

Our organisational strategy: people, prevention and partnerships (draft)

Our organisational strategy describes how we plan to improve the experience, wellbeing and health of people who use our services, their families and carers, our staff and the communities we serve.

The strategy responds to local needs and national priorities, including the NHS Long Term Plan. It is based on needing to do things differently - both in terms of how we work and how we work with others - and informed by feedback about what we do well and where we need to improve.

The following are at the forefront of our strategy:

- joining up services in partnership across health, social care, housing, employment and education
- creating and sustaining a collaborative, compassionate and caring organisational culture which promotes inclusion
- using our resources wisely, which includes using research, innovation and learning to develop new treatments and develop our workforce
- promoting health, wellbeing and resilience within the communities we serve.

We will champion the needs of people who use mental health and learning disability services. This includes doing all we can to eliminate discrimination and address the social factors that affect people's health.

Our strategy underpins the annual objectives we agree each April regarding the specific actions we focus on over the following year. It will also help create the conditions for us to continue delivering our clinical strategy, which describes in detail the type and range of services we believe we need to provide in future.

Having an organisational strategy is about describing where we are heading, we want to achieve in future and why. By getting everyone at Sussex Partnership contributing to this shared purpose, we can make best use of our collective energy, expertise and resources to make a positive difference to and improve the health outcomes of the communities we serve.

Our values

Our values are designed to guide the way we behave and how we want people to experience Sussex Partnership, whether as someone who uses our services, works with us or works here.

People first

People are at the heart of what we do.

Future focused

We are optimistic, we learn and we always try to improve.

Embracing change

We are bold, innovative and disciplined about making use of our resources to continuously improve.

Working together

We provide services in partnership with patients, families and others.

Everyone counts

We value, appreciate and respect each other.

Our strategy in summary

Our vision is to improve the quality of life for the communities we serve.

Our mission is to champion the rights of people with mental health problems and learning disabilities. We will also lead on bringing health and care services together for their benefit.

- **People** will feel valued, supported and cared for
This applies to people who use our services, their families and our staff. It's an approach based on working with people as equal partners.
- **Prevention** of ill health will promote community wellbeing
We will use population data to understand and anticipate the needs of our local communities and improve population health. We will challenge stigma, encourage people to seek help early and provide help to people earlier if they are at risk of ill health.
- **Partnerships** will provide people with services to help them thrive
We will take a leading role in bringing partners together across health, housing, education, employment and social care to address the social factors which affect people's health. We will play a leadership role in shaping how the whole health and social care system works with other sectors.

Underpinned by how we work

- **Our culture, values and behaviours.**
People will want to work here, and work with us, because we live our values. Our staff will recommend us as an employer, feel well treated, engaged and enabled to do their jobs well. They will also be clear about their responsibilities to each other and to the people we serve.
- **Effective and efficient use of resources.**
This enables us to live within our means, make best use of public money, reduce unwanted variation and invest in innovation to improve individual health and care outcomes. In our role as a University Teaching

Trust we will help train the future workforce and advance patient treatment through ground-breaking research. This will help develop the resources to continue improving NHS services.

What's behind this strategy

People are living longer. The NHS is treating an increasing number of patients with long-term conditions.

Too often, however, people find it difficult to know how to get the help they need. The health and care system can feel difficult to understand, confusing to navigate and slow to respond.

At the same time, health and care services are facing sustained pressure and money is tight. It isn't realistic or reasonable to expect staff to keep absorbing extra demand indefinitely. This means we can't keep working the way we do now.

There are outstanding examples of care and treatment across our services. Our staff are compassionate and committed to helping patients and families. We want to create the conditions where they are encouraged, supported and able to be innovative in finding ways to continue improving care and treatment for the communities we serve. Wherever possible, we want to prevent ill health.

Our organisational strategy is about defining how we can make the very best of our resources and work with others to improve the mental health and wellbeing of our local communities and their experience of mental health and learning disability services.

Our strategic objectives in more detail

People

We are committed to making sure that people feel valued, supported and cared for. This includes people who use our services and their families, who work in partnership with us and work within our organisation.

People will receive evidenced based care which is easier to access. They will also receive immediate, specialist healthcare support if they experience a mental health crisis.

Wellbeing at work improves staff, patient and carer experience. We want to be experienced as an employer which prioritises the wellbeing of people who work here. This involves doing everything possible to make people's job enjoyable and providing them with excellent support, supervision and training. We will provide opportunities for people to learn and develop in their roles, helping us develop our future workforce.

Looking after the wellbeing of our workforce is part of our wider ambition and responsibility to promote health and wellbeing within the communities we serve. This includes challenging the stigma and discrimination that remains associated with mental health and learning disabilities.

Prevention

Rather than expecting people to fit in with how we work, we will do everything possible to fit our services around the needs of our local communities.

We will use population data to analyse, anticipate and respond to the needs of our local communities, and get help to people earlier when this is needed. This will help us make the shift away from being a healthcare provider that mainly responds and reacts to illness.

Our focus on prevention is about getting help to people at the earliest possible opportunity. It also involves working with people to help them move beyond the specialist services we provide by promoting wellbeing, self-management and recovery. This includes supporting people to gain and maintain employment.

By talking about inclusion, we believe people should be able to achieve their full potential regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, sexual orientation, or domestic circumstances.

We will help people lead lifestyles that promote physical and emotional wellbeing. This includes people with learning disabilities and long term physical and mental health conditions. We will achieve this by working in partnership with others to develop and deliver a wellbeing strategy for our local communities. We will pay particular attention to the physical health of people with severe mental illness to address the lower life expectancy this group currently experiences.

We recognise we have a particular responsibility to help children and young people get a start in life that protects them against later adversity and mental ill health. To help achieve this, we will expand our youth services and develop services for people from 0 – 25 years. We are also committed to working with others to implement our 'Towards Zero' suicide prevention strategy in order to safeguard people's health and wellbeing as best we can.

Partnerships

We recognise how important it is for us to continue to work with people who have lived experience of mental illness to determine how we can best help people manage their mental health and wellbeing. We will build on this work and continue to increase the number of people with lived experience employed as peer workers.

At the same time, we believe there is more we can do to help bring people together from across the health, social care and third sector to meet people's emotional, physical and social care needs. We will work with partners to develop a more joined up approach to care, so

people get the help where and when they need it, and will reduce unwarranted variation in clinical practice and clinical services. We will work with social care, community groups, service user groups, housing organisations, employment services and educational institutions so that people with mental health problems and learning disabilities can meet their goals.

Partnership means collaborating to make the very best use of public money, rather than operating in a silo and taking decisions on our own. It is about designing, delivering and leading new ways of working, sharing resources and being open to providing services differently. We will always approach this in the spirit of collaboration, rather than by assuming we know best. For us, the concept of integration is about thinking beyond organisational structures in health, and social care; focusing more on how we work with the housing, employment and education sectors to provide people with all round support.

Being flexible, open minded and innovative will help us improve the experience of people within our local communities who need to access health and care services. We will use our clinical expertise, influence and infrastructure as an NHS provider - and a University Teaching Trust - to make sure the whole system of care is more effective and easier to access. In doing so, we will work with others to improve the information, advice and support that is available to people to help them manage their individual health and care needs.

We will conduct high quality research and teaching in partnership with our local and national Higher Education partners that translates directly into improved clinical practice.

Our ways of working

Our culture, values and behaviour

We want to shape a culture of inclusion, kindness, civility, learning, fairness and responsibility. This means using our values to guide the way we behave and work. We will always seek to listen to, learn from and act upon feedback from people who work here. Our approach to leadership - at all levels of the organisation - will be based upon creating the conditions for people to flourish and realise their potential.

Our sense of optimism for the future is grounded in an understanding of the difficult challenges people face (both those who use our services, our staff and others we work with). We are open with organisations which have formal powers to regulate our services because we are committed to continuous learning and improvement. When things go wrong, we will use this as a spur to learn and improve rather than seeking to blame. At the same time, we will be clear about the standards we expect individuals and teams to uphold. Safety will be a priority for everyone, whatever their role.

We will continue to train and support people in using Quality Improvement (QI) as a way of embedding a culture where we continuously plan, deliver, evaluate and learn from change.

Getting teams across our services involved in using QI also helps us become an organisation that constantly examines, analyses and improves the way we do things - big and small - to improve patient, family and staff experience. Importantly, it means many improvements can be driven by local teams based on their knowledge, expertise and learning.

We will use a variety of QI methodologies in recognition that not one of these is perfect. Our workforce will be equipped with the skills and knowledge to select the best approach for accelerating improvement, drawing on guidance from the Institute for Healthcare Improvement. People with lived experience and carers will be trained in QI and will be at the heart of all our improvement work.

Effective and efficient use of resources

Effective financial management flows from relentlessly focusing on service quality. We are committed to using public money responsibly and investing in innovation to improve patient, carer / family and staff experience.

Decisions made in the past about the allocation of resources may not be right to meet the demands of today. Some areas have benefitted from additional levels of investment in mental health and learning disability services. Whilst recognising there may be particular health needs in specific geographical areas, we want to ensure greater consistency in the allocation of resources and provision of services across the local communities we serve.

Other organisations have particular expertise which means they may be better placed than us to provide some aspects of specific support to people. In order to make best use of this specialist expertise, there may be a case for changing the way resources are used. We will always put the needs of our communities before the organisation.

We will aim to work in ways that add social value to our local communities. This includes ensuring that, when we commission and procure services from other organisations, we act in a way that is environmentally responsible and that maximises the potential benefit to and positive impact on our local communities.

We will be bold, creative and focused about harnessing the potential of digital technology to transform our services in support of patient care. Our University Teaching Trust status reflects our commitment to developing resources, based on learning, which will help us deliver the best possible NHS care and treatment to the patients, families and local communities we serve.

Our backstory: an appraisal of where we have come from

Where are we now?

Our population is changing

People are living longer. The NHS is treating increasing number of patients living with long-term conditions.

Under pressure

Services are facing sustained pressure and money is tight. It isn't realistic or reasonable to expect staff to keep absorbing extra demand. So we can't keep working the way we do now.

This is the backdrop to our clinical strategy. Importantly, our local health and social care partners recognise mental health is a priority.

From 'requires improvement' to 'good'

The CQC rated us 'good' overall and 'outstanding' for caring in January 2018. They found good practice across our services, significant improvement in quality and personalised care meeting patients' needs. At the same time as focusing on continuously improving quality, we have worked hard to remain financially stable so we avoid becoming distracted by money worries.

Continuous improvement

Working with people who have lived experience of our services, and their families, is at the heart of our approach to change. We need to look after staff, which includes responding to the fact they feel stressed and that they have insufficient resources to do their job. We also need to look beyond our own organisation and work with others to improve health, social care and wellbeing within the communities we serve.

Refocusing by refreshing our organisational strategy

We have come a long way. But we ask a lot of staff and have a lot of priorities. This is why we decided to take stock of our existing organisational strategy (Our 2020 Vision). This involved reviewing, discussing and refocusing on the key things we believe we can achieve by working together. This will help us deliver our clinical strategy and improve patient, family and staff experience.

Where we have come from

Poor culture affects patient care

Our planning for the future is informed by an understanding of where we have come from as an organisation. We needed to change because staff told us in 2014 they felt a sense of fear, blame and a lack of trust within our organisation. Poor staff experience affects patient outcomes, job satisfaction, morale and mental wellbeing.

The need to improve

The Care Quality Commission rated us an organisation which 'requires improvement' in January 2015. One of the things they told us was that staff weren't clear about our organisation's long-term plan to improve patient experience.

Often operating in isolation

We weren't making the most of potential partnership opportunities to improve things for patients, such as by bringing physical and mental health care closer together and working with the third sector.

Focused on expansion

Our business development strategy was based upon winning contracts to provide new services. As a result, we became responsible for services across a wide geographical area including Kent and Medway.

What did we do?

Creating a culture where people feel valued

Our values were developed with staff and published in April 2016. They are designed to guide the way we work with and treat each other.

Less command and control, more local freedom

Our new management structures, Care Delivery Services, were created to help change how we work by devolving decision-making from the corporate 'centre' to local services.

Shaping a shared mission

Our 5 year organisational strategy (Our 2020 Vision) to deliver "outstanding care and treatment you can be confident in" was co-produced with staff, patients, partners and public involvement, and published in April 2015.

Placing partnership at the heart of our strategy

One of the ambitions described in Our 2020 Vision was to be an organisation which is easy to work with, values collaboration and always has the best interests of patients in mind.

Defining what we need to do differently

Our clinical strategy, published November 2017, outlines the type and range of clinical services we want to offer to deliver the best care for patients, carers and their families with the resources we have available. It describes the partnership we want to form, the changes in services and clinical practice we want to see, and how we will make these changes happen.

What next?

Publishing our refreshed organisational strategy, informed feedback we have received from people, is the first step on using it to improve the experience and health outcomes of people who use our services. We will continue talking with people about what this strategy means and how we can use our collective resources to best effect to deliver it.