

Outstanding
Our journey continues...

Trust Strategy @North Staffs Combined Healthcare NHS Trust

Our strategy for 2020 and beyond



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Foreword

Welcome to North Staffordshire Combined Healthcare NHS Trust's strategy for 2020 and beyond.

We are a Trust which prides itself on achieving the best possible outcomes for our service users and this strategy outlines our ambitions over the next four years.

Significant progress has been made over recent years which culminated in the Trust being rated as 'Outstanding' by the Care Quality Commission. We are one of only a small number of Trusts to achieve this standard and one of only two specialist Mental Health Trusts.

We are very proud of this achievement and have continued to make significant progress towards improving health outcomes and reducing health inequalities for the communities we serve. This updated strategy sets out our sustained commitment to continuously improve services and takes account of national requirements and local priorities.

The NHS Long Term Plan (published January 2019) placed particular emphasis on the expansion and extension of mental health services over a ten-year period. We will have a continued focus on; quality, people, partnerships and sustainability to ensure we can achieve those commitments through safe and efficient services which will enable our communities to live their lives well.

The NHS Long Term Plan also has a strong focus on joining up primary, community, mental health and acute services together with new governance arrangements which will support providers to have greater influence on service improvement and integration.

The Trust's established partnerships with other NHS providers, commissioners, local authorities, police and third sector organisations, together with our proven success in collaborative working, puts us in a strong position to take a lead role in shaping the future design of services across Northern Staffordshire.

Our staff already deliver excellent care and treatment. They are compassionate and committed to helping service users and their families. Through this strategy we will continue to create a culture where they feel encouraged and supported as well as being empowered to find new and innovative ways to improve care delivery and supporting services.

We know that health and care services continue to experience pressure and resource can be scarce. Our organizational strategy will support us in making the best use of our resources by focusing on sustainable healthcare to generate financial, environmental and social value.

The Trust has recently been confirmed as one of only twenty-four Trusts to be included within the national Digital Aspirant programme, alongside our existing progress as part of the Lorenzo Digital Exemplar programme, we have a clear direction to help us realise the NHS Long Term Plan vision for digitally enabled care.

We look forward to working with our service users, staff, board members and our broader partners to deliver this strategy and further improve the care we deliver.



Peter Axon
Chief Executive



David Rogers
Chair

Executive Summary

About us

North Staffordshire Combined Healthcare NHS Trust was established in 1994. We employ c1,600 people and have an annual turnover of c£100m.

We are a provider of mental health and learning disability care to the communities of Stoke-on-Trent and North Staffordshire.

We work from both hospital and community-based premises, operating from approximately 30 sites to approximately 464,000 people of all ages and diverse backgrounds.

Our main site is Harplands Hospital which opened in 2001 and provides the setting for most of our inpatient units.

We provide services to people with a wide range of mental health and learning disability needs including specialist mental health services such as Child and Adolescent Mental Health Services and Psychological Therapies.

In December 2018, the Trust expanded its service portfolio to include primary care and provides general practice services to approximately 17,000 patients through sites at Moorcroft in Hanley and Moss Green in Bentilee.

Strategic Context

The Trust has a strong record of delivering excellent care and financial stability.

In March 2019 we were delighted and proud to announce that the Care Quality Commission had awarded the Trust an overall 'Outstanding' rating – the highest overall rating they can award.

But we know that the challenges that have we have worked hard to mitigate in recent years will continue to be a factor as we look to the future.

Together with our 16 system partners across the Staffordshire & Stoke-on-Trent Sustainability Transformation Partnership we are working to develop a coordinated approach to improving the health outcomes of the c1.1m residents across the 1,048 sq m of our geography.

The population is expected to grow by c4% over the next twenty years with higher than national average growth in the population of people 65 or over.

The operating landscape is one with significant health inequalities. Whilst Northern Staffordshire is predominantly affluent there are pockets of deprivation and Stoke-on-Trent has some of the highest levels of deprivation in the country.

There are a number of socio-economic factors, educational attainment, employment rates, salary levels and the quality of housing which all combine to drive poor health including high levels of infant mortality, childhood obesity, smoking prevalence, alcohol-related conditions and mortality.

Specifically for mental health services, around 19% of the population of Staffordshire & Stoke-on-Trent aged 18-64 are estimated to have a mental health condition equating to 125,500 adults across the region. We know that stigma and discrimination continue to present as barriers for people to engage with services and, consequently, citizenship more broadly.

This strategy and our four strategic themes sit within the broader strategic context of these challenges and through our ambitious programme we believe we will continue to improve health outcomes for our service users and reduce health inequalities for our communities.

Context

COVID-19 pandemic

It cannot go unnoticed that we are launching this strategy during an unprecedented period and we continue to deliver and develop services during the COVID-19 pandemic.

Early in 2020, NHS England and NHS Improvement declared a Level 4 Major Incident – this triggered an immediate response by all NHS Trusts to ensure that capacity was focused onto supporting patients who were at risk of contracting coronavirus and managing the consequential health impact of the virus.

It is a testament to the dedication of our staff that throughout the pandemic, the Trust has been able to ensure all services have remained open and accessible to our patients even during periods of peak demand.

COVID remains in circulation with local and regional outbreaks together with a risk of further national acceleration. The Trust will continue to be vigilant against any upswing in infection rates and demand for services and will reinstate business continuity arrangements as circumstances require to ensure we continue to protect our staff and service users whilst offering continuity of service provision

Clinical Transformation & Corporate Recovery

The impact of COVID-19 has had a fundamental impact on the way the Trust delivers its services and this will continue to be a feature of our patterns of provision going forward.

All clinicians have the ability to offer digital and video consultations. This is a vital tool in enabling continuity of service provision but has also proved to be very popular with staff and service users alike as it offers increased convenience and flexibility.

The majority of our clinical staff will continue to maintain a physical presence across our estate. However, those colleagues not in direct care-providing roles will adopt a much more agile and flexible working arrangement and we have taken measures to increase the reliability and resilience of our digital infrastructure to strengthen remote network connectivity.

To ensure we take a holistic and considered approach to the changing operating environment we have established two Trust-wide programmes of change; Clinical Transformation and Corporate Recovery. Both of these programmes will coordinate our continued transformation built on the learning that is emerging from the experiences of the pandemic.

Place-based care

Central to our continued maturity as an Integrated Care System is the development of a place-based approach via Integrated Care Partnerships (ICPs). The Trust is a keen advocate for the continued development of the ICPs and has a leading role both coordinating place-based delivery across the County and in the Northern Staffordshire geography specifically.

Over the period covered by this strategy, the Trust will continue to dedicate Executive level commitment and focus to enhance the maturity of the ICPs beyond their current position as loose 'coalitions of the willing'.

Areas of focus will be to define a clear framework and guiding principles that can be tailored to local geographies together with strengthening local relationships and expanding leadership capacity.

The involvement of a wide range of system partners including local government, primary care, third & voluntary sector will be critical. The Trust will continue to promote an 'asset-based' approach to involving local citizens and communities to ensure the direct influence on service redesign by those who have first-hand experience of using them.

Scope

This organisational strategy is about building a shared purpose for everyone who receives our services, everyone who works at the Trust and all our partners & stakeholders connected to the Trust.

It defines where we are heading, what we want to achieve in the future and why. By working together, and in partnership with others, we can make the very best of our resources, expertise and commitment to improve health outcomes for local people.

Development

This Strategy has been developed in the context of a number of drivers for change achievement of CQC Outstanding rating, the NHS Long Term Plan (and related publications), system-wide transformation and changes to the operating landscape.

Coordinated through the Director of Partnerships, Strategy & Digital, there has been an expansive and inclusive approach to the development of this strategy. Several Board Development sessions have been used to both build the initial sense of shared purpose in the need for a refresh of the strategy and to benefit from more focused sessions as the strategy has developed.

A wide cross section of staff have been involved through engagement with the Leadership Academy and Directorate Away Days which have provided feedback for the organizational strategy as well as more detailed material for inclusion in the enabling strategies. Executive Directors have been engaged through the completion of a common set of input templates which have been used to develop a shared understanding of the strategic themes, identify signature deliverables and medium term aspirations.

Engagement with service users, their carers, families and representatives, has been achieved through the Service User & Carer Council Open Spaces event.

The Trust has also taken an opportunity to pause and reflect on the emergent learning from the COVID-19 pandemic and consider how this has, and will continue to, impact on our strategic ambitions. Each of the enabling strategies has been through a review process to enable a contemporaneous refresh to include material changes in the national policy framework or our service provision.

All of the material gathered from the various sources has provided a rich source of intelligence which has been distilled into this final version of the Trust's organizational strategy.

This next section explains each of our four strategic themes in more detail, what they mean to us and what we will do to achieve them.

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.

Quality

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



Where are we now?

We have a strong background of delivery in relation to the quality of our services. This delivery is built on the foundations of clear governance in relation to quality.

These arrangements operate from the Trust board to our frontline services and are coproduced with the people who use our services.

The CQC have rated the quality of our services as outstanding and we are proud that our governance of risk, clinical incidents, investigations and service user experience has enabled services to adapt and change to meet the needs of our population.

Over the past two years we have been developing and implementing our new clinical directorate structures, based on needs and values, with recovery and service user experience at their heart. This commits to offer open access; choice of time and day of appointments, of practitioner and location; evidence based interventions, and hospital care as close to home as needed, when it is needed and only after all other options have been explored.

We have a strong track record of financial balance that has supported investment in delivery of our services and have a robust performance management programme underpinned by the use of the IQPR and SPC reporting

Where do we want to be?

We aim to be the provider of the highest quality mental health care services in the NHS.

We will be relentless in our pursuit of identifying and reducing harm, including human, process and systemic errors which could cause harm to people. In mental health this will also include self-harm and suicide

We will have clear cycles for reviewing the effectiveness and responsiveness of our service provision with key partners across health and social care, including most importantly our service users and carers.

Our clinical staff will provide interventions and care which is evidence based and targeted to the population we serve. It will make use of the latest technology and innovation to ensure effectiveness

We will provide integrated care which is person-centred and responsive to people's needs, reflective of their beliefs, culture and spirituality.

We will achieve this by?

- We will ensure that our clinical services meet the needs of our service users and population. We will ensure clinical practice is based upon the best evidence and innovative practice, using our clinicians, service users and local, regional and national networks.
- We will undertake periodic reviews using difference mechanisms such as audit, internal assurance visits, peer reviews to make sure that good care is being delivered in keeping with the terms of our CQC registration. We will identify and deliver actions to address deficits.
- We will have effective operational management which will monitor performance and quality metrics in clinical services and intervene when necessary to ensure quality is maintained. This will include the use of safety huddles, team meetings and reviewing quality as part of business as usual
- We will use QI methodology to identify, test and implement changes required to tackle complex issues. This will involve clinical teams, service users working together with QI experts in close detail with those who understand the issues most.
- We will ensure that all our clinical services are clear about the interventions which are offered to service users and how they relate to NICE standards.
- We will implement standardised outcome measures in clinical services and monitor the clinical effectiveness of these interventions
- We will maintain our strong financial performance as surpluses enable us to invest in capital projects that develop our services
- We will ensure that we work to implement the ambitions of the NHS Long Term Plan
- We will further develop the IQPR reporting to embed at all levels of the organisation so we can be sure that we focus on the right things and take action quickly if we aren't where we need to be

Measures of success

- CQC Rating sustained as 'Outstanding'
- A year on year increase in service user and carer satisfaction with the responsiveness of service provision, evidenced by key metrics in the CQC community mental health survey
- Improved health outcomes for users of our services
- A reduction in Out of Area placements
- A reduction in the rates of suicide

People

We will attract, develop and retain the best people



Where are we now?

Our focus to date has been around creating the right conditions for our people to ensure compassionate and inclusive leadership and delivery of consistently high quality, safe and compassionate care. We have achieved this through sustained engagement activities and initiatives over recent years to help shape our culture whereby managers and our people and service users work collaboratively together, creating therapeutic working environments in which both staff and patients feel valued.

Our approach to cultural improvement and leadership development is underpinned by an ongoing commitment to involving people in the journey towards a better future through a continual cycle of feedback, engagement, and collaboration. We continue to attract, develop and retain our talented people, helping us to achieve and sustain our outstanding services in all we do. It is vital that our people have an excellent employment experience, where they feel valued and empowered to deliver services.

Our central focus is based on the recognition of our people as our greatest resource and asset both individually and collectively in our teams. We are building upon the energy and excellent work completed through previous engagement programmes such as 'Listening into Action' and 'Towards Outstanding Engagement' to realise the vision and values of the organisation. We have planned Engagement Roadshows and Focus Groups to co-produce, develop and deliver our Charter for our people to reinforce the positive behaviours required to underpin quality improvement and leadership across the organisation

Where do we want to be?

We want North Staffordshire Combined Healthcare NHS Trust to have a shared purpose with its people to provide clarity on what the Trust needs to achieve and how we need to behave in order to reach that achievement.

We want to promote understanding across the organization of how individuals roles fit into the bigger picture of enabling the delivery of high quality, safe and effective care. Staff should feel encouraged to challenge the norm so that we are able to identify improvements to the way we work and deliver care.

The Trust will continue to invest in our workforce so that they can develop their knowledge, skills and behaviours to reach and maintain a level of excellence in their role. Staff will be supported throughout their career by having open and honest conversations about career aspiration and the opportunities for personal and professional development.

Through engagement with our communities and partners we will ensure that our workforce development programme reflects the future needs of our local populations.

We will achieve this by?

- Developing the leadership and skills of our managers to enable them to have high-skilled, quality talent conversations, whilst providing a clear development pipeline.
- Developing our electronic appraisal to record and report on talent metrics, improving our ability to effectively workforce and succession plan.
- Developing our employer brand to be socially inclusive, with our workforce demographics reflecting that of our local communities.
- Reviewing our strategy annually to ensure it meets the strategic needs of the organisation
- Development of a comprehensive Health and Wellbeing offer which is sustained long term

Measures of success

- More internal applicants appointed
- Lower vacancy and turnover rates
- Higher numbers and quality of applicants
- Workforce demographics reflective of our local communities
- Increased number of apprenticeships
- Staff Survey results which confirm we support our staff to be healthy and well

Partnerships

We will actively promote partnership and integrated models of working



Where are we now?

Our vision, values and objectives guide not only how we deliver our services on a day-to-day basis, but also how we manage and develop our partnerships and relationships with our service users, carers and families, as well as our external stakeholders across the local health and care economy.

We have a long history of developing relationships with NHS providers, commissioners, local authorities, Universities, police and other public agencies and third sector service providers.

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 as well as leading several system-wide workstreams including Digital, OD and the Mental Health Programme Board.

The Trust has a range of strategic relationships with partners in its supply chain including shared service provision from University Hospitals North Midlands, Midlands Partnership NHS Foundation Trust and Midlands & Lancashire Commissioning Support Unit.

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.

Through adopting an “Anchor Institution” approach we will focus on partnerships which improve life changes for people with mental health illness as well as the community in which we operate.

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 want to be the organization of choice for any partner, stakeholder or entity across Northern Staffordshire who is seeking to integrate services through collaboration and cooperation.

We want to strengthen the alignment between our mental health services and those of primary care to ensure there is a seamless connection between primary and secondary care services.

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 CRM methodology to ensure we have dedicated Executive capacity to strengthen the relationships we have built.
- We will engage and collaborate with service users and clinical colleagues to co-design options for empowering service users and their representatives to take more control of their own care through multi-way information sharing and utilisation of telehealth and wearable technology
- We will continue to develop our relationships with new provider collaborative forums to support the devolution of specialized commissioning from NHS England
- We will continue to work in partnership and collaboration to derive maximum value from digital investment
- 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.
- We will forge new relationships with organisations outside of the immediate parameters of health and care (eg Local Enterprise Partnership).

Measures of success

- Northern Staffordshire Integrated Care Partnership Board fully established by April 2021
- Sustained building of partnerships with existing and new stakeholders to enhance care delivery and supporting infrastructure
- Evidence of working collaboratively with health and care partners to redesign pathways of care based on a person-centred approach
- Success in retaining existing business and in winning new opportunities

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.

The Trust is a research active organization with a track record in offering patients an opportunity to take part in high quality research. The Trust has experienced a steady growth in the number of research studies undertaken, patients recruited into trials, and the number of NHS staff involved in our research, thus creating more opportunities for patients to become involved in research.

We look to promote innovation from within through initiatives like Dragons Den and the Research and our annual REACH Awards. Our new Podcast, Combinations, has sought to showcase the research and knowledge we possess, for example an episode featuring our work in developing a Learning Disability friendly version of the Suicide Awareness and Prevention Tool.

The Trust has focused in recent years on the implementation of its new Electronic Patient Record (EPR), Lorenzo, and post implementation optimization of the system. More recently we have been at the forefront of using technology to enable online consultations and more flexible ways of working, this improves productivity through limiting the need for physical travel between sites and has related benefits through reducing the expense and pollution of commuter &/or business miles.

Where do we want to be?

Sustainability is about adopting a future-focused approach and we want to use the platform of the Sustainability Development Goals and the NHS commitment to a net zero health services to support the development our services and corporate functions become more economically, environmentally and socially sustainable.

We want to continue our proud record of financial success and support partners across our system to develop a new financial framework to support the emergence of Integrated Care Partnerships

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 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 safety with our partners.

We will achieve this by?

- We will work with partners, such as the new NHS Chief Sustainability Officer and the Sustainability Delivery Unit to deliver the NHS's commitments to reduce our emissions to net zero and achieve our pledge to reduce single-use plastic.
- We will ensure that our financial framework remains robust and resilient through the publication of a Long Term Financial Plan
- We will develop a Business Intelligence Strategy that describes how we work with our partners to ensure we make best use of all available information to make evidence-based decisions to improve healthcare.
- We will increase promotion and profile of the research contribution made to Combined by our consultants and medics, partnership with universities, student placements and research activities
- We will pursue opportunities for the channel shift of services onto digital platforms to augment traditional modes of delivery
- We will introduce digital technology to support remote and agile models of working to enable staff to communicate effectively
- We will ensure our cyber security is as robust as possible by implementing all mandated cyber security standards and where possible, advancing beyond those standards

Measures of success

- Sustained delivery of financial plan
- Collaborative work with partners to ensure best use of resources
- CQC recognition for innovation/digital maturity
- Delivery of Research & Development commitments
- An improvement in our Digital Maturity Index score
- Progress towards achievement of Sustainability Development Goals

What's next?

Delivery Plans

The Trust strategy does not stand alone. Delivery of this strategy will be supported by a series of enabling strategies that have been referenced throughout this document. Together, the strategies form a statement of intent about the direction the Trust will take over the coming years as well as the aspirations we have for the future.

Achievement of the Trust's strategy will be underpinned by three multi-year programmes which are in development but can only be finalized following the approval of the Trust Strategy to ensure they are fully aligned with the broader direction of travel.

These programmes will be shared with the Trust Board towards the end of the 2020/21 financial year.

The Long Term Financial Plan (LTFP) will align our future financial forecast with the long-term strategic ambitions outlined in the Strategy. Naturally, long term financial planning will include less certainty than short term operational planning and the LTFP will offer the Trust a set of modelled scenarios built on stated assumptions which will be used to underpin our commitment to the achievement of our ambitions.

Alongside this, a Clinical Transformation Programme and Corporate Recovery Programme will be produced. These will set out our detailed plan, at service level, the actions the Trust will take to transform both the nature and the scope of our service provision.

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

We will launch a programme of events called 'Vision into Action' which are designed to promote the strategic themes and priorities across the Trust.

We will have a formal launch of the strategy through a Trust wide virtual event in October 2020 hosted by the Chair & Chief Executive. These will be supported by a number of supporting roadshows to launch the enabling strategies led by Non-Executive & Executive Directors.

We will design and promote web-based materials to be hosted on our public facing website with an associated social media campaign to support the launch.

The focus through our launch events will be to connect the Trust strategy with all our staff, service users and partners so that our we can promote a collective ownership of our ambitions.

How will we monitor implementation and impact?

Progress against our strategic ambitions across the enabling strategies will be reported to the Trust Board on a quarterly basis together with an assessment of the risks that may impact on their achievement and the mitigating actions that have been identified.

Each year the Trust Board will conduct an Annual Strategy Review which will focus on key performance measures of success and provide an opportunity for strategic commitments to be reaffirmed and delivery priorities for the year ahead defined.

Corporate Social Responsibility Statement

“A sustainable health and care system works within the available environmental and social resources protecting and improving health now and for future generations. This means working to reduce carbon emissions, reducing waste and pollution, making the best use of scarce resources, building resilience to a changing climate and nurturing community strengths and assets”

Sustainable Development Strategy for the Health and Social Care System 2014-2020

The Trust shares this vision and it offers a strong resonance with our desire to adopt an ‘Anchor Institution’ approach as a tangible recognition that our long-term sustainability is tied to the health, prosperity and well-being of our local population.

During 2020/21 we will establish a ‘CSR Group’ comprising representatives from across the Trust including Operations, Estates, Digital, Governance, HR, Finance and Communications. As a further sign of our commitment to this important agenda, the Group will have an Executive Lead through the Director of Partnerships, Strategy & Digital.

The Group will be responsible for the development and delivery of the Trusts Sustainable Development Management Plan. This will be designed with close consideration being paid to the United Nation’s Sustainable Development Goals.

SUSTAINABLE DEVELOPMENT GOALS



These goals act as a clarion call to all organisations to do what they can to contribute towards the key themes of ending poverty, protecting the planet and promoting peace.

Useful contacts

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