

Outstanding

Our journey continues...



North Staffordshire
Combined Healthcare
NHS Trust

Partnering Strategy

@North Staffs Combined Healthcare NHS Trust

Our strategy for 2020 and beyond



Our Partnering Strategy

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Foreword

The NHS Long Term Plan and an evolution towards integrated care systems have placed a greater emphasis on the NHS to work across traditional organisational boundaries and geographical areas to maximise its resources in improving the health of a local population.

The impact the NHS has on people's health extends well beyond its role as a provider of treatment and care.

Our experience of working with partners during the response to the COVID-10 pandemic has proved beyond doubt that integrated services with seamless patterns of care are essential making the best use of available resource and addressing the issues that widen health inequality and contribute to poor health.

It is in that capacity that we are committed to working together with our partners to ensure that the services we provide are of high quality and are delivered in a caring, compassionate and safe environment.

We believe that partnerships are the cornerstone to delivering integrated place-based care. The Trust will continue to be a keen advocate for clinical transformation delivered through a multi-partner approach.

This Partnering Strategy also acts as a statement that the Trust will commit to reaching out beyond our core purpose as a service provider to build wider community resilience, to promote an understanding of broader health and wellbeing and to work collaboratively with partners to tackle the wider determinants of health.

The Trust will build on its established arrangements for collaborating and cooperating with a wide range of organisations at national, regional and local level.

This Partnering Strategy articulates the principles and approaches we will use to support delivery of a more expansive approach to supporting a more vibrant and pluralistic model of collaboration.

To deliver partnership working successfully it is important to develop good formal and informal relationships that build trust and share responsibility, whilst respecting difference.

To facilitate this, the Trust commits to adopt the following principles in their dealings with partners:

- building trust and a mutual respect for each other's roles and responsibilities
- openness, honesty and transparency in communications
- a Board level commitment
- a positive and constructive approach
- commitment to work with and learn from each other
- early discussion of emerging issues and maintaining dialogue on policy and priorities
- commitment to ensuring high quality outcomes
- where appropriate, confidentiality and agreed external positions
- making the best use of resources
- ensuring a "no surprise" culture

Directorate Leads

Chris Bird
**Executive Director of Partnerships,
Strategy and Digital**



Karen Day
Business Development Manager



Joe McCrea
Associate Director of Communications



3. Our vision, values and strategic themes

Our vision

Our vision is "To be Outstanding" – in all we do and how we do it.

To be Outstanding

In ALL we do and HOW we do it

We are on a continuing journey towards that vision that we call "Towards Outstanding".

Our values

In delivering our services – as well as in all of our working relationships with service users, carers, families, stakeholders and each other, we are guided by our Proud to CARE values – to be compassionate, approachable, responsible and excellent.



Our quality priorities

Our quality priorities are the four key areas which evidence that we are delivering high quality care and treatment to those using our services in a way that is person-centred

To provide services that are safe, personalised, accessible and recovery-focused.

These guide all we do and are the benchmark against which we judge how we perform.



Our Strategic Themes

In creating our strategic themes, we have considered the national aspirations in the NHS Long Term Plan and NHS Mental Health Implementation Plan 2019/20 – 2023/24 alongside local priorities set out in the Staffordshire & Stoke-on-Trent System Plan.

Our Trust Board has agreed four strategic themes for the following four years to 2023/24.

These are:

Quality

We will provide the highest quality, safe and effective services



People

We will attract, develop and retain the best people



Partnerships

We will actively promote partnership and integrated models of working



Sustainability

We will increase our efficiency and effectiveness through sustainable development



We believe it is not just what we do that is important, it is the way in which we do things that sets us apart.

Our vision, values, quality priorities and strategic themes come together to build a cohesive offer to our service users, staff and all our stakeholders to continue to strive to improve our services.

Partnering Strategy Aims

"The Partnering Strategy will provide the framework for a focused approach to generating shared value across our stakeholder community to support an improvement in health outcomes"

Scope

In collaboration with colleagues in the Communications Team, we have undertaken an analysis of the partner organisations with which the Trust has a connection.

The scope of this strategy covers all partner and stakeholder organisations which have been segmented into a number of cohorts:

- Academic
- Business
- Regulatory
- Service Delivery
- Voluntary, Community and Social Enterprise.

We have also begun segmenting our stakeholder organisations into:

- Patients - Carers - Families
- Health and Care Partners
- Media - Opinion Formers - Influencer
- Companies and Partners
- Elected representatives and oversight
- Third Sector and Community Groups

We have also grouped the organisations/groups according to geographical proximity - whether they are:

- Internal to the Trust
- Local
- Regional
- National

Priorities

Our key area of focus will be to demonstrate our commitment to partnership working by following a four track approach:

- Principles – adopt a meaningful and inclusive approach to partnership working.
- Purpose – to clearly articulate and communicate the benefits of partnership working.
- Presence – to proactively engage with partner organisations.
- Process – to ensure that partnership working is embedded in our approach.

Development

To deliver partnership working successfully it is important to develop good formal and informal relationships that build trust and share responsibility.

This strategy has been developed to reflect research and best practice in establishing, maintaining and leveraging strategic value from our partnerships.

The Partnering Strategy builds on local research undertaken by the Trust in 2017 and refines the findings into a consolidated plan.

Originally approved by the Business Development Committee in August 2019 and ratified by the Trust Board in October 2019 the Strategy has been refreshed to take account of system partners stated ambition to be designated as an Integrated Care System by April 2021. This includes an increased focus on the development of the 'place-based' care agenda and the continued emergence of the Northern Staffordshire Integrated Care Partnership (NSICP).

The Partnering Strategy is also deeply intertwined, co-dependent and mutually reinforcing with the Strategic Review of Communications, also agreed by the Trust Board in October 2019.

Quality

**We will provide the highest quality,
safe and effective services**



Where are we now?

We have a strong commitment to delivering high quality care and have well-established relationships with a range of partners to ensure our services are safe and effective.

This includes service delivery partners with who we interact in the delivery of pathways of care but also includes partners who work directly alongside us as part of our service delivery model. We also benefit from long-standing arrangements to hear directly from people who have direct experience of using our services and their families/carers.

We also have strong relationships with local commissioners (such as Local Authorities and CCG's) and National regulators (such as Care Quality Commission).

The quality and innovation of our communications and engagement is frequently commented on.

Where do we want to be?

We aspire to provide the highest quality services by strengthening our commitment to working in partnership with other organisations focused on developing integrated place-based models of care built on our belief that we can achieve more by working together than if we worked in isolation.

We will have an embedded culture of co-design and co-production of care pathways designed to improve service user outcomes across partners. We will have a more expansive approach to listening and learning from others to understand how we can enhance service quality.

We want to continue to identify and engage with partners who share our commitment to partnership working and open our thinking up to critical challenge to enhance our service provision

We want to increase our contributions to opportunities for collaboration with a specific focus on mental health service development, for example, through continuing our engagement with the Mental Health Alliance for Enterprise, Resilience, Innovation and Training (MERIT) across the West Midlands.

We want to complete the development of truly Outstanding Communications and Engagement. including the finest frontline Podcast in the NHS and becoming the very best at NHS Social Media.

We will achieve this by?

Providing Executive Leadership to the Mental Health Programme Board to coordinate delivery of the mental health commitments set out in the NHS Long Term Plan and support decisions on Mental Health Investment Standard priority areas.

Working with system partners and MERIT partners to eradicate Out of Area placements, reduce length of stay and ensure care can be provided as close to home as possible.

Be a proactive voice and influence in the transition towards new system architecture including NSICP and the establishment of a person-centred approach to the delivery of care.

We will develop new arrangements to ensure health and care partners feel fully engaged and supported in our service provision with a particular emphasis on new Primary Care Networks to reflect the strong link between Primary Care and Mental Health Services.

We will use our Communications Team to promote openness and accountability through providing access to external quality assurance and inspection reports.

We will improved the quality and currency of information available about Trust Teams on the Trust public website

We will increased our use of video, digital, animation and social media friendly material and content

We will complete implementation of active listening and engagement

Measures of success

- CQC rating and feedback
- Reductions in Out of Area placements
- Systematic involvement of care partners in our redesign processes.
- Number of organisations and people with whom we engage
- Wider range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups
- Introduction of Listening and Engagement Active Partnerships

People

We will attract, develop and retain the best people



Where are we now?

We have a talented and dedicated workforce without who we could not deliver the wide range of services we provide.

Many of these staff already work closely with colleagues from other agencies in a collaborative manner to enhance service delivery. For example, our Mental Health Liaison and Division Team work with MPFT, the Local Authority, Police, Probation and the Courts to support service users known to the Criminal Justice system.

We have a long standing relationship with local Universities to help train and develop our workforce of the future.

We are active participants in the system-wide workforce group which coordinates the response to recruitment, retention and development on a multi-agency basis.

Our Communications and Engagement function is highly regarded and recognised as being one of the most effective such teams in our region.

Where do we want to be?

We want to empower people right across the Trust and at all levels to be able to progress our partnerships ambitions.

We will recognize the vast majority of contacts with our partner organisations will come from those of our colleagues engaged in front line service delivery. We want to be able to support them by listening to their experiences of working a partnership and use this intelligence to help shape and influence our Trust approach.

We want to strengthen our relationships with organisations such as Health Education England, NHS Providers, NHS Confederation and local Universities to further develop a resilient workforce drawn predominantly from our local communities.

We want to complete the development and deployment of Outstanding Communications and Engagement, including Active Listening, Listening and Engagement Active Partnerships and Active Stakeholder Engagement.

We will achieve this by?

We will work with staff groups to build a shared view of partnership working and promote the positive benefits of working in close collaboration with other organization supported by access to training.

We will define a set of roles and responsibilities including “Champion”, “Facilitator” and “Promoter” which staff can use as reference points for their interactions with partners.

We will offer new placements outside of traditional clinical roles to students from local Universities and other educational partners to support their development.

We will create opportunities for staff to directly influence our work with partners including the establishment of integrated models of care that reach across traditional organizational boundaries.

We will continue to progress the development of devolved commissioning to Provider Collaborative Forums via the New Care Models programme.

We will introduce our Combined Healthcare Active Stakeholder Engagement (CHASE) Programme, backed by dedicated resource in both our Communications and Partnering Teams.

Measures of success

- Recruitment and retention.
- Staff surveys.
- Placement numbers.
- Number of organisations and people with whom we engage
- Wider range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care ‘family’ to engage people in their wider lives and activities - including those in seldom and/or less heard groups
- Introduction of Listening and Engagement Active Partnerships

Partnerships

We will actively promote partnership and integrated models of working



Where are we now?

We have a long history of developing relationships with key stakeholders such as Local Authorities, CCG's and Voluntary Sector services.

In the context of system-wide working we have been a proactive supporter of cross-organisational collaboration and sponsored the work of the Northern Staffordshire Alliance Board (the fore-runner to the Integrated Care Partnership) as well as leading several system-wide workstreams including Digital, Organisational Development and the MH Programme Board.

We have recently reinvigorated our relationship with Keele University and have recently welcomed Professor Pauline Walsh, Pro-Vice Chancellor and Executive Dean of Health, as a member of the Trust Board.

Where do we want to be?

We want to continue to be a strong advocate for the development of place-based integrated models of care that reflect the needs of our local population and offer seamless service provision across partners

We want to broaden the horizons of our partnerships and go beyond our natural borders to promote wider community resilience and support a reduction in health inequalities rooted in the context the Sustainability Development Goals.

By adopting an "Anchor Institution" approach we will focus on partnerships which improve life changes for people with mental health illness as well as the local community in general.

We want to be explicit in our recognition that partners are essential in ensuring there is a vibrant and pluralistic model of service provision including opportunities for regular engagement with NHS and Local Authority service providers, general practice and primary care and our third sector colleagues

We will continue to explore the opportunities available through the devolution of specialised commissioning services to emerging provider collaboratives as set out on the NHS Long Term Plan.

At the heart of our strategy lies the concept of Active Listening. This can also be described as "listening and engaging for a purpose". This means having a continual awareness that we don't just listen and engage for the sake of it or as an end in itself, but in order to deliver - and be seen to deliver - concrete outcomes and improvements in our strategies and the recovery-focussed services we seek to deliver for local people, incorporating their views, insights and preferences.

We will achieve this by?

Through the Chief Executive, we will lead the development of Integrated Care Partnerships across the Stoke-on-Trent and Staffordshire geography with a particular focus on Northern Staffordshire.

We will lead, through our leadership of the system-wide Organisational Development programme, support the development of the new system architecture aligned to our ambition to be designated as an Integrated Care System by April 2021.

We will, together with the Communications Team, hold a comprehensive stakeholder map of our partners and apply 'Customer Relationship Management' (CRM) methodology to ensure we have dedicated Executive capacity to strengthen the relationships we have built.

We will continue to support a continued maturity in our relationships with neighbouring providers such as Midlands Partnership NHS Foundation Trust, through hosting a regular Joint Executive Team meeting.

We will forge new relationships with organisations outside of the immediate parameters of health and care (eg Local Enterprise Partnership).

Our Business Development Strategy will be refreshed to ensure it is reflective of our strategic ambitions and the need for strong relationships in service delivery.

We will establish new relationships with Primary Care Network Clinical Directors to recognise the importance of the relationship between Primary Care and Mental Health Services through a series of 'Mental Health Round Table' events.

We will develop mechanisms to support the roll-out of a partnership approach across the Trust.

Measures of success

- 360o surveys of stakeholders
- Integrated Care System and Integrated Care Partnership established by April 2021
- Increased opportunities for engagement with providers and partners
- Examples of collaborative working to evidence added value of a partnership approach
- Number of organisations and people with whom we engage
- Wider range of voices and perspectives which we hear, in particular going beyond the normal NHS and social care 'family' to engage people in their wider lives and activities - including those in seldom and/or less heard groups
- Introduction of Listening and Engagement Active Partnerships

Sustainability

We will increase our efficiency
and effectiveness through sustainable
development



Where are we now?

We have a strong tradition of being a sustainable organisation as reflected in our CQC rating and proud record of financial balance stretching back over 20 years.

Throughout that time the Trust has been committed to innovation, in all its forms, to help support clinical practice and digital transformation. We have good relationships with key stakeholders such as Keele University, Mid-Tech and DXC and have a range of opportunities for staff to contribute to future development including Innovation Nation and Dragons Den.

We are only one of four Lorenzo Digital Exemplars and have played a lead role in developing opportunities for digital transformation. All referrals are already paperless and our first service based digital platform will go live in March 2020.

We understand that our health, as an organisation and of our colleagues and service users, is very much influenced by a range of socio-economic and environmental factors.

We welcome an opportunity to place sustainable development at the heart of our strategic approach and see this as being integral to our organisational priorities.

Where do we want to be?

We want to support a dialogue amongst all our stakeholders on what we are doing now, how it will be done in the future and how we must adopt to become more economically, environmentally and socially sustainable.

Integral to this is our ambition to continue to develop our Research & Development capability and to empower staff to develop ideas in a structured way and provide more opportunities to share their innovative ideas.

We want to ensure there is a parity of opportunity and access to research across North Staffordshire and will continue to work closely with the National Institute of Health Research and other partners.

We want to be at the forefront of digital transformation in mental health and will become “Digital by Choice” via the Trust’s Digital Strategy which will focus on developing the “digital patient” and deployment of technologies designed to share information effectively and safely with our partners.

We will achieve this by?

We will continue to develop digital systems that can signpost and share information with NHS and non-NHS partners to support integrated models of care.

We will develop a Business Intelligence Strategy that describes how we work with our partners to make our information timely and enable evidence based decisions.

We will build on our existing relationships with organisations in the innovation sector to create opportunities to collaborate on research and development.

We will continue to engage with system partners on a range of system-wide initiatives to increase sustainable development (eg Estates Review, Integrated Intelligence Hub).

We will develop strong strategic partnerships with digitally mature organisations (such as DXC) to continue to enhance our capacity to implement digital propositions.

We will lead the development of a system-wide Sustainability Group that co-ordinates cross-organisational actions to reduce carbon, improve air and water quality and reduce the use of single use plastics.

We will create opportunities to support and cultivate innovative ideas and develop locally-led research.

Measures of success

- CQC recognition for innovation/digital maturity
- Number of bids/grants/research opportunities
- Digital maturity index
- Staff survey.

What's next?

How will we launch our strategy and translate vision into action?

- Many people will be involved in delivering our partnership ambitions and will take on a range of roles.
- It is important to recognise and understand which roles are needed, at what stage and for what purpose. It is equally important to ensure that the most appropriate person, or people, is allocated to a particular partnership role.
- Roles may change often during the life of a partnership and partners may grow into new roles as relationships increase in maturity.
- Locally developed action plans will be developed for key partners to describe activities going forward.
- This strategy will be reviewed post establishment of the Northern Staffordshire Integrated Care Partnership to ensure it remains reflective of the new system architecture.
- We will ensure that our approach to partnership working has a prominent place within the corporate governance structure of the Trust including regular update reports to the Trust Board Non-Executive Lead for Partnerships.

How will we monitor implementation and impact?

- Progress against this strategy will be monitored through quarterly updates to the Trust Board as part of the wider arrangements for the governance oversight on the delivery of the Trust's strategic plan
- This will be supported through regular updates on topic specific issues to Finance & Resources Committee including the development of the Sustainability Development Management Plan

Useful contacts

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