



Derbyshire Healthcare
NHS Foundation Trust

Trust Strategy

2024 – 2028



Chief Executive's introduction



Derbyshire Healthcare
NHS Foundation Trust

Welcome to Derbyshire Healthcare's Trust Strategy for 2024 – 2028. This Strategy outlines our new, bold vision for the future, and the ways we will work in order to achieve our ambitions. We are committed to making positive changes that, in turn, have a positive impact on the people we support.

It is important that the Trust Strategy tackles current challenges, whilst also being flexible in adapting to a changing social and political environment over the coming years.

We have many examples of excellent practice, innovations and making improvements to the ways we work. This Strategy aims to build on and extend our previous successes.

We are moving forward and addressing the challenges that remain following the COVID-19 pandemic, where we have seen a significant increase in demand for all our services. We have also experienced changes in people's expectations of our services and how they want to access and fulfil their healthcare needs, together with changes to the ways people work and their expectations of the Trust as a good partner, and prospective or long-term employer.

This Strategy seizes an opportunity to transform our services and the way we work.

Our ambition is to make ongoing improvements to the care we provide, in a way that improves and enhances people's access, outcomes and experiences of our services, making continuous quality improvements. We will make better use of data and digital technologies to achieve our strategic priorities.

Our ambition is to support people in the community as much as possible, working with local partners to provide joined up care that supports people to live at home, remain in work and access the support they need to live healthy lives.

Alongside this approach we are seeing an increasing number of people who present with a range of complex health needs and conditions. It is important that we provide local access to services that support this group of people, and that we provide care through modern, evidenced based approaches, and in environments that promote privacy and dignity that aid recovery.

We face a number of complex challenges and start this Trust Strategy in a deficit financial position. We will need to take bold and difficult decisions with our partners to ensure that we continue to provide good quality of care to people who access our

services, whilst also having a sustainable financial future.

Our greatest resource are our colleagues. We need to work with our colleagues to build an inclusive culture that enables teams to improve and innovate to meet the demands of a challenging healthcare environment. Our approach to achieving the strategic priorities outlined in this Strategy can be seen in the Trust's new vision and values, which have been co-created with our colleagues, governors, carers and people with lived experience of our services.

Our colleagues have asked for clearer accountability, so we have co-produced a new Personal Accountability Charter that sets out how we expect our values to be expressed through our day-to-day interactions, creating a new, more visible, culture of accountability

A significant part of the Strategy is our ongoing commitment to equality, diversity and inclusion. This runs through our vision, values, strategic priorities and personal accountability charter.

I'm excited about the Strategy and the opportunity it affords us to make a real and positive difference to the lives of people in Derby and Derbyshire.



Mark Powell
Chief Executive

Strategy on a page



Derbyshire Healthcare
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Our vision

We make a positive difference in everything we do

Our strategic priorities

Partnerships

We will work together with our system partners, explore new opportunities to support our communities and work with local people to shape our services and priorities.



Inclusive
We respect everyone in all we do.



Caring
We provide safe care and support people to achieve their goals.

Patient focused

Our care and clinical decisions will be respectful of and responsive to the needs and values of our service users, patients, children, families and carers.



Ambitious
We offer high quality services, and we commit to ongoing improvement.



Belonging
We come together to create a culture that is welcoming, open and trusting.

Our values

People

We will attract, involve and retain staff creating a positive culture and sense of belonging.



Collaborative
We work together to achieve the best outcomes for our people and communities.

Productive

We will improve our productivity and design and deliver services that are financially sustainable.



About us

Derbyshire Healthcare provide many health services throughout Derby and the county of Derbyshire, including mental health and eating disorders services. We provide a drug and alcohol service for Derbyshire county, and we provide a wide range of specialist services, children's health services and adult neurodevelopmental services in Derby and southern Derbyshire. We also run the regional East Midlands Gambling Harms Service.

Derbyshire is a county that covers 1000 square miles with a population of about one million 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.

Mental health services

Community mental health services are offered across the county. Our inpatient mental health services for adults, older adults, rehabilitation and forensic services are county-wide but located in Derby and Chesterfield.



Children's public health services

Such as health visiting and school nursing



Substance misuse services

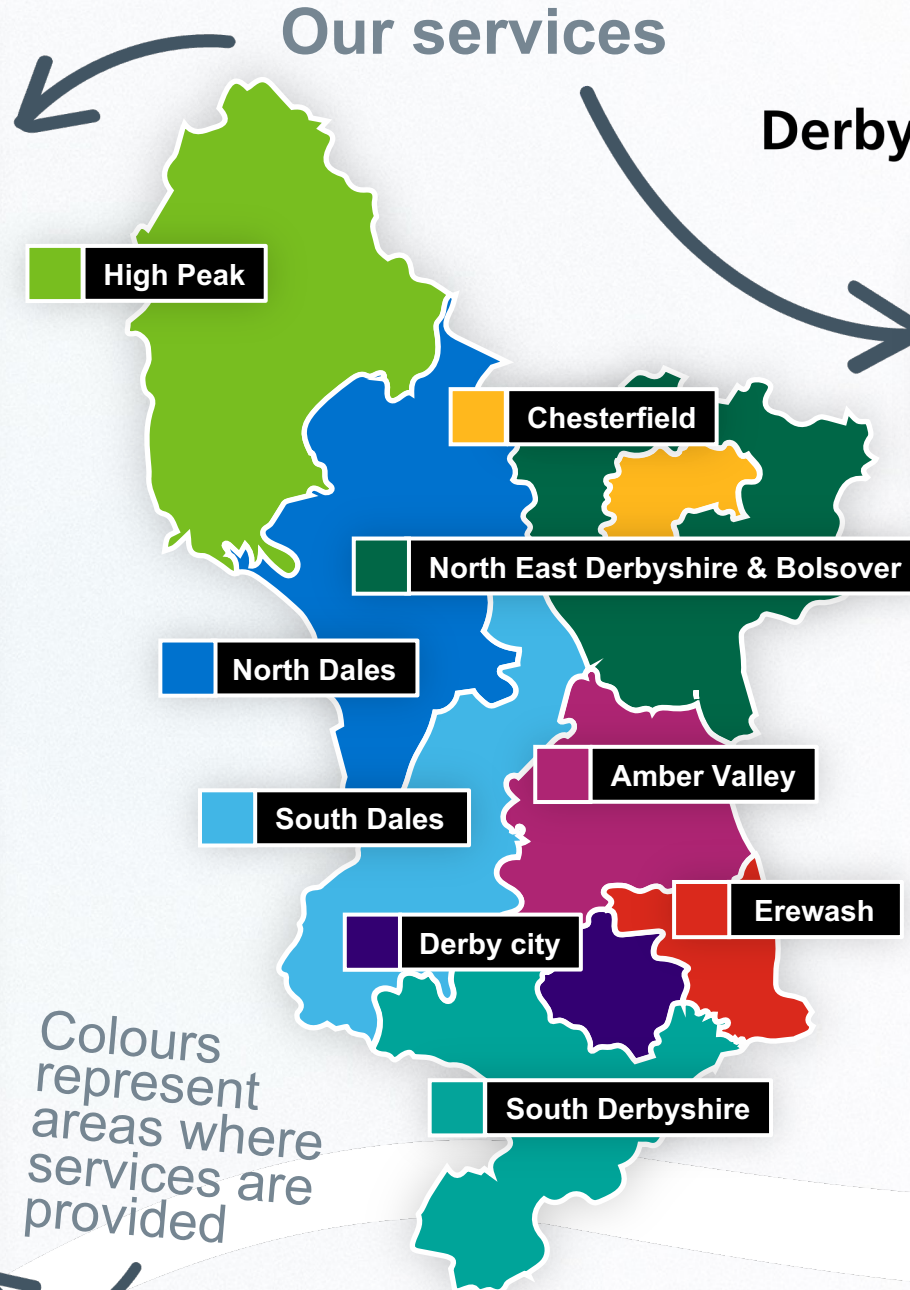
Drug and alcohol recovery services



Gambling harms service (also across all the East Midlands)



Our services



Derbyshire Healthcare NHS Foundation Trust

Children's complex health services

Supporting children with neurodevelopmental, behavioural and physical and movement needs



Adult learning disability/ neurodevelopmental services



Child and adolescent mental health services (CAMHS) and children's eating disorders services



Eating disorders services for adults



Context



Derbyshire Healthcare NHS Foundation Trust

The context within which this Trust Strategy has been developed is important, as our actions and priorities must meet the needs of the day, whilst also being flexible to accommodate new priorities as the environment continues to evolve.

Our Strategy is being developed in the initial months of a new Government. The Darzi Review, which identifies current problems across the NHS has recently been published, ahead of a new Health Plan which is expected next year. Nationally there are three required shifts:

- From hospital to community settings
- From analogue to digital services
- From treatment to preventative approaches.

Whilst this Strategy outlines our approach to these three priorities, it is important that we continue to respond to any new legislation or developments that take place across the NHS and the services we provide. An annual Delivery Plan will sit alongside this Trust Strategy to ensure progress against all strategic priorities is met.

Over recent years we have worked in line with the requirements of the NHS Long

Term Plan (2019) and the subsequent NHS Mental Health Implementation Plan, which outlines a commitment to mental health services at a local level.

There continue to be many local and national priorities to be delivered by the Trust, with an ongoing commitment to improving services for children and people with mental health needs. Locally there continues to be commitment to the Mental Health Investment Standard (which sets guaranteed levels of spending on mental health services) although we are facing increasing pressure to make financial savings that will mean the Trust may become unable to deliver full improvements as anticipated.

The Derbyshire Strategic Plan for Mental Health, Learning Disability and Autism 2024-2027/8 outlines a focus on culture of care, what good looks like and care closer to home.

This Strategy outlines our organisational response to the national and local context set out above.

Within Derbyshire the Trust is developing a series of new facilities, which will start to

open to patients during Winter/Spring 2024/25.

Bluebell Ward, a dedicated inpatient environment to support older adults with functional mental health needs, opens on the Walton Hospital site in Chesterfield in Winter 2024. This meets our clinical ambition to provide separate bespoke environments for adults and older adults, in line with best practice.

Derbyshire is one of a very small number of areas in the UK that continues to provide inpatient mental health services from outdated dormitory style wards. The county also currently has no local Psychiatric Intensive Care Unit (PICU) which means local people currently travel outside of Derbyshire to access this increased level of support.

Our new facilities in Derby and Chesterfield will offer en-suite accommodation across modern ward environments, together with a PICU co-located with the new acute mental health unit in Derby. This will significantly improve the privacy and dignity people experience when they are supported in our ward environments and provide a full range of mental health care close to home.

Whilst there are many positive things that we can build on, we know that demand for all our services is growing, and we are seeing people with increasingly complex needs. This means we need to increasingly transform and re-shape our services to ensure that those in most need are able to access our services. This is going to require some fundamental change to how we provide services, who to and where from. Continuing to do the same as we always have done, won't enable us to meet these challenges, so we will need to be bold and brave.

It is important that we embrace new technology, new ways of working and test innovative models of care to help us meet the increase in demand we have seen over recent years.

We also need to recognise that we can't do everything on our own and in isolation. Working with key partners and collaborating with others will help us achieve the ambitions set out in this strategy, so we must invest time in building relationships so that we can best meet the needs of our service users, patients and their loved ones.



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Vision and values





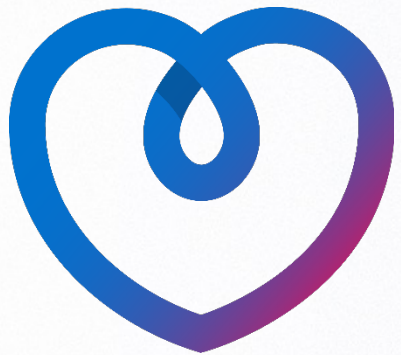
Our vision

“We make a positive difference in everything we do.”

Our values

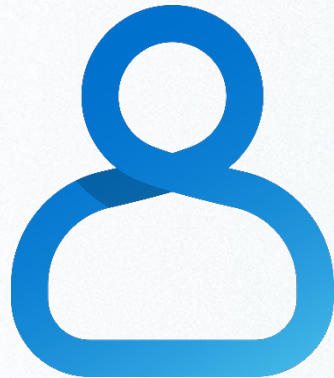


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Caring

We provide safe care and support people to achieve their goals.



Inclusive

We respect everyone in all we do.



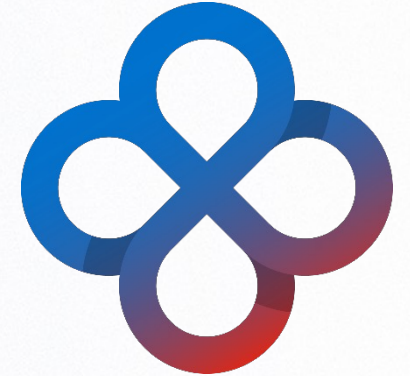
Ambitious

We offer high quality services, and we commit to ongoing improvement.



Belonging

We come together to create a culture that is welcoming, open and trusting.



Collaborative

We work together to achieve the best outcomes for our people and communities.



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Strategic priorities



Strategic priorities – the four Ps



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Our strategic priorities outline the high-level initiatives we will focus on in order to deliver the Trust vision. They will be a foundation for our decision making and resource allocation and form the basis of how we will measure performance and successful delivery of the Trust Strategy.

The priorities are all of equal focus and importance. Each will remain in place for the three years this Trust Strategy covers (Winter 2024 – Spring 2028) and will have a set of key deliverables which set under each priority. These will be reviewed on an annual basis to monitor progress, completion and to identify any new deliverables that reflect the changing environment in which we work.

A number of key plans and documents will support delivery of the strategic priorities, as outlined on the subsequent pages. Where these documents are not in place, they will be developed during the life of this Trust Strategy.



Our strategic priorities will be known as our four Ps:

Patient focused

Our care and clinical decisions will be respectful of and responsive to the needs and values of our service users, patients, children, families and carers.

People

We will attract, involve and retain staff creating a positive culture and sense of belonging.

Productive

We will improve our productivity and design and deliver services that are financially sustainable.

Partnerships

We will work together with our system partners, explore new opportunities to support our communities and work with local people to shape our services and priorities.



Patient focused



Derbyshire Healthcare
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Our care and clinical decisions will be respectful of and responsive to the needs and values of our service users, patients, children, families and carers.

Strategic intent:

Our services will deliver safe and high-quality care.

What success will look like:

- Improved patient experience and satisfaction
- Co-producing the way we provide care with people who use our services
- Improved timely access to our services
- Continuous improvement underpins our way of working
- A safety and learning culture
- Retain and improve our Care Quality Commission (CQC) rating
- We get the basics right and this results in improved outcomes
- Staff are confident in managing risks using evidence-based interactions
- Multi-disciplinary team working is embedded throughout our services.

This priority is supported by the following enabling plans:

- Clinical Plan
- Digital Plan
- Quality Delivery Plan
- Transformation and Continuous Improvement Framework
- Research and Development Plan.



People



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We will attract, involve and retain staff creating a positive culture and sense of belonging.

Strategic intent:

Derbyshire Healthcare is a great place to work.

What success will look like:

- Attracting a high skilled and diverse range of applicants to our roles
- Retaining our diverse talent through growth and development
- Staff survey results that are top scoring amongst our peers
- Competitive staff benefits and wellbeing offer
- Staff are delivering at the top of their professional standards
- Opportunities for professional and career development
- We are recognised as a truly diverse and inclusive Trust
- Being the employer of choice.

This priority is supported by the following enabling plans:

- People Plan
- Communications Plan
- Digital Plan
- Research and Development Plan
- Transformation and Continuous Improvement Framework.



Productive



Derbyshire Healthcare
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We will improve our productivity and design and deliver services that are financially sustainable.

Strategic intent:

Our services will be productive, demonstrate best value for our population and be cost effective.

What success will look like:

- To increase productivity through continuous improvement approaches
- Understanding of our cost base
- Delivery of the agreed financial plan
- Reduction in overhead costs
- Increased proportion of money spent on community and care closer to home
- Our services access and use accurate and timely data to make improvements
- Our services make use of digital technologies
- Reduced NHS Carbon Footprint
- More efficient and effective use of our buildings
- Establish a business unit for income generation.

This priority is supported by the following enabling plans:

- People Plan
- Sustainability Plan (incorporating the Green Plan)
- Estates Plan
- Digital Plan
- Transformation and Continuous Improvement Framework
- Research and Development Plan.



Partnerships



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We will work together with our system partners, explore new opportunities to support our communities and work with local people to shape our services and priorities.

Strategic intent:

Our organisation will identify new ways of working, through new collaborative approaches.

What success will look like:

- Develop community mental health services aligned to our communities and Place
- Becoming a Teaching Trust
- Seamless pathways through integrated services
- Better understanding of our communities' needs and health inequalities
- We work with our local communities to improve our services and support healthy lifestyles
- Co-production and co-development with Experts by Experience, carers and service users
- We deliver as an anchor organisation
- We are a strong partner in Joined Up Care Derbyshire and the East Midlands Alliance.

This priority is supported by the following enabling plans:

- Research and Development Plan
- Clinical Plan
- Community and Stakeholder Engagement Plan
- Communications Plan
- Digital Plan.





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Additional information



Our partnership approach



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Derbyshire Healthcare is a partner of the Derbyshire Integrated Care System, locally called Joined up Care Derbyshire (JUCD). System working in this way brings organisations together to work with a joined-up approach.

The purpose of JUCD is to collectively:

- Improve health and wellbeing
- Improve care and quality of services
- Improve financial efficiency and sustainability.

In addition to this system-wide approach, the Trust is working in partnership with Derbyshire Community Health Services NHS Foundation Trust (DCHS) through an Alliance model, to align services across the City and County for people with a learning disability and/or neurodevelopmental needs.

We are working in collaboration with other regional providers through the East Midlands Alliance for Mental Health, Learning Disabilities and Autism, to ensure a regional approach to specialist services. The Alliance aims to improve quality and productivity, enable safe care, develop our workforce, improve population health and reduce inequalities.

Services are delivered through five provider collaboratives – Adult Eating Disorder, Child and Adolescent Mental Health Services (CAMHS), Forensic, Perinatal and Veterans – which operate across the East Midlands and are each led by one of the Alliance partners.

Derbyshire Healthcare is the lead provider for the Perinatal Provider Collaborative. The Trust is also the lead provider for the East Midlands-wide Gambling Harms Service.

The Trust is committed to delivering services at a local level (at Place), working closely with local statutory partners and the voluntary and community social enterprise (VCSE) sector. We have recently progressed this approach through the delivery of Living Well/Derby Wellbeing, which has a strong multi-agency approach in line with the requirements of the national Community Mental Health Framework. The Trust's services for children and young people, are also increasingly delivered at Place.

The Strategy emphasises that we aspire to be a great partner and that we are committed to building on the partnerships and collaborations we have in place, taking forward further opportunities to join up or integrate care in our communities. This will involve working with partners from all sectors to enable us to play our part in seeking to reduce health inequalities for the population we provide care to across Derby and Derbyshire.



Equality, diversity and inclusion



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A strong commitment to equality, diversity and inclusion (EDI) runs throughout this Trust Strategy. This applies equally to people who use our services to our colleagues, and relationships with our communities and partners.

The principles of equality, diversity and inclusion are relevant to all our strategic priorities, and this is a golden thread that runs throughout the Trust Strategy. One of the Trust values focuses on being inclusive in our approach and the way we work with others. This is supported by specific priorities outlining our inclusion approach within the strategic priorities on People, as outlined on page 12.

Priorities include:

- Having EDI objectives in place for the Trust Chair, Chief Executive and all Board members
- Implementation of the Patient and Carer Race Equality Framework (PCREF) to reduce racial inequalities
- Evidencing a speaking up culture with parity in protected characteristics
- Providing psychological support for victims of bullying, harassment, violence and discrimination
- Implementation of the commitments outlined in the Sexual Safety in Healthcare Charter

- Having reciprocal mentoring in place, with a focus on where it will have the most impact
- Utilising staff survey data on progression and career development to develop an understanding of where colleagues feel there are barriers and develop actions accordingly
- Developing a Trust-wide anti-racism approach, informed by existing best practice but co-created with colleagues to build engagement and motivation, and to model inclusion.
- Further supporting our staff networks and launching a Staff Networks Framework, with full complement of executive sponsors.



A culture of accountability



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The Trust Strategy has been developed through an engagement approach, which has involved Trust colleagues, partners, Trust governors and representatives of our patients, service users and carers. A draft version of the Trust Strategy was also shared with external stakeholders for feedback.

Whilst engaging with people about the development of the Trust Strategy, a recurring point of discussion focused on how we will ensure people adhere to the Trust values, and how we can strengthen colleagues' personal accountability to demonstrate the behaviours of values expect.

To achieve this, we have developed a new Personal Accountability Charter, that will sit alongside the new Trust Strategy.

This will be embedded into the Trust's People policies and outline a social contract between the Trust and its colleagues. Further developments also include a leadership accountability framework. A wider Organisational Development (OD) approach will be undertaken to embed the new charter into the Trust's culture.

The ongoing development of the Personal Accountability Charter will sit outside the strategic priorities included in the Trust Strategy. However, it is an important way in which the Trust values will be upheld across the Trust, and a key component of the Trust's wider cultural change.



Personal Accountability Charter



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Caring

We provide safe care and support people to achieve their goals



Caring behaviours

- We are kind
- We are person-centred
- We keep people safe

How I can show caring behaviours

- I show kindness to others and think about their needs
- I don't walk by if something is wrong or needs to be done
- I meet professional standards



Inclusive

We respect everyone in all we do



Inclusive behaviours

- We are fair
- We embrace and celebrate difference
- We are professional

How I can show inclusive behaviours

- I think about the impact of my actions on other people
- I respect people and my surroundings and speak up when things don't feel right
- I actively challenge discrimination



Ambitious

We offer high quality services, and we commit to ongoing improvement



Ambitious behaviours

- We learn
- We are high performing
- We are innovative

How I can show ambitious behaviours

- I get the basics right, to underpin improvements
- I listen, learn and improve
- I deliver continuous improvements



Belonging

We come together to create a culture that is welcoming, open and trusting

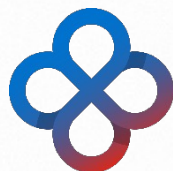


Belonging behaviours

- We are honest
- We are accountable
- We communicate

How I can show belonging behaviours

- I look after my own health and wellbeing
- I recognise the value and contributions of all colleagues
- I take responsibility for what I do



Collaborative

We work together to achieve the best outcomes for our people and communities.



Collaborative behaviours

- We work well with others
- We engage
- We are good partners.

How I can show collaborative behaviours

- I work with others to achieve shared outcomes
- I break down barriers to achieving the best outcomes
- I empower people to be partners in their care.