NHS
Derbyshire Healthcare
NHS Foundation Trust

Trust Strategy

2022 – 2025

2023 update

Making a **positive** difference

Chief Executive's Introduction:
Welcome to our Trust Strategy

The Trust Strategy was developed and published in 2022 and sets four strategic outcomes to deliver great care, be a great partner, a great place to work and to make best use of our resources. These outcomes will remain in place for the duration of this three year strategy. This 2023 update of the Trust Strategy takes place at a time of organisational reset. It intends to simplify our priorities, in response to feedback received by colleagues, ensuring clarity on our work for the year ahead.

Underneath each outcome sits a number of building blocks (priorities) that highlight the main ways we will seek to achieve each outcome. Internally there are a series of operational delivery plans with specific requirements to be delivered.

The roadmaps included at the end of this document provide further detail on how we will achieve these plans each year. Moving on from our COVID-19 recovery, there are a number of important priorities we must deliver this financial year. This includes continuing to develop our new services and facilities that collectively form the Making Room for Dignity programme, delivering the requirements of the Long Term Plan, improving services for our local population, and making financial efficiencies.

We entered the 2023/24 year with a challenging financial position, both as a Trust and across the wider Derbyshire system, at the same time as experiencing increased demand for our services, and this will make it challenging to complete all the actions. However, Trust colleagues are making a concerted effort to increase the efficiency and effectiveness of our services and ways of working, taking an approach based on the principles of quality improvement and transformation. This approach is already having a positive effect and should stand us in good stead as the year progresses.

I had the privilege of joining Derbyshire Healthcare as Chief Executive in April 2023 and, during my first months in post, I have met and listened to as many colleagues, service users, carers and partners as possible – to find out people's genuine experiences of the Trust, and their aspirations for the future. Part of the feedback I received was the need to simplify the Trust Strategy, to enable everyone to see their contribution to its delivery.

With new services being launched and new healthcare facilities being built, this is undoubtedly an exciting time for Derbyshire Healthcare and all our stakeholders and I hope this Strategy reflects the sense of opportunity that I and many others feel, and which we will build on in the coming years.

Mark Powell
Chief Executive

Background

Derbyshire Healthcare NHS Foundation Trust is a specialist provider of mental health, learning disability, substance misuse and children's services across Derbyshire

Derbyshire is a county that covers 1000 square miles with a population of about 1million people. The rural, semi-rural and urban landscape gives rise to a mixture of affluent and seriously deprived areas. The city of Derby is a vibrant place where over 300 languages are spoken. There are a number of health inequalities experienced by communities in Derby City and the county of Derbyshire that impact upon people's physical and mental health and wellbeing.

Our strategy is a way of setting out our shared ambition over a period of several years. It simply defines the main improvements and changes we together aim to make, how we will go about doing that and how we will measure the success of those actions. The Trust Strategy supports and contributes to the delivery of the boarder system strategy across Joined Up Care Derbyshire.

Our strategy is not a static document but one that together we regularly review to make sure it remains relevant to our challenges and opportunities.

The Trust Strategy was refreshed in 2023 in response to feedback from colleagues. This version focuses on the key priorities for the 2023/24 financial year.

Some of the key things we have taken into account when developing and continuing to evaluate our strategy include:

- The NHS is at a point of change with a number of major policy changes including the NHS Long Term Plan and changes to the Mental Health Act
- Best practice is continuing to evolve and develop
- Within Derbyshire our Integrated Care System brings organisations together to work in a joined up way. In Derbyshire this is called Joined up Care Derbyshire (JUCD). The purpose of JUCD is:
  - Improve health and wellbeing
  - Improve care and quality of services
  - Improve financial efficiency and sustainability
- We are working closely with other mental health providers through the East Midlands Alliance, to ensure a regional approach to specialist services
- Demand for all our services is growing and we are seeing people with more complex needs living longer
- We are increasingly shaping our services, and ensuring access based on the needs of our local populations and health inequalities.

Our vision and values

Our vision

To make a positive difference in people's lives by improving health and wellbeing'

Our values

Our vision is underpinned by four key values, which were developed in partnership with our patients, carers, colleagues and wider partners.

- **People first** – we work compassionately and supportively with each other and those who use our services. We recognise a well-supported, engaged and empowered workforce is vital to good patient care

- **Respect** – we respect and value the diversity of our patients, colleagues and partners and for them to feel they belong within our respectful and inclusive environment

- **Honesty** – we are open and transparent in all we do

- **Do your best** – we recognise how hard colleagues work and together we want to work smarter, striving to support continuous improvement in all aspects of our work.
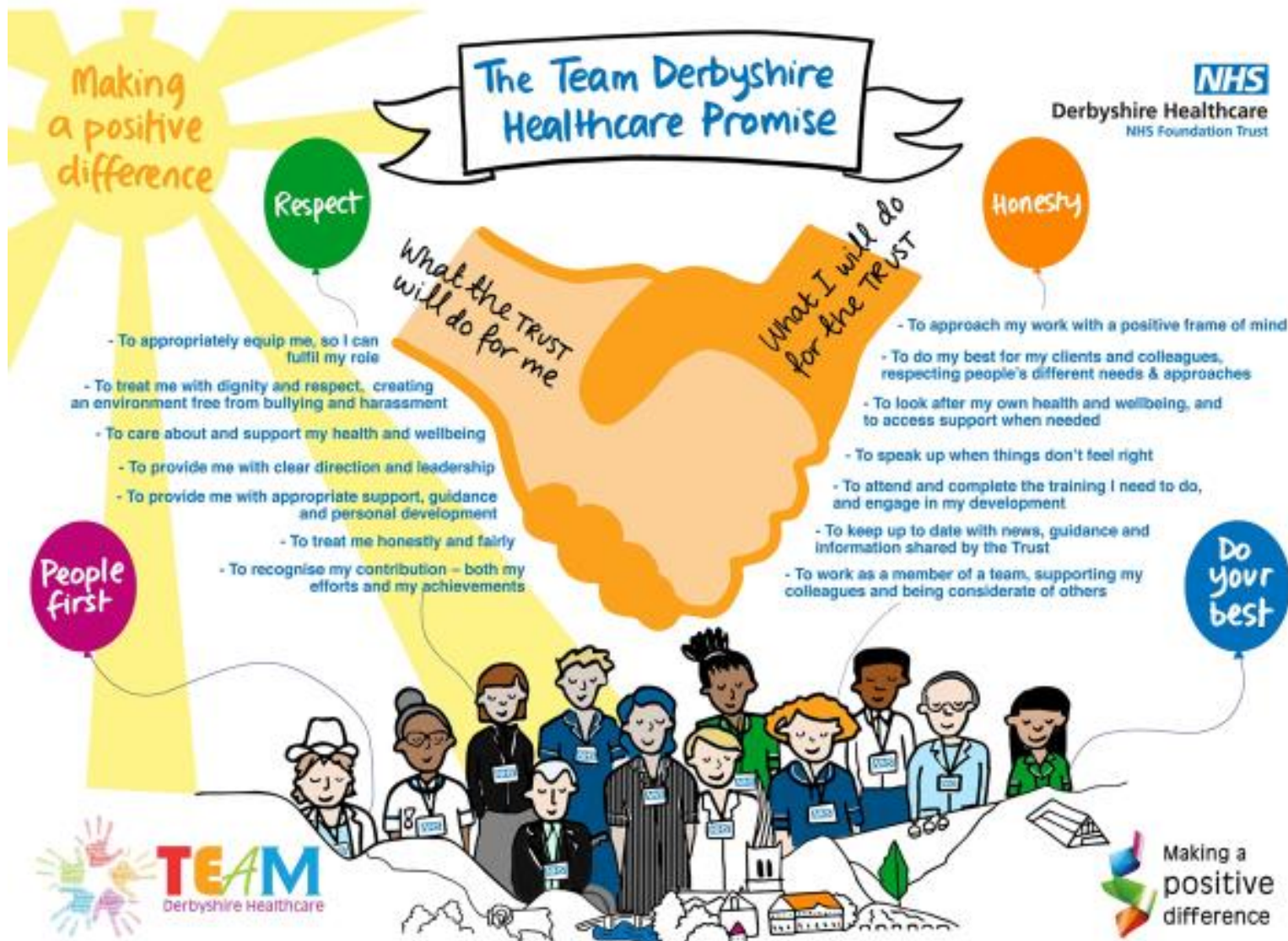
Strategic outcomes

GREAT care

We want people to have a positive experience of the care we provide, feeling safe and that their privacy and dignity is respected. We want our services to be easily accessible, reflecting the needs of our local communities and the latest national developments.

BEST use of resources

We want to develop and transform our services, making quality improvements that enhance patient care and offer value for money. We will make financially-wise decisions, embrace digital technologies and achieve long term sustainability.
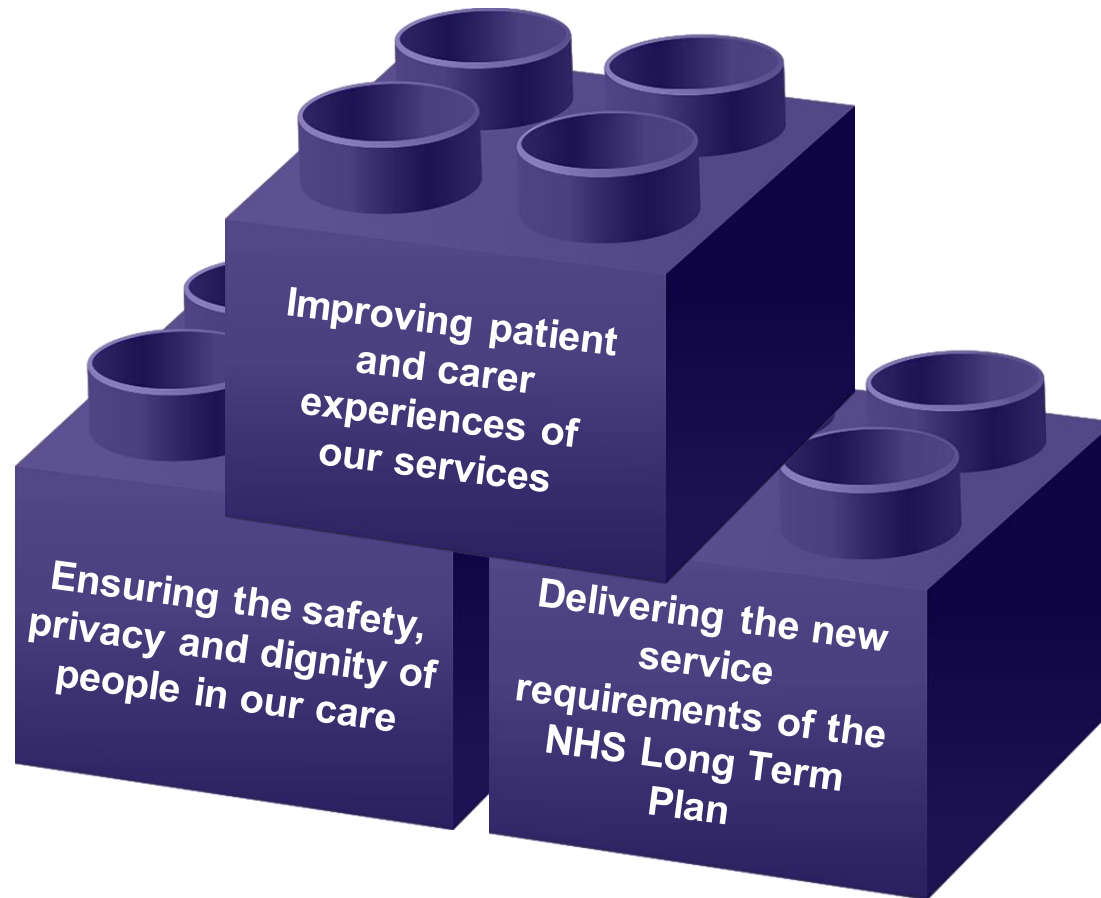
GREAT place to work

We want to be an employer of choice – retaining our existing staff and attracting new colleagues. We want colleagues to feel valued, respected and supported to stay well at work. We will continue to champion inclusion at all levels within the Trust, supporting and developing our diverse workforce.

GREAT partner

We will be an active partner, working closely with local and regional colleagues and alliances to improve services, access and experiences for our local communities. We will work in equal partnership with people with lived experience and encourage joint working between our teams and services.

The building blocks – to delivering great care

The building blocks – to being a great place to work

Supporting colleagues' with their health and wellbeing

Using new approaches, roles and opportunities to recruit our future workforce

Developing a culture of respect and inclusion

Developing, rewarding and retaining our existing workforce

The building blocks – to being a great partner

Being a strong and active partner within the Joined Up Care Derbyshire system

Valuing and embracing the insights of people with lived experience of our services

Being an active partner in regional alliances, to improve services for local people

Developing partnerships between departments, sharing learning and joint working
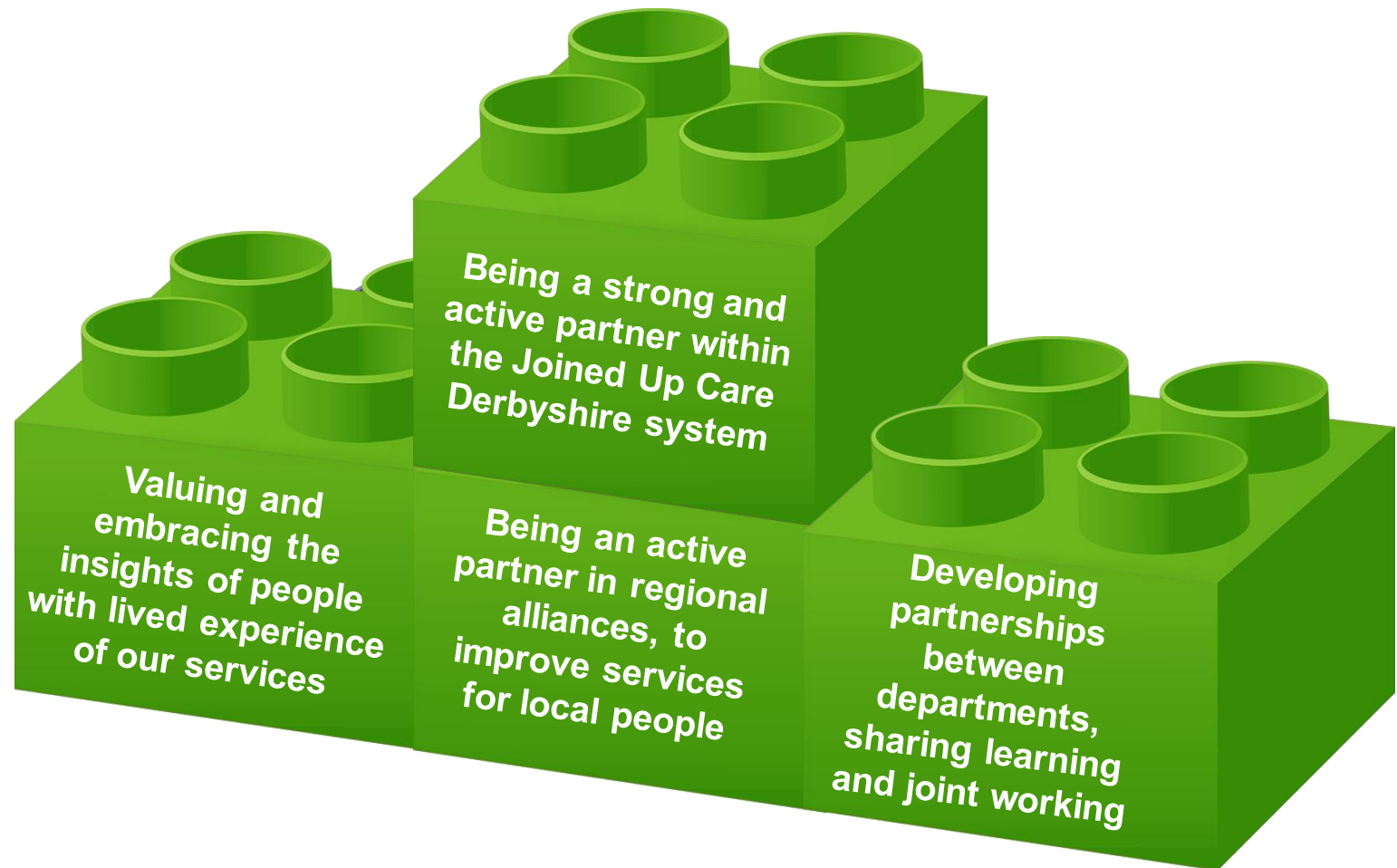
The building blocks – to making the best use of our resources

Spending smarter, reducing waste and saving money

Embracing principles of quality improvement, transformation and productivity

Delivering sustainable solutions to develop a green approach

Embracing new and digital technologies to support our people and services
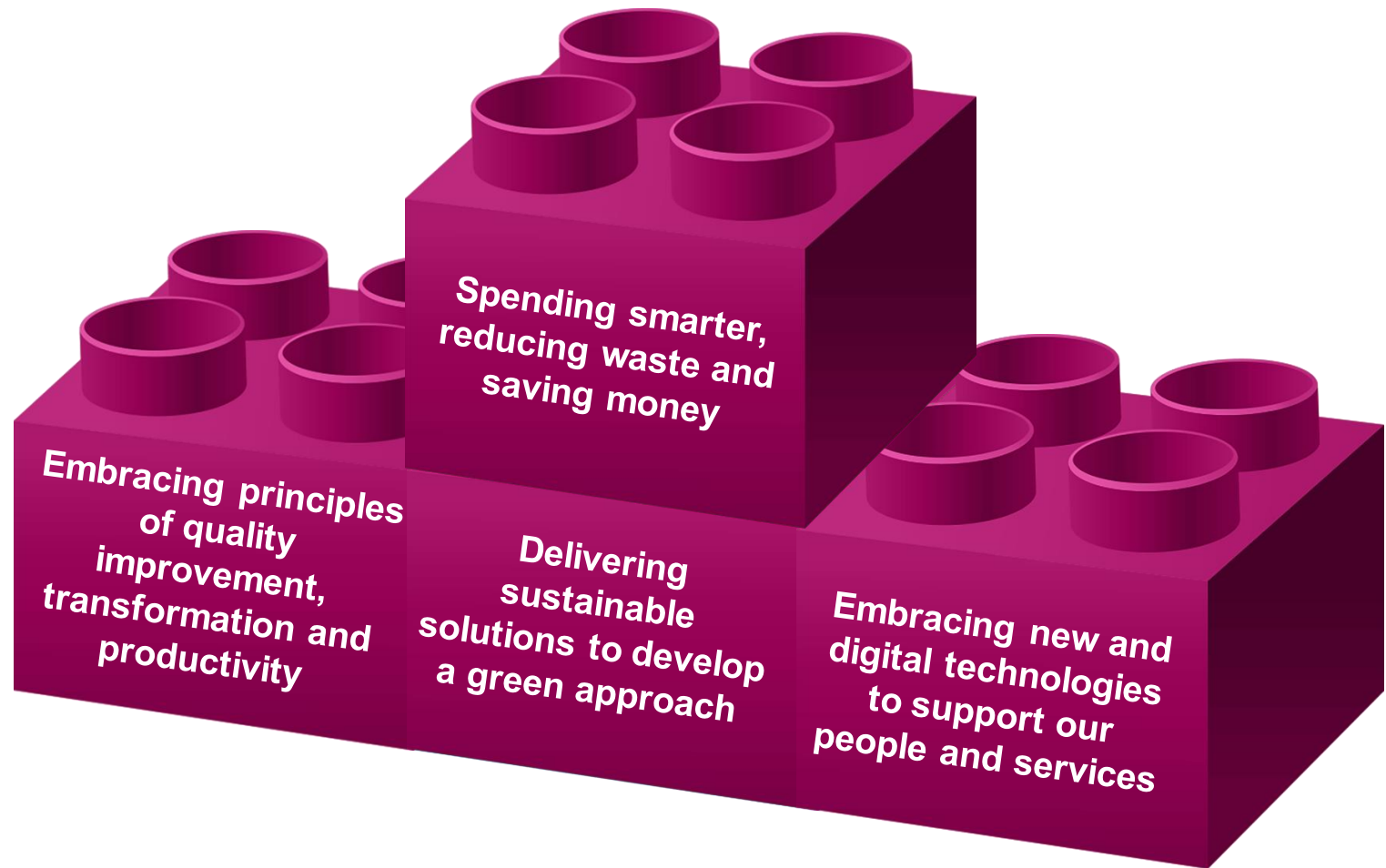
Priorities we have delivered in the last 12-18 months

Transformation and continuous improvement

Improved the health and wellbeing and risk assessment processes

With colleagues from the statutory and voluntary sector, established a formal Mental Health and Learning Disabilities Alliance in Derbyshire with a formal partnership agreement in place

Finalised the Phase 3 and 4 implementation of the move to SystmOne

Reviewed recruitment processes and training to build inclusive recruitment and selection practices

Reduced waste and budget for agreed in-year cost savings

Gained Joined Up Care Derbyshire (JUCD) approval of full business cases for Older Adult Service Relocation, Radbourne Refurbishment, Psychiatric Intensive Care Unit (PICU) and Acute-Plus
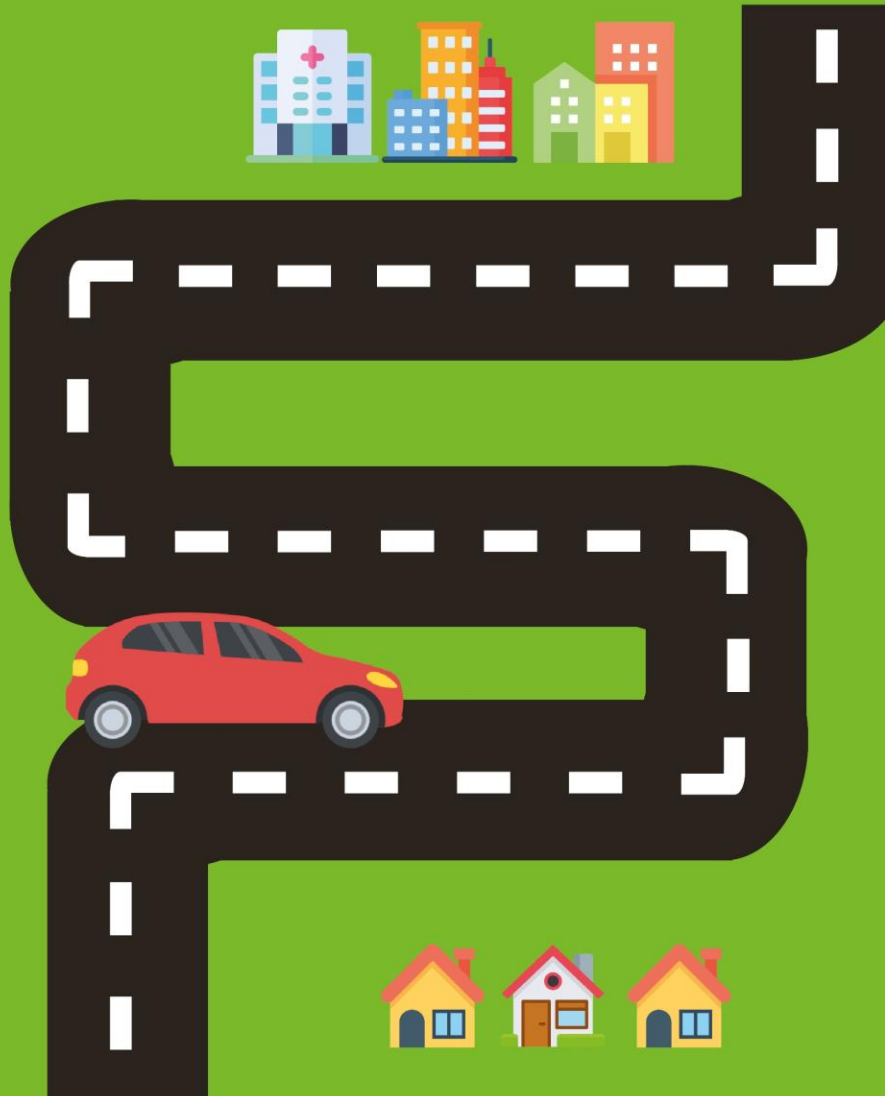
Making Room for Dignity: Gained additional national capital funding sources to complete programme

Making Room for Dignity: Prioritised local business cases within remaining local capital funding available

Making Room for Dignity: Gained national approval of both Adult Acute Unit full business cases

Improving processes for those experiencing stress in and out of work

Developing and implementing a workforce plan

Successfully implemented and led the provider collaborative for Perinatal Inpatient Services

These priorities were partially completed in 2022/23 and will be completed during 2023/24

- Completed
- Partially completed
- In progress

Priorities we will deliver in the next 12 months

Making Room for Dignity: Improve the safety, privacy and dignity of patients through our Making Room for Dignity programme

Deliver perinatal community mental health access standard of 10% of prevalence

Develop a consistent approach to people-centred leadership

Work in partnership to progress the harmonisation of Learning Disabilities and Autism services

Deliver a less than 32 days average length of stay on our acute mental health wards

Each division will have its own specific quality requirement standards

Improve processes for those experiencing stress in and out of work

Develop a workforce plan

Successfully implement and lead the provider collaborative for Perinatal inpatient services

These priorities were partially completed in 2022/23 and will be completed during 2023/24

Deliver electronic prescribing and transfer prescriptions element of the OnEPR programme

Recover dementia diagnosis rates to national target of 67%

Focusing on the safety domain of practice and preparing for changes in mental health legislation

Improve recruitment and retention to support new services and ensure safer staffing levels

Be a compassionate and inclusive organisation where staff feel they belong, thrive and are valued

Deliver planned financial efficiencies to ensure the Trust is a sustainable organisation. Agree our 3-5 year financial plan

Optimise the use of SystmOne across the Trust

Deliver our Long Term Plan Commitments including Transforming Care Partnership (TCP) and Living Well

Completed

Partially completed

In progress