

## AWP Strategy 2017 – 2022:

### An invitation to share your views

As a valued stakeholder we want to take this opportunity to tell you about our plans for the future.

Avon and Wiltshire Mental Health Partnership NHS Trust (AWP) is very pleased 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.

We are enormously proud of the compassionate care that AWP staff provide every day. As a result of their hard work we have made significant improvements to the consistency and quality of our services, as recognised in our CQC report (2017) and evidenced by survey feedback from patients and families.

We do not work in isolation and we would like to thank our many partners with whom we collaborate across clinical pathways. We value your involvement and ask for your support for the next stage of our improvement journey.

## 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 parity, giving equal priority to mental and physical health in accordance with the Health and Social Care Act.

- **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 significant 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 buildings and facilities 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.

Our strategic plans describe the actions we will take to meet these challenges. Our success, and the success of our systems, are interdependent. We will engage with STPs as the platform to promote positive mental health and community resilience. We will work with partners to design new and innovative services that support recovery and wellbeing.

We have embarked upon an ambitious plan to transform our organisation in the next 18 months. This transformation programme represents the first phase of our five-year strategy, which is fully aligned with STP objectives.

At the end point 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 who need brief intensive support 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 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 families. We ask for your support in realising this ambition.

On the following page you will see our vision for the future and the main points we would like you to know about our future plans. In a separate document you will find additional information describing our purpose, vision, strategic priorities and values.

Thank you for taking the time to read this information, and we would welcome your views. You can provide feedback by writing to us at [awp.strategy@nhs.net](mailto:awp.strategy@nhs.net) and you can find information on our website at [www.awp.nhs.uk](http://www.awp.nhs.uk)



*Charlotte Hitchings*

**Charlotte Hitchings**  
**Chair**



*Hayley Richards*

**Dr Hayley Richards**  
**Chief Executive**

## 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.

## 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.

## Our journey

- 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 services.
- We will embed mental health experts within multidisciplinary teams supporting GPs to provide care that meets the physical, mental and social needs of people.
- We will follow best evidence to provide more care closer to home, for example, in Community Acute Services and Resource Centres.
- We will prevent acute inpatient admission wherever possible by offering community-based alternatives. Inpatient wards will be located together to create centres of excellence that offer a wide range of specialist therapies in a safe and supportive building.
- We will involve staff, service users and carers in the running of our organisation to improve experience and care quality.
- We will work with commissioners and other care providers to develop pathways for specialised and secure services. New care models will mean people access care closer to home, in the least restrictive environment and avoid receiving care away from friends and family.
- Where it improves care quality and health, we will provide physical and mental community care services, either directly or in partnership.
- 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.