



Council of Governors
8th April 2014
Item 6

Annual Plan for the period 2014-15 to 2015-16

Summary of
Trust aims and corporate objectives

April 2014

Our vision and strategy

Our Purpose

Our purpose is to improve people's health, wellbeing and social inclusion so they can live fulfilled lives in their community. We will achieve this by providing services aligned with primary care that meet people's health and social care needs, support recovery and improve health and wellbeing.

Our Approach

We are united by our dedication to meet the needs of people who use our services – those we are here to serve. We measure our success as an organisation by the extent to which we do that and we are committed to working with people who use our services and their carers to improve the quality of everything we do. We welcome checks and balances on what we are doing and take seriously our responsibility to account for how things are.

We can only deliver high standards and quality improvements if it involves all of us. We will only achieve what we are capable of if we work together in partnership, with everyone encouraged to think for themselves and share responsibility to bring about improvements in how we work.

We believe in people's ability to recover and that our role is to work alongside individuals to support them in that journey. We provide recovery oriented services, recognising people's potential and working with optimism and hope. We aim to intervene early to promote independence and self-reliance and prevent loss of independence and wellbeing. We provide services to people within the context of their families and communities, providing specialist interventions and connecting up with community resources.

People's physical, mental and social care needs are interrelated and we are committed to continuing and develop further our range of integrated services aligned with primary care along managed pathways.

We recognise the social determinants of ill health and therefore seek to address social inclusion in all that we do. We are committed to equal access and social justice and to tackling stigma and discrimination.

We recognise our shared humanity. The quality of our relationships and the way we treat each other matter, to both service users and to staff. We recognise the importance of maintaining a compassionate workforce and of treating our staff and each other with the same respect and support with which we expect our staff to treat service users and their families. This requires leadership and leaders who recognise, understand and take a stand for humanity in health care and are concerned with relationships as well as results.

The health and social care system is under considerable pressure, due to increased need and resource constraints. We will work in partnership with the people who use our services to improve quality and reduce inefficiencies by redesigning pathways of care and providing services as close to home as possible.

Our Vision

Our vision is for SHSC to be recognised nationally as a leading provider of high quality health and social care services and recognised as world class in terms of co-production, safety, improved outcomes, experience and social inclusion. We will be the first choice for service users, their families and commissioners.

Our Values

The values of the trust form the guiding principles and behaviours for the way we do our work. These have been identified by the Trust Board and will be consulted on with service users, carers and staff.

- Respect
- Compassion
- Partnership
- Accountability
- Inclusion and Fairness
- Ambition

Our Strategic Aims

In order to deliver our purpose and vision we have identified five key Strategic Aims as follows:

1. To continually improve the quality and efficiency of our services in terms of safety, outcomes and service user experience
2. To retain, transform and develop services along care pathways, enabling early intervention and meeting people's needs closer to home
3. To recruit, develop, support and retain a skilled, committed and compassionate workforce with effective leadership at every level
4. To build and develop partnerships that deliver improvements in quality for the benefit of our communities
5. To continue to perform as a financially viable, effective and well governed organisation

Our plans

Our development plans and objectives are guided by our strategic aims. In finalising our plans we have considered the local commissioning intentions, the views of our Governors and our on-going assessment of the quality and effectiveness of the care we provide.

Our Governors views

We have worked with our Governors to understand their views about what will make the most difference to improve the experience of people who use our services. Our Governors surveyed the Trust's Membership about our developing priorities and we received responses from over 300 Members. Our Governors, informed by the feedback from the Members, have told us that they support the areas we are planning to prioritise. Through a workshop and surveys they have told us that we should focus on the following areas:

- To continue to support staff to have an appreciation and awareness of what it is like to receive care. This includes strengthening the culture of the organisation and our workforce, along with improving how we gather feedback about people's experiences. We have agreed objectives that will improve how we do this through monitoring service users experience, led by service users, alongside better workforce development that involve service users in the delivery of training to our staff.
- To continue to improve how quickly people can access support and care. This included waiting times generally, access to preventative support and support during times of crisis. Feedback also highlighted that we should give attention to what happens when people get care and support from different teams and reduce the amount of repeated assessments that people receive. We have agreed a number of objectives that focus on reducing waiting times in key areas. We will review care pathways to simplify arrangements and reduce duplication for service users.
- Prioritise our initiatives that are about freeing up staff time so they can spend more time providing direct care and support. There was a concern that we should ensure we have the right numbers of staff working within teams, particularly within our inpatient services. We will review our staffing levels across services and report on what we believe they should be and then monitor our delivery against those standards. We will work with teams to support them to review how they work and report on how we have reduced unnecessary bureaucracy as a result of this.
- To improve the way we provide information to people about their own care and the care and services that are generally available. Alongside this we received feedback encouraging us to develop a better understanding about how we provide evidence based care and support, use outcome measures to understand how we are doing, and build our capacity to do more research in the future. We will improve the information available about our services, and ensure we use outcome measures across all our services to help us understand and report on how we are doing.

Our quality goals

We consistently fare very well compared to other Organisations in service user surveys, staff attitude surveys and reports from our regulators. Many of our services have been visited and evaluated by the Care Quality Commission. We consistently receive feedback highlighting that the care they observed was person centred and dignified. When they have identified areas we need to address we have taken action immediately. We report on our performance against local quality standards to our commissioners. We have agreed a range of local indicators to evaluate and monitor the quality of the services we provide. Our commissioners are assured about the quality of care we provide and have not raised any areas of undue concern that needs addressing outside of our general strategy.

Overall we are a high performing organisation. We perform well in delivering the national standards asked of us across our services for primary care, learning disabilities, substance misuse and mental health. We experienced challenges during 2013/14 in maintaining standards for annual care reviews for people being care for under the Care Programme Approach. We implemented plans that have delivered the desired improvements and we are confident this standard will be maintained. We have not identified any undue risks that will impact on our ability to deliver the care quality standards expected of us.

As we plan for the next two years there are no areas of concern identified from our on-going engagement with our regulators, commissioners or our performance against the national standards required of us that indicate we need to prioritise improvement action.

Following the publication of the Francis report the Board of Directors undertook a review of our culture. Our review was done with our staff, our clinical leaders and benefited from input from external experts in the field of compassionate care.

The Board concluded that our culture is very different from those organisations reviewed in the national reports. But we are not complacent. We operate in the same context and are subject to the same external pressures that contributed to the failings in those organisations and these are difficult times. Delivering high quality health and social care is becoming more complex and more challenging. Demand for services is increasing and we are currently operating in an environment of reduced public sector spending. Delivering high quality care in this environment is a challenge we are determined to meet.

We have a culture in which, should poor care take place, it is recognised and reported and so we do know that we have instances when care is not at the standard we would wish for our friends or families. We are therefore keen to learn whatever lessons we can from such instances to improve the quality of what we do.

We have taken this opportunity to revitalise our commitment that the people who use our services are at the heart of everything we do. We will ensure the successful delivery of our commitments to

- Express more clearly and make real our commitment and expectations that service users are at the heart of all that we do.
- Strengthen service users feedback and engagement.
- Increase our openness and transparency
- Strengthen staff engagement
- Continue to develop engaging leadership at all levels

- Enhance our governance processes
- Develop the role of our Governors
- Work in partnership with our commissioners

When we look at how we are doing against most of the ways we evaluate our services, we are providing a good standard of care, support and treatment. This is something we are rightly proud about. However we also recognise that we can do better, and need to do better. We have much to do to ensure the quality of what we provide is of a consistent high standard, every time, for every person in respect of safety, effectiveness and experience.

During last year we have prioritised two major development programmes that will help us to continue to improve quality in the future:

- Making resources available to support frontline clinical teams and our support services to effect quality improvement locally using evidence based methods
- Improving how we involve people who use our services and better understand their experiences, so we can make better choices about what we want to improve

Our quality objectives for the next two years

We have reviewed the progress we have made over the last two years. This is reported in detail in our *Quality Account*. We have made good progress in reducing falls that result in harm, and in improving the experience for service users and staff in relation to violent incidents and the use of seclusion. Practice and standards of care have improved. On-going development work will ensure the improvements are sustained and further gains are made. As we look to the next two years we plan to focus our priorities for improvement in the following three areas

1. **Responsiveness:** We will improve access to our services so that people are seen quickly

Why have we identified this?

- When we met with our Governors this was a key area of concern for them. They wanted us to ensure that people got seen quickly when they needed to.
- Improving access is an area prioritised by our Commissioners and they are supportive of improvement and service reconfigurations to help us achieve this.
- We have already identified areas we wish to improve, and reduce the time people are having to wait. We have made some progress, but not as much as we would want to.
- We have identified IAPT, our Community Mental health teams and our Memory Services as key areas to deliver improvements in.

2. **Safety:** We will improve the physical health care provided to our service users

Why have we identified this?

- As we have developed our plans our Clinicians have told us this was a key area they wished to focus on to deliver improvements.
- It is a key priority across health and social care organisations in Sheffield, to help deliver improved outcomes and achieve a reduction in the gap in life expectancy for people with serious mental health illnesses and people with a learning disability
- We know from reviewing progress against our Physical Health strategy and national audits that we have further improvements still to make.

3. **Experience:** We will establish the Service User Experience Monitoring Unit to drive improvements in service user experience across the Trust

Why have we identified this?

- Understanding the experiences of the people who use Trust services is essential if we are to be successful in achieving quality improvement.
- During this year we held a successful stakeholder event with service users and our public governors to look at how we are involving service users – and make plans for how we want to do it better as we move forward.
- When we met with our Governors to look at priorities for next year they told us that we should continue to support staff to have an appreciation and awareness of what it is like to receive care and to improve how we gather feedback about people's experiences.

Our Corporate Objectives

We have identified a number of Corporate Objectives to ensure we progress and achieve our five Strategic Aims.

Quality and Service Development objectives

1. **Responsive:** We will improve access to our services so that people are seen quickly.
2. **Safe:** We will improve the physical health care provided to our service users.
3. **Experience:** We will establish the Service User Experience Monitoring Unit to drive improvements in service user experience across the Trust
4. We will ensure care is safe through effective clinical risk assessment and care management.
5. We will ensure all services use pre and post treatment outcome measures.
6. We will build on mental health care clustering and identify the interventions and skills required for each care cluster.
7. We will align with commissioning intentions and redesign pathways of care to improve effectiveness and efficiency.

Enabling objectives

1. We will build improvement capability in the Trust and improve our ability to learn from complaints and serious incidents.
2. We will improve the efficiency and focus of mandatory training, including customer care.
3. We will strengthen staff engagement to improve the experience of staff to support and enable them to deliver compassionate care.
4. We will review and make changes to support worker training and development.
5. We will develop our recruitment processes so that values play a key part.
6. We will develop partnerships with third sector and the housing department in order to deliver improved pathways of care.
7. We will deliver a plan to reduce our costs that is clear and achievable over the three year period.
8. We will deliver efficiencies, reduce bureaucracy and review our corporate services through our Optimising Value in Care Programme.
9. We will increase our investment in Information Management and Technology and establish a new approach for future development that includes staff involvement.

Governance objectives

1. We will implement the commitments we made in response to Hard Truths (Francis, Berwick, Clwyd and Winterbourne inquiries).
2. We will undertake a review of our governance processes.
3. We will ensure compliance with the standards and requirements of the Care Quality Commission and Monitor.