

- Single Point of Access
- Local Community Services
- Acute Community Services e.g. Resource Centres and Community Hubs
- Inpatient Centres of Excellence

Grow our Specialised and Secure Services; develop 'New Care Models' in line with the Five Year Forward View for Mental Health

- Work with commissioners to reduce delayed transfers of care so that people receive care in the right place; prevent people being treated out of area
- Work with our Local Authority partners to strengthen or develop fully integrated mental health and social care services
- Contribute to the success of our local STPs; provide expert advice to embed mental health in all new models of care; advise on the determinants of good mental health and community resilience

Strategic Principle 1

We will support our service users and carers



We will support all our
service users and carers

By 2022:

- Service users and carer representatives embedded in Trust structures and engaged in decision making and quality improvement
- Integrated local multidisciplinary community teams will provide physical, mental and social care
- Our Specialised and Secure Services will deliver care along integrated care pathways in partnership with other organisations
- Inpatient care will be provided in 'Centres of Excellence' aligned with STP footprints
- AWP will provide community physical health services – directly or in Partnership- where it enhances the care pathway
- Research active organisation - increased access to research trials through 'Everyone Included' approach

Admission to an acute bed is a specialist intervention at the top of the care pathway. Our centres of excellence will:

- Provide intensive therapeutic input that is evidence-based, NICE compliant and delivered by a highly skilled and stable workforce
- Be provided in purpose built environments; wards will be collocated to strengthen resilience, support safe working and foster excellent practice
- Ensure the length of stay is brief aiming to support individuals back to their home and community as soon as possible.

Strategic Principle 2

We will engage our staff



We will engage
our staff



Immediate priorities 2017/19

Prioritise staff support and wellbeing

Empower staff to make positive change to improve services; promote research engagement opportunities

Listening into Action

Ensure capability and capacity of staff to provide new, innovative service models

Accelerate action to improve recruitment and retention; reduce reliance on temporary staffing

Lead and play an active role in STP Workforce Development Programmes

Develop a learning hub to foster multi-professional learning and development

LiA is one of our five Transformation Programmes which will help us become a healthy and sustainable organisation.

LiA is designed to help NHS organisations introduce new, simple ways of working which centre on our frontline staff being able to lead on changes they know will benefit our service users and our teams plus help to reduce the frustrations staff experience.

Managers, support teams and the AWP leadership team support staff to do this by removing obstacles to help 'unblock the way'.

LiA uses an evidence based approach, which more than 80 NHS Trusts and organisations have adopted.

The benefits of LiA are improvements to care quality and experience and staff feeling more valued, engaged, proud and happy in their teams.

Strategic Principle 2

We will engage our staff



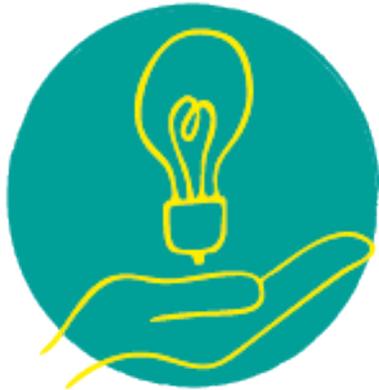
We will engage
our staff

By 2022

- We will have a flexible, skilled, engaged and proud workforce
- Staff will value service user and carer engagement; skilled in co production
- Service improvement and innovation will be everyone's business; 'part of the day job'
- We will have well-articulated career pathways; innovative and flexible roles to support new models of care
- Staff will be able to assess and respond to mental, physical and social needs
- Our leaders will work confidently across organisational and professional boundaries
- STPs will have a system wide workforce plan
- STPs will have recognised core competencies for staff that include mental health skills

Strategic Principle 3

We will be sustainable



We will become a
sustainable
organisation by 2022

Immediate priorities 2017/19

Rapid financial improvement programme to reduce our cost base by 11%

Review sustainability of all services; divesting where appropriate

Streamline our support services; maximise resource to frontline care

Pursue opportunities to grow expert services and develop service portfolio e.g. New Care Models and provide community services

Support our STPs to be successful, exploring new, more efficient models of Care

Develop sustainable estates solutions to support new models of care

IT development to promote efficient, flexible working

Work in partnership with commissioners to achieve the Mental Health Investment Standard and meet the requirements of the Five Year Forward View for Mental Health

Strategic Principle 3

We will be sustainable



We will become a
sustainable
organisation by 2022

By 2022

- We will have sustainable, high-quality services
- Services will be delivered in fit for purpose estate that supports new models of care
- Services will be co-located with partners to enable integrated working
- We will optimise the use of combined estate across STP footprints to support integration and efficiency
- We will have devolved Commissioning responsibility for New Care Models and be working with partners to make the most of shared expertise and resources
- We will support STP wide information sharing to enable joined up care

Bringing the strategy to life

Transformation Programme

The first phase of our strategy is our Transformation Programme. Each programme describes projects and actions we are taking to transform our services and sustainability within 18 months. The programmes are connected and their collective impact is quality and financial sustainability.

We have communicated information about our Transformation Programme to our staff and key stakeholders.

The strategy will be delivered in three phases; clear outcome measures will be identified for each phase to ensure we are moving towards our vision statement.

Quality Improvement:

this is and always will be our first priority

Listening into Action:

a cultural transformation programme

Transforming Clinical Care:

redesigned services and estate

Financial Improvement:

improving efficiency, particularly in our support services

Trust Strategy:

the strategy connects all of the above work into a response to the wider regional and national context and provides direction over a five year timeframe.

Bringing the strategy to life

Three phase implementation plan

| Phase 1 Goal: Delivering Sustainability - AWP objectives | Phase 2 Goal: Building Partnerships - AWP and system objectives aligned | Phase 3 Goal: Integrated care delivery - System objectives aligning healthcare provision |
|---|---|--|
| <p>Staff, service users and carers improving services within AWP</p> <p>Transformed care models to improve service quality, experience and sustainability; clearly defined mental health care pathways</p> <p>Enabling AWP workforce to deliver transformed models of mental health care</p> <p>Building partnership arrangements to deliver integrated care</p> <p>Financially sustainable</p> | <p>Staff, service users and carers improving care pathways between providers</p> <p>Fully integrated mental and social care provided across our geography</p> <p>Define care pathways that span organisational boundaries; AWP provides specialist MH expertise into other organisations e.g. multidisciplinary community teams working with GP clusters</p> <p>Clinical Networks of specialist providers delivering regional services e.g. Eating Disorders, Learning Disabilities</p> <p>AWP staff will be confident in assessing physical health needs and care planning</p> | <p>Staff, service users and carers co-designing care pathways</p> <p>STP single point of access into health and care services</p> <p>AWP service portfolio will include:</p> <ul style="list-style-type: none"> - Innovative, highly specialised mental health services supporting the most vulnerable - AWP providing specialist MH expertise into new organisational models - Integrated community teams providing physical, mental and social care (universal care) <p>AWP staff have skills to deliver universal care</p> |

Bringing the strategy to life

Enabling Strategies

We will achieve our Trust strategy through a number of enabling strategies that are referenced below.

- Clinical Strategy
- Quality Improvement Strategy
- Involvement and Engagement Strategy
- Workforce and OD Strategy
- Estates Strategy
- Information Technology Strategy
- Business Development Strategy
- Communication and Engagement
- Strategy

Annual Plans

Each year our Annual Plan and Quality Account set out priorities for the coming year. Annual objectives are identified against the strategic principles, reflect the external environment, prioritise our effort for the coming year.

Objectives provide focus for the whole organisation to build shared ambition and alignment of effort.

Strategic Review

The board reviews the Trust Strategy every six months to ensure that changes in the internal and external environment which may impact on the delivery of the strategy and annual plan and/ or impact on clinical and financial sustainability are understood and reflected in our plans.

Bringing the strategy to life

Enabling Strategies

We have set out our plans to for the next five years. They take account of national, regional and internal challenges and reflect our ambition for parity of esteem and improved wellbeing.

Our strategy aligns with STP objectives and partnership will underpin everything we do. Our plans cannot be achieved without the active involvement of our staff and partners.

Our ambition is to provide excellent and sustainable integrated care that meets the needs of individuals and their family. We ask for your support in realising this ambition.

Working together, our plans will deliver 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

Please send us your feedback using the following email address:

AWPStrategy@nhs.net

or write to us at:

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