

# Future plans

2015/16

# Welcome to Derbyshire Healthcare NHS Foundation Trust.

**Derbyshire Healthcare NHS Foundation Trust (DHCFT) is a multi-specialty provider of community, children's and mental health services across the city of Derby and wider county of Derbyshire. We also provide a range of children's physical and mental health services in Derby, and specialist services across the county including substance misuse, eating disorders and learning disabilities.**

Many of our services are provided in the community – through clinics, schools and within people's homes. We also have a range of hospital based services, providing more intensive support when it is needed.

We are a Foundation Trust, which means local residents, our patients and their carers can become members of the Trust and help shape our services and future developments.

**This booklet provides details of our future plans and aspirations for the forthcoming year (2015/16).**

For more information about our work last year, please turn over this booklet and read from the other side.

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# Our Trust as we enter 2015/16

We are in our  
**4th** year  
as a Foundation Trust.



**8,662** members

**88,208** service users seen



**311** inpatients beds



Number of staff **2,433**



**173**  
Scientific  
and  
technical



**423**  
Additional  
clinical  
services



**498**  
Administrative  
and clerical



**146**  
Estates and  
ancillary



**897**  
Nursing and midwifery



**147**  
Medical



**140**  
Allied health  
professionals



**9**  
Students



The Trust cared for  
**3948** babies born  
in Derby City

# Our communities

## Within Derby and Derbyshire, we have...

- A population of approximately one million, which is growing
- Vibrant and diverse communities, where over 100 languages are spoken
- Areas of affluence and deprivation
- Urban and rural communities
- Significant health challenges and requirements, including:
  - High rates of dementia, self-harm and suicide, learning disabilities and childhood obesity
  - A large and active Deaf community
  - Growth in new migrant communities
  - A growing mortality gap between the general population and those with mental health problems.



# Our vision and values

## **Our vision:**

To improve the health and wellbeing of all the communities we serve.

## **Strategic outcomes:**

This vision is supported by our strategic outcomes, which outline the experience we want our patients and their families to have.

These are that:

- People receive the best quality care
- People receive care that is joined up and easy to access
- The public have confidence in our healthcare and developments
- Care is delivered by empowered and compassionate teams.



## Our values:

The Trust's vision is underpinned by four key values, which were developed in partnership with our patients, carers, staff and wider partners:

- We put our patients at the centre of everything we do
- We focus on our people
- We involve our people in making decisions
- We deliver excellence.



# Our strategic approach

Our strategy, 'Improving lives, strengthening communities, getting better together' was adopted in April 2013 and was set against the backdrop of the day, focusing on quality of service delivery.

We have recently developed a refreshed plan for its final year (2015/16), titled '**Improving lives, strengthening communities, shaping a better future together**'. This updated strategy reflects today's agenda of integrated services with partnerships of different providers from the NHS, social care and voluntary and private sectors, addressing the whole needs of

our patients and service users and offering 'joined up' pathways of care.

We believe we are well positioned to make a real difference to people's health and wellbeing and, in doing so, to help them have hope for the future and to fulfil their ambitions. We look forward to working with people to support them to improve their lives and to make our communities stronger by working together.



## Health economy partnerships

In Derbyshire two strategic leadership groups have evolved to address the shared pressures facing the health and care economy as a whole; the 21C Board in north Derbyshire and the Joined Up Care Board in south Derbyshire. As a Trust we span both and we will continue to work in partnership with our wider health and social care colleagues to address system-wide challenges and transformation.

In response to the national NHS 'Five Year Forward View' we will also be working with our colleagues in Erewash as a partner within the vanguard site for more integrated health services within the Erewash area.

## Parity of esteem

There remains a disparity in the funding and resources available for the number of people with mental illnesses who are in contact with services, in comparison with those who have physical health needs.

Nationally, mental health services equate to approximately 11% of health and care funding despite it representing 23% of the burden of illness on the whole system.

We have been working with our commissioners, partners and governors to seek to address the historical imbalance of funding that mental health services have traditionally received. This will remain to be a key priority for the Trust over the forthcoming year.

# Strategic outcomes

**Following the delivery of our 2014/2015 objectives, and within the context of our refreshed strategy and the strategic outcomes contained within it, our focus throughout 2015/16 will be on the following priorities:**

## **Outcome 1: People receive the best quality care**

- We aim to see an increasing number of patients reporting that they are involved in their care plan and that it reflects their needs, strengths and aspirations. We will measure this through the CQC (Care Quality Commission) Community Survey and benchmarking, which provides the baseline for this indicator. We aim to see annual improvements in this goal.
- We will embed the NHS Friends and Family Test across all our services and will aspire to reach annual improvements in our results. We will look to identify any learning by proactively studying the results of this data and looking for recurring issues and themes.
- We have established a Centre for Research & Development with an emerging reputation for research into practice to enhance quality, improve patient outcomes and the experience of those who use our services.
- We will support our teams to develop expertise to support the physical health of our patients, embedding an holistic or 'whole person' approach in line with our quality goals
- We will continue to meet standards of cleanliness for hospital wards and rooms. This will be measured through the annual inpatient survey and PLACE (Patient Led Assessment of Care Environment).

## **Outcome 2: People receive care that is joined up and easy to access**

- We will actively contribute to the design and implementation of community hubs and integrated community support teams
- We will optimise the benefits of PARIS, our electronic patient record system, including developing and implementing opportunities for greater mobile working for our staff
- We will lead the development of an innovative, integrated service model for children, young people and their families in southern Derbyshire.

## **Outcome 3: The public have confidence in our business and developments**

- We aim to retain and improve our services for children, including core services such as child and adolescent mental health services (CAMHS)
- We will seek to rebalance our service portfolio through partnerships, transfers and mergers within the local health economy. We wish to work closely in integrated service delivery to provide joined up care with our local NHS colleagues and independent sector providers
- We will make productivity improvements in our current services – we need to focus on improving the efficiency and financial return of services that currently perform the least well, and on making more efficient use of our PFI (private finance initiative) estate and delivering our wider estate strategy.
- We will utilise the models set out in the Dalton Review to grow business in a number of new markets such as integrated prison healthcare.
- We will strengthen the infrastructure around our communication with our communities, stakeholder engagement, listening events and market-promoting capabilities.

#### **Outcome 4: Care is delivered by empowered and compassionate teams**

- We will focus on the quality improvement objectives as outlined in our quality strategy, as well as addressing any service areas displaying symptoms of what we call “distress” (early warning signs of potential or actual service failure) or any actions from feedback from CQC inspections.
- We will continue with our approach to leadership and management development based on our Trust’s values to encourage compassionate relationships, compassionate teams and a compassionate culture of care
- We will continue to strengthen the organisational performance framework to strengthen service line management leading to further de-centralisation, bringing decision making closer to teams and patient care following our key transformational changes.
- As a result of our creation of neighbourhood teams delivering locally-based community health services, the structure of the organisation will be transformed in a way that enables decision making to be made closer to direct patient care. Operational managers and clinical leaders will have the freedom to make service improvements and determine resources in line with service line management best practice, and our executive directors will become more strategic in horizon scanning, influencing the local and national agenda.
- We will create leaders at every level of our organisation who are able to continually improve the quality of care provided and enhance our patients’ experience by driving forward innovation, transformation and modernisation of our services. We will introduce a leadership offer aimed at preparing our leaders for the transition needed and challenges ahead.
- Coaching competencies and development will form a significant facet in our leadership approach by developing a culture where coaching is the preferred leadership and management style. Fostering this preferred approach, we will be continually equipping our leaders with the skills and competencies to develop a compassionate culture.

# Transformation



**The Trust is committed to working collectively with its partners to ensure we share our plans, and support each other in any potential changes – thereby creating more joined up care approaches with fewer transfers of care, or gaps in services for our patients.**

Locally we are at the start of two exciting developments; the formation of our neighbourhood teams for our services delivered within a community setting, and changes to our campus services (services providing inpatient care or supporting alternatives to an inpatient stay).

Our ambition is that, in each neighbourhood, our mental health services for adults and our mental health services for older adults will be delivered using one common approach. Each neighbourhood team will use their local knowledge of resources and networks to support patients through the recovery process. Our clinical teams working within the neighbourhoods will become part of each local community, addressing and responding to local needs in the way that works best for that community of people,

supporting individuals and their families/carers to maintain active lives within the communities in which they live.

Similarly, we know that people want to be supported to live at home for as long as is possible for them to do so. People want hospital beds to be available, but only when their condition reaches a point at which a hospital admission is the safest and most appropriate option available.

At all other times we want to support people to maintain their lives within their homes, families and communities. We are therefore committed to being creative in our approach to delivering services and to learn from best practice, to explore new models of care that mean community support becomes a realistic alternative to hospital admission.

# Quality priorities

**Towards the end of 2014/15 we refreshed our quality strategy and framework, which enabled us to review our priorities for 2015/16.** It was agreed that we would continue to build on our work from 2014/15 and bring stability as the transformation programme is implemented during 2015/16.

## **Our priorities for 2015/16 are:**

- 1. Suicide prevention through patient safety planning**
- 2. Think! Family**
- 3. Physical healthcare**
- 4. Positive and safe including Safewards**
- 5. Recovery principles.**

Care planning also remains a priority as we are aware that there is further work to do in this area.

Joint working with the emergency department at Royal Derby Hospital is planned as part of our quality and innovation agreements with commissioners.

All quality priorities will be monitored by the Trust's Quality Committee and led by the Trust's Medical Director and Executive Director of Nursing and Patient Experience.



**The Trust's Quality Report can be accessed via [www.derbyshirehealthcareft.nhs.uk/about-us/publications/annual-report](http://www.derbyshirehealthcareft.nhs.uk/about-us/publications/annual-report)**

# Clinical priorities

**Building on our communities' needs**, and in line with our quality priorities, we will work with colleagues to deliver some key clinical priorities this year:

- **Suicide prevention** – to ensure we address all issues in connection with suicide and that our services perform to the highest possible standards in relation to this area, particularly in patient safety planning
- **Think! Family** - building our approach to safeguarding families, family-inclusive practice and helping teams to set their team objectives in this work
- To improve our **clinical performance and clinical variability** - ensuring that we are routinely assessing capacity for all decision making and that we work with informed consent in our personalised care planning approaches, to ensure a joint approach to shared care and decision making
- Leading the development of **children's care pathways** for young people across Derby city.



# Our future

**2015/16 is a key year for Derbyshire Healthcare as we seek to make changes to our own services; improving patient experience, increasing levels of support available within a community setting and embracing new models of care and best practice.**

We plan to achieve this amongst a wider backdrop of transformation across the local health economy, as we work closer with our health and social care colleagues to address system-wide challenges and provide more joined up care.

This is a challenge, but done right, we are confident that there will be real improvements for the people we serve. We want more people to be supported to live within their communities, who benefit from the latest thinking and advances in health care, and that we are using public money wisely and effectively.

We will continue to listen to our service receivers, carers, staff, members and partners, to deliver good quality and safe models of care that address the needs of our communities, both now and in the future.

For more information about the Trust and our plans for the future, please visit our website [www.derbyshirehealthcareft.nhs.uk](http://www.derbyshirehealthcareft.nhs.uk)

You can also follow us on Twitter: [@derbyscft](https://twitter.com/derbyscft)

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