

The Future of North Staffordshire Combined Healthcare NHS Trust

Our Strategy

2023 – 2028



Proud to Care



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Cover artwork by Michael Tompsett



Foreword

Welcome to North Staffordshire Combined Healthcare NHS Trust's Strategy for 2023 – 2028.

As one of only two specialist mental health trusts in England with an overall 'Outstanding' rating from the Care Quality Commission (CQC), Combined Healthcare is a leading provider of inpatient and community mental health, social care, learning disability, substance misuse and primary care services in the West Midlands. This was acknowledged in 2022 when we won the prestigious 'Trust of the Year' award from the Health Service Journal (HSJ).

We are a Trust that aims to achieve the best possible outcomes for our service users, carers and communities, with our vision to be Outstanding in all we do and how we do it. We deliver quality of care whilst maintaining financial balance year on year.

Our new strategy outlines the ambitions over the next five years in addressing how we respond to the evolving wellbeing needs of our local population and changes in our NHS and government landscapes.

We have undertaken valued engagement with our patients and service users, carers, staff and external stakeholders throughout the development of this strategy, ensuring the content delivers what our diverse local population needs from us whilst remaining true to our values as an organisation. This strategy sets out our sustained commitment to continuously improve services with co-production, recovery and partnerships at the heart of how we work, ensuring national requirements and local priorities are taken into account.

As a Trust, we are committed to working positively to develop a culture of equality, diversity and inclusion across our Trust, through our partnerships and within our communities. It is our aspiration to be a truly inclusive organisation in which all people are treated with compassion, dignity and respect whilst receiving great experiences.

Delivery of this strategy is only possible through compassionate, talented and determined people to make it a reality. We are extremely proud of our NHS Staff Survey 2022 results, where our staff delivered the best scores of the entire cohort in the two People Promises of 'staff engagement' and 'staff morale' amongst other highlights, and we support our workforce in their careers as they provide the best possible care to our communities. We look forward to our continued working with our staff, service users, carers, families and stakeholders to deliver this strategy through ongoing co-production, further improving the care that we deliver.

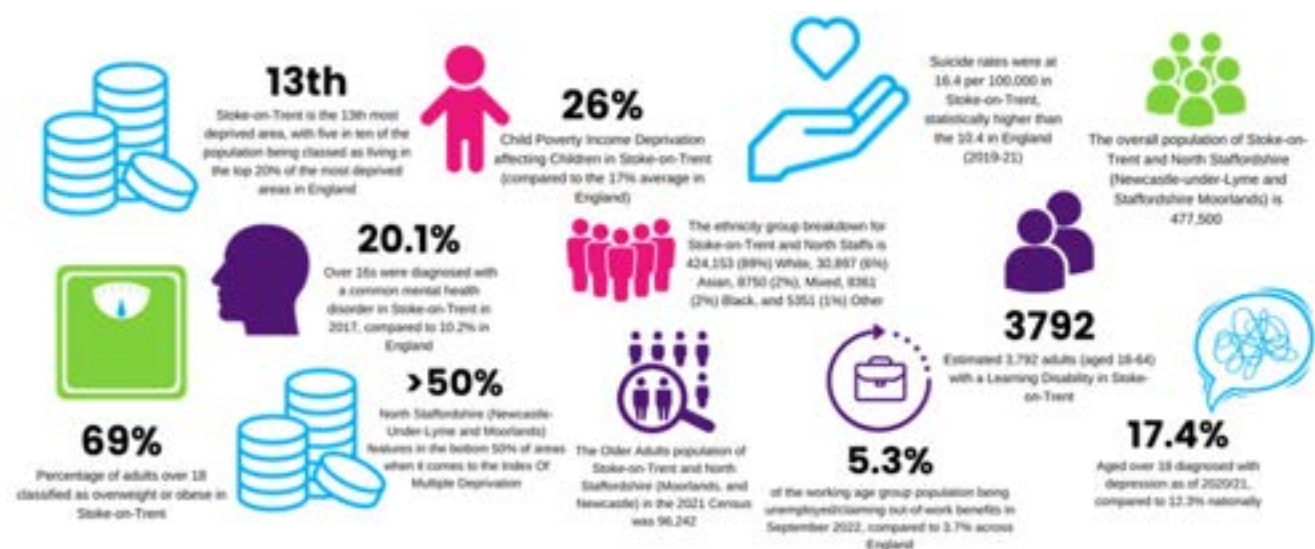


Dr Buki Adeyemo
Chief Executive



David Rogers
Chair

Our population health



The impact of COVID-19, with the recovery of services in 2021/22, is evident in our data. Most service users receive their mental health care in the community. There were 34,005 new referrals across all services with 42,005 service users as active cases at the end of the year. Overall caseload levels have increased in Adult and Older Adult services and decreased in Children and Young People's services (CYP). Community contacts increased significantly in the non-face-to-face setting across all mental health community services compared to the previous year. With referrals increasing in some key areas (an increase of 33% for CYP 2021/22), the Trust needs to prepare for further increases in demand.

Access to services and waiting times shows excellent performance. Overall, 96.6% of Trust service users were assessed in four weeks and 98% were treated in 18 weeks. Children and Young People's (CYP) waiting time performance continues to compare well to the national position. In 2021/22, there was a 3 week average wait for assessment and 7 week average for treatment in CYP services and 74% receiving treatment after referral in less than four weeks. We can expect more pressure on waiting times given increases in demand.

The number of Trust inpatient acute beds per 100,000 population is below average, and above average for Older Adults. We have a relatively low bed occupancy and length of stay and around average readmissions overall, demonstrating an efficient inpatient service.

References: Infographic display data taken from the following sources:

1. 2021 Census, PHE Fingertips and PHE Local Authority Health Profile 2019
2. Office for Health Improvement & Disparities. Public health profiles. Estimated prevalence of common mental disorders
3. English Indices of Deprivation 2019. Department for Communities and Local Government. ID 2019
4. Nomis. Out-of-work benefit claimant count by sex. [Internet]. 2022 September
5. Office for Health Improvement & Disparities. Public health profiles. Depression: Recorded prevalence (aged 18+). [Internet]. [Cited 2022 November 11]
6. Office for Health Improvement & Disparities. Public health profiles. Emergency Hospital Admissions for Intentional Self-Harm. [Internet]. [Cited 2022 November 11]
7. Office for National Statistics. Suicides in England and Wales by local authority. [Internet]. 2022 September 06 [Cited 2022 November 11].

Context

The NHS is changing and never has it looked or felt so complex. Yet whilst challenging, we have seen national policy change, taken great learning from the COVID-19 pandemic and influenced government. It is due to some of these pressures we know demand for all our services is higher than ever. We understand the way in which people access services is changing and we have listened to what people want from their NHS. The impact on workforce has affected us all and we need to recover and stop competing across the sector for the skilled people we need. Investing in recruiting, training and retaining the very best people to work in health and social care is our priority.

With a growing and ageing population we need to adapt and invest in meeting the needs of this population with our public, independent and third sector partners. This is a societal challenge that needs major reform and we cannot wait for further policy change or investment, we will act now in order to take care of our older generation. We will transform how we deliver services, change how we work as part of communities and run our organisation in a way that stretches resources to ensure the best outcomes for our populations.

In 2022, the Health and Care Act passed legislation that saw the formal creation of Integrated Care Boards (ICBs) and Systems (ICSs) with responsibility for meeting population health needs, allocating resources and overseeing the reduction in health inequalities. Combined Healthcare is part of the Staffordshire and Stoke-on-Trent ICS, and this gives us an opportunity to ensure the best use of resources to deliver solutions in a place our communities choose.

We will support people to thrive and be their best selves, creating a place where they see this as their 'work home' and are enabled to have a life outside of that; where they are safe to raise issues and work with our patients to make real improvements; where career aspirations are met and ultimately where people want to work and co-create outstanding services.

As a Trust we are committed to agile and flexible spaces in which we can deliver our services and be fit for purpose for our workforce. Agile working is enabled by new digital technologies and will require a cultural shift to allow better use of resources, flexible working arrangements and sharing spaces with our partners. To do this we will create an estate portfolio which is in a good condition, is environmentally sustainable, is accessible to local people and is designed around changing service needs.

It is a great time to work in mental health services, with a high profile and an increasing way in which we talk about poor mental health and how this impacts on people lives. We celebrate the publication and improvement to guidance and legislation which focuses on patient choice, patient rights and reducing inequalities linked to mental ill health. We know there is a lot we need to do over the next few years and we are committed to ensure we transform.

Our learning

We engaged over 300 staff, partners and people with lived experience through a series of workshops and focus groups. We asked a number of questions;



What are our priorities?

How should we innovate?



Should we expand and/or diversify?

How do we measure success?



What is realistic and deliverable?

This is what our stakeholders told us was important to them;



Our commitment

‘To continue to be Outstanding in all we do and how we do it’



Our values and quality priorities have shaped our three strategic priorities and are underpinned by four key enablers, which act as the pillar of why, how and what we do.

Strategic Priorities



PREVENTION

We will commit to investing in providing high-quality preventative services that reduce the need for secondary care.



ACCESS

We will ensure that everybody who needs our services will be able to choose the way, the time, and the place in which they access them.



GROWTH

We will continue to grow high-quality, integrated services delivered by an innovative and sustainable workforce.

What are our enablers?

Our values and quality priorities are underpinned by four key enablers. These act as four pillars, giving an organisational framework to describe why, how, and what we do.

We will reduce our building energy usage and only use renewable fuels.

We will actively reduce our carbon footprint through procurement, travel and waste.

We will actively seek to resource reusable and environmentally friendly products.

We will work with partners to improve our local 'communities' greener space environments.

We will continuously promote and raise awareness of the greener agenda through our staff, partnerships and lead the development of a greener 'champions' network.

Our strategy is underpinned by our SPAR quality priorities – to provide services that are Safe, Personalised, Accessible and Recovery-Focused.

Our services will be safe for all and will seek to address harm caused by health inequalities.

Our care will be personalised, reflect individual needs and recognise the wider determinants of health.

Access to the services will be simple, seeking to enable care and treatment to be provided in a timely way.

Our models of care will focus on the principles of recovery and living well.



We will continue to build and establish trusting relationships with partners.

We will listen and engage with all our communities and stakeholders.

We will seek opportunities to improve by co-producing and growing services with our partners.

We will commission and put social value at the heart of our practice.

We will share success and improvement with our population.

We will ensure this continues to be a great place to work.

We will be inclusively representative of our communities.

We will ensure our people's health and well-being is supported better than any employer in the NHS.

We will work with partners in Staffordshire to provide the best opportunities for our people to achieve their potential and aspirations.

We will ensure our people systems and policies enable the Trust to deliver outstanding services.

Our impact

Enablers					
Strategic Priorities		Quality	People	Partnerships	Sustainability
	Prevention	Reduce suicide rates year on year by 2028	Improve staff health year on year	Embed Mental Health service within NHS 111	By 2024 we will have supported 35% of service users into employment
	Access	Improve access by co-producing new services with our communities	Ensure our Trust is the best place to work in the NHS	Expand our primary care offer	Develop digital access to all our services by 2028
	Growth	Reduce waiting times for services	Increase our workforce by developing our services	Increase the number of services delivered in collaboration with partners by 50%	Deliver a 50% Carbon Net Zero reduction by 2028

Summary and next steps

We are an organisation that lives by our values. We recognise this is an ambitious strategy in which we will focus on preventing people becoming more unwell, provide timely and easy access to care and maintain and develop high quality, outstanding services. Over the next five years we will invest and develop our people so the Trust becomes an organisation of excellence, delivering this change through our strategic and operational plans.

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