



Norfolk and Suffolk
NHS Foundation Trust

Improving *together*

Our Strategy for a brighter future,
with our communities,
for mental health

May 2023





Together we can **transform lives**

“I felt so supported throughout the past year. Always greeted with a smile and compassion. NSFT staff we were cared for by have helped my daughter look forward again after being lost for so long.”

“The staff really do care. I was at a crossroads in my life they helped me choose my path. I cannot underestimate how much I owe each member of staff.”

Our service users and carers, Friends and Family Test, 2022





Contents

Section 1: Our context and improvement journey so far

Section 2: Our vision and values

Section 3: Our strategic initiatives

Section 4: Our commitments to action

Section 5: Delivering on our Strategy

A final word



Our Strategy for improvement, *together*

- Our Strategy is built on **understanding** our reality today. It sets out **our commitment** for continued improvement we can see and feel tomorrow, and a **bold ambition** for a very different future in the longer term. Together, with our partners, we will make real improvements for the mental health and wellbeing of our populations.
- We acknowledge with **humility** our history as a Trust, the challenges we face, and the **lived experience** of our communities. So too their **hopes** and **ambition** for a brighter **future**.
- In the last year we have made considerable improvements informed by our deep engagement and learning. However, **today** the experiences of our service users and carers, our staff, our partners and our communities are not yet what we would hope for everyone, every time. **This must change and it must be people-led.**
- We must act to ensure that **every member of our community** - our service users and carers, our staff, our partners, has the experience we would hope for our **loved ones**.
- **We will not tolerate any form of discrimination** and our resolve to **tackle inequalities** and **prejudice** that our people face, within our organisation and communities, is **absolute**.
- We know that it is through our connection to the very heart of our communities, to those voices often unheard, and **through our diversity and difference** that we can deliver truly **exceptional care**, together. Our vision is not just for our Trust but also **for the people we serve**. It is our just cause, our why, our reason to strive for continual improvement.
- We know ultimately that **trust, confidence, belief and hope** will be built not just on our words but on our **actions and evidence** of improvement. Of things feeling different. That **improvement has begun** and is being felt, but we still have much to do.
- We want this Strategy to describe who we are, what's important to us and why it matters. This Strategy marks our **commitment for action** for the long term together with our partners.
- Our focus for the next year continues to be the consolidation of our improvement journey and ensuring consistency and quality of care. Beyond these foundations our vision for the future is ambitious. We will develop our organisation to be one for which **our staff are proud to work, our partners keen to collaborate**, and most importantly our service users, carers and communities feel **makes a positive and lasting difference to their lives**. This is **our commitment to action to you and to each other**.



Zoe Billingham CBE
Chair



Stuart Richardson
Chief Executive



Our history, our challenges, our achievements and our insight for a better tomorrow

Our Trust and who we are

Section 1:
Our context and
improvement journey so far

Norfolk and Suffolk Foundation Trust – who we are

We are a **large NHS Trust**

We serve

1.6 million people

of whom **87,000 people** access our services each year

We receive

£331 million

Our funding to deliver care is split across our commissioners

we are **investing in improvement** but have

£13 million

efficiency savings to make in 2023/24

There is increasing **opportunity to collaborate** with partners to improve care

We are part of **Mental Health Collaboratives** established in both Suffolk and Norfolk and Waveney Integrated Care Systems in **April 2023** –to improve outcomes for the population. We are also a partner in the East of England regional Provider Collaborative.

We have **15,500** service user, carer, staff and public **members**

60% of individual services inspected by the CQC are rated **‘good’** in February 2023

We have over

5,000 staff

we provide services across a **large rural and coastal geography**, with **urban centres** and **pockets of deprivation**

Of that £331 million **£322 million** is for **patient care** activities and **£9 million** other operating income

In the past year we have moved from Inadequate to a CQC rating of **Requires Improvement** where *”significant improvements could be seen at **all levels** of the Trust.”*

of which **400** are temporary staff

Our **service locations** are clustered in population centres **across our geography**. Within this we have standalone inpatient units and provide a range of services across **large areas of rural geography**

In the last year we have made real improvements

yet we still have much more to do

30 of the CQC ‘must do’ actions remain **outstanding** in February 2023

Our **Friends and Family Test score** is **66%** compared to a national average of **85%**

We have heard and are improving *together*

We have heard...	We are improving together...
<p>Our partners and regulators have told us to address concerns to improve patient safety, quality of care and leadership at all levels</p>	<ul style="list-style-type: none"> ✓ Improvement Programme developed, following root cause analysis of issues preventing sustained improvement ✓ Section 29a CQC review confirmed progress (Autumn 2022). CQC Well-Led review followed – the outcome of both led to an improvement in our CQC rating to ‘Requires Improvement’, our S29a Warning Notice being lifted and our ‘Must Do’ actions reducing from 108 in Spring 2022 to 30 in Spring 2023 ✓ The CQC report described that feedback from patients and service users was largely positive saying they <i>“felt safe and well cared for”, “staff were supportive of their needs and friendly and approachable”, “staff were kind, they felt listened to, and staff helped them when they needed it” and that staff “were fully involved in their care.”</i> ✓ Established an Evidence Assurance Group process with staff, service users and external partners to assess evidence of sustained improvement and achievement of CQC ‘must do’ quality and safety actions ✓ System partners actively involved in our Improvement Programme governance, delivery and resourcing
<p>Our service users and carers have told us to reduce waiting times for care and treatment while providing support while people are waiting</p>	<ul style="list-style-type: none"> ✓ Our Model of Care will establish a consistent, evidenced based clinical delivery model for our services ✓ Our Access, Data and Delivery work will ensure we use data and demand and capacity modelling to inform service delivery and improve the visibility, management and reduction of waiting times for assessment and treatment. We have also revised our Clinical Harm Policy to ensure that people are kept safe while waiting for treatment
<p>Our staff have asked us to embed accountable leadership at all levels, supporting and developing our people, ensuring that everyone feels valued.</p> <p>Our staff want us to remove the organisational and physical barriers that get in the way of improving the quality of care delivered</p>	<ul style="list-style-type: none"> ✓ Our Culture and Leadership work will ensure that we have a culture of high-quality sustainable care, with leadership capacity and capability to support this. As part of this we have: <ul style="list-style-type: none"> ✓ Launched an Accountability framework to embed accountability at all levels of the organisation ✓ Extended our Leading Confidently programme ✓ Co-produced our Leadership Competency Framework ✓ Introduced a new, externally provided Freedom to Speak Up service ✓ Launched our Star Award staff recognition scheme ✓ Simpler system introduced to manage IT equipment, where all new and existing staff will keep the IT equipment they are issued with while they work at NSFT ✓ Preparatory work and business case development to procure a new clinical IT system to replace Lorenzo

Our journey to deliver sustained improvement

PHASE 1 Improvement Programme

Insight and acknowledgement, performance recovery



PHASE 2 Improvement Programme

Consolidation and capability building



PHASE 3 Improvement Programme

Transformation and innovation



Improving together
for a brighter future, with our communities,
for mental health





Together we can **improve**

“There is a **growing and collective feeling** that something is **different and more authentic** about this attempt to address long standing cultural issues in the Trust. It is an **energising feeling** – it may be a sign of a people who are tired of being tainted by a reputation that does not reflect their **hard work and passion** to provide **great care for our service users.**”

Member of staff responding to our Big Conversation engagement exercise, 2022



Our vision and values to improve *together*

Section 2: Our vision and values

Our people-led vision

“Our vision is for a future led by our **inspirational communities** of service users, carers, families, partners and staff. Where **every unique voice** is not just heard but **celebrated**, where **privilege is shared**, and where **diversity** is what makes us **truly exceptional**. As we work **together**, our insights, improvements, and innovations deliver **outstanding care** and **positively influence** the mental health and wellbeing of our population, and beyond”



Our strategic framework to achieve our vision, *together*

OUR PURPOSE

To be a provider of **exceptional care** and a **trusted partner**, working together with our communities to **innovate** for the mental health of everyone

OUR VALUES*

Fair

Compassionate

Learning

OUR STRATEGIC INITIATIVES

Inspirational *people*

Exceptional *care*

Transforming *lives*

By inspirational people we mean our **staff**, our **service users** and **carers**, our **partners** with whom we work together and our broader **communities**.

We will be **people-led**, with people at the heart of what we do and how we do it.

We will develop an **inclusive** organisation which **attracts, retains and enables people** to be their very best.

By exceptional care we mean providing **evidence based, effective** care that provides the **best experience** for service users and carers.

We will ensure **consistent, safe practice** within our safety culture, with our **Quality Improvement (QI)** approach informing our work.

Our care delivery will be **sustainable** – in our use of resources, and continuity of our service offer together with partners.

By transforming lives we are describing our commitment to make a real difference to the lives of our service users and carers, the communities in which they live, and the broader health of our population.

We will achieve this only by working together with partners. Collaboration at neighbourhood, place, system and regional level will ensure we share resource and expertise to best respond to population needs. This will include how we work to address health inequalities

OUR ENABLERS

Enabling **our staff to thrive**

By creating the conditions and environment for people to thrive we mean developing a way of working together to make best use of everyone's skills and expertise - to enable everyone, in every role to thrive. It means making the most effective use of our infrastructure - our buildings and environment, our digital technology – including our systems and data. It means making the most of the knowledge, skills and experience of those staff in our support services who play a vital role in enabling clinical teams to deliver care

Our draft values and behaviours framework

The values and behaviours that we demonstrate, everyday, in every action, to everyone, will be fundamental to our achieving our vision. They will enable us to become the organisation people feel proud to work for, the partner people want to collaborate with, and a provider of exceptional care. Through our conversation with our staff we are developing our values and behaviours framework which will set out the values that are important to us and how we will hold ourselves to account for how we behave and act towards each other.

		We are...		
Draft Values	Fair	Compassionate	Learning	
	We provide equal opportunity, recognise hard work and give power to people's voices	We are kind and inclusive, with each others' wellbeing in our hearts	We collaborate, we innovate, we are accountable for our promises	
Draft Behaviours	Opportunity	Inclusivity	Accountability	
	We provide everyone with equal opportunity and support to achieve their goals	We embrace each other's uniqueness and diversity, we support everyone to be their authentic selves	We set clear goals, admit and learn from mistakes with a no blame attitude	
	Recognition	Kindness	Innovation	
	We celebrate everyone's hard work, achievements, and milestones	We act with kindness and we treat everyone with respect and dignity	We commit to improving what we do and how we do it	
	Voice	Wellbeing	Collaboration	
	We show voice has power - we speak up, we listen, we respond, we act	We care for each others' wellbeing, when we see people struggling, we offer help	We work and care together openly and honestly, by informing, involving and inspiring	



Together we can **be allies**

“Front line work is hard, but to come home following constant criticism, bullying, racism, segregation, intimidation, misogyny, and harassment from your colleagues is even harder... **Let's be brave and do the right thing** – let's be trusting, communicate better, be **respectful** towards one another, play our part in effecting change...together, be transparent, respond professionally, communicate effectively, be **kind and compassionate**, embrace diversity, and **respect** difference, **let's be allies together**”.

Member of staff responding to our
Big Conversation engagement exercise, 2022





Together, we are compassionate and kind

“I was able to **freely talk** about the issues that were and are, troubling me. The **freedom** to talk with professionals who were **understanding and sympathetic** as well as **highly competent** in their various roles gave me **confidence to face the blistering abuse** I get in the public spaces of Ipswich”

“Always shown great **kindness, caring and respect**. . often I have experienced **ageism** but **never ever from mental health workers**. They truly do their **utmost to understand** and to help you to cope with your personal issues. **In today's climate they offer a lifeline**”.

Feedback from service users, Friends and Family Test, 2022





Together, everyone is equal

“Would like to give positive feedback to my OT who has showed nothing but kindness , commitment and empathy . The registrar and whole medical team have been so kind and helpful . Cleaning team are always working so hard.”

“My Nurse has helped me understand my thoughts & helped me to find who I am and who I can be and that I am not just a mental health problem.”

“The member of admin staff in NSFT was absolutely amazing both yesterday and today. Thank you for being patient polite and calm with me. The secretary is always on the ball and was helpful as always.”

Feedback from service users, Friends and Family Test, 2022



Everyone, one team, working *together* to transform lives

We want to ensure that **every member of our team**, whatever their role, feels a **valued** and **vital** part of what we do.

From the **pharmacist** who ensures that medication is appropriate and best suits the needs of each service user

From the **nurse** who develops and delivers treatment plans to help service users to recover

From the **Advanced Health Practitioners** whose wide range of skills focus on prevention and improvement of health and wellbeing

To the **caterer** who prepares nutritious food for service users which encourages them to continue healthy eating when they return home

From the **cleaner** who ensures the unit is clean and hygienic for the service users staying there

To the **maintenance technician** who fixes the anti-ligature devices to help keep service users safe

From the **support worker** who helps service users on their journey to recovery

From the **psychologist and psychological therapists** who treat people with a range of psychological difficulties


From the **psychiatrist** who diagnoses and treats those with a mental health condition, including prescribing medication if required

To the **information analyst** who presents data on clinical activity to help us report on the care we provide

To the **research officer** who, through insight and evaluation helps inform future practice

To the **management accountant** who helps us ensure we spend our money wisely, and can invest as much as possible into patient care

To the **administrator** who greets people at reception, and ensures things run smoothly



**One team,
working
together**



Staff
Excellence
Awards



“ Inspirational teams, exceptional together ”

Our strategic initiatives to deliver on our vision

Section 3: Our strategic initiatives

Our strategic initiatives – our plans for 2023/24

Our Improvement Programme is delivering our strategic initiatives, with the following setting out what we plan to achieve in 2023/24. Successful delivery of these activities will help us to fulfil our commitments (set out in detail in our Commitments to Action section of our strategy). It will also support us to deliver our Recovery Support Programme (RSP) exit criteria set by our regulators as a marker for our progress on our improvement journey.

Inspirational *people*

What are we trying to achieve?	What will we do to get there?	What is the timescale?				What will be different because of this? Delivering our commitments
		Q1	Q2	Q3	Q4	
Equality, diversity and inclusion: Staff are valued, respected and treated like equals.	<ul style="list-style-type: none"> Develop our infrastructure and support to our Staff Networks, including our Executive sponsors role Develop our plans for action and mechanisms for networks to hold us to account for delivering on our commitments 					Our staff can be authentic at work and are valued for their diversity and authenticity.
Culture: Staff experience a just and open culture and are motivated to work for NSFT.	<ul style="list-style-type: none"> Embed our new Freedom to Speak up Service Deliver a cultural improvement programme Develop a People and Culture Strategy Develop a culture dashboard to track our progress 					We are people-led, with our people at the very heart of what we do and how we do it. The voices of our employees are sought and valued in making decisions, improving and innovating.
Recruitment and retention: Staff feel motivated, rewarded and supported working at NSFT.	<ul style="list-style-type: none"> Deliver our recruitment and retention plan 					We are an inclusive, compassionate organisation which attracts, retains and enables people to be their very best.
Leadership: A stable cohort of competent leaders and new operational structure.	<ul style="list-style-type: none"> Continue to deliver Board and Executive team development programmes Complete our operational restructure Develop a Leadership Competency Framework Leadership development and coaching for care group leaders 					People trust their leaders, see them as role models and allies Our leaders are visible, communicating and uniting people around our purpose and goals.
Participation, involvement and experience: With service users and their carers taking a full part in shaping how we work.	<ul style="list-style-type: none"> Refresh our participation strategy and Experience of Care Committee Continue engagement in the Evidence Assurance process 					Carers and family members feel listened to and report a positive experience of interacting with NSFT.

Our strategic initiatives – our plans for 2023/24

Exceptional *care*

What are we trying to achieve?	What will we do to get there?	What is the timescale?				What will be different because of this? Delivering our commitments
		Q1	Q2	Q3	Q4	
Model of Care: A defined way in which we provide care and treatment, organise services and use resources.	<ul style="list-style-type: none"> Agree our Model of Care and implementation plan Start implementation of our Model of Care Agree our plan for Model of Care + (focused on inpatient settings) and start delivering 	█	█	█	█	We have eliminated inconsistency in outcomes for our service users between Care Groups wherever possible, ensuring consistency of care no matter where our service users live. We are providing exceptional mental health care to those who do need it, when they need it – and this is objectively measurable.
Quality and safety: Improved and consistent quality of care provided to our service users.	<ul style="list-style-type: none"> Improve our approach to learning from deaths Implement our Early Warning Trigger Tool to support early identification and intervention for safety and quality risks 	█	█	█	█	We are recognised by our service users as a safe and caring organisation, which ensures consistent, safe practice within our safety culture, with quality improvement methodology as a vital enabler.
Access, data and delivery: Equitable access to services, with data used to match capacity with demand.	<ul style="list-style-type: none"> Continue roll-out of ‘Making Data Count’ training for teams Introduce an Integrated Quality Performance Report Deliver our ongoing waiting list reduction programme Deliver improvement plan for Data Quality 	█	█	█	█	We are providing timely access to the right service at the right time, with timely communications. We are actively using data and information to improve the delivery of our services at Trust and local level - and can evidence this.
Risk management: Robust risk identification, escalation and mitigation.	<ul style="list-style-type: none"> Refresh our risk management strategy, policy and framework Embed our early warning trigger tool for quality deterioration in care group and corporate governance reporting Strengthen our care group and corporate risk management 	█	█	█	█	We have robust risk management processes in place that are well understood throughout the organisation. Where we do make mistakes, we learn from them, while being open about these to our service users, their families and the public in our communities more widely

Our strategic initiatives – our plans for 2023/24

Transforming *Lives*

What are we trying to achieve?	What will we do to get there?	What is the timescale?				What will be different because of this? Delivering our commitments
		Q1	Q2	Q3	Q4	
Collaboration in Norfolk and Waveney ICB	<ul style="list-style-type: none"> Establish an Adults, and a Children’s Mental Health Collaborative with partners 	█				We are working in partnership with other organisations in our community (NHS and wider) to put our population first, contributing significantly towards the delivery of a system-wide strategy to improve population health and wellbeing. We can demonstrate that we are thinking beyond our walls by investing in our communities to support prevention and wellbeing.
Collaboration in Suffolk and North East Essex ICB	<ul style="list-style-type: none"> Establish a Suffolk Mental Health Collaborative with partners 	█				
Collaboration with our regional partners in the East of England Provider Collaborative	<ul style="list-style-type: none"> Continue to develop our partnership with East of England Collaborative partners for specialist mental health services 	█	█	█	█	

Creating the *conditions* and *environment* to achieve

What are we trying to achieve?	What will we do to get there?	What is the timescale?				What will be different because of this? Delivering our commitments
		Q1	Q2	Q3	Q4	
Strategy: A clear direction of travel for NSFT	<ul style="list-style-type: none"> Develop a new Trust Strategy Refresh key sub-strategies 	█				People share a sense of purpose and vision, understanding how their work helps to deliver our vision and mission. People feel that enabling strategies help shape our work environment.
Infrastructure: Making best use of our buildings and IT	<ul style="list-style-type: none"> Develop a business case for a new clinical system to replace Lorenzo Develop specification and launch procurement for new system Delivery of our Estates improvement plan 	█	█	█		Our non-clinical services best support frontline teams, making full use of our buildings and technology. Our infrastructure, systems, processes and practices are built to support and improve people’s experience of work, as well as their physical and mental well-being.
Efficiency and value: Sustainable use of resources	<ul style="list-style-type: none"> Identify, develop and deliver a portfolio of efficiency and value improvement projects 	█	█	█	█	

Our developing role as we improve, *together*

As we develop we will build on our foundations of safe and effective care to deliver consistent, excellent care. We will further develop our ambition and innovation over the next three to five years, learning from a robust evidence base and the experience of improving Trusts elsewhere, mindful of the time it takes to embed lasting and impactful change.

Our developing role over the next 3-5 years

A provider of exceptional care

- Building on **safe care, every time**, towards delivery of exceptional, evidence based care, consistently through implementation of **our Model of Care and Model of Care+**
- Developing our **operational efficiency and effectiveness** – ensuring **sustainability** and **productivity** of services
- Aligning our capacity with the demand for our services in response to population needs
- Being **people-led** – through service user leadership and deep engagement and action with our staff
- Building a Safety2/safety culture
- Develop **'the NSFT way'** – an integrated approach to **continuous improvement and transformation** using **Quality Management Approach (QMA)** principles
- Ensuring our **enabling services** support our clinicians to deliver the very best care

A trusted partner in our communities

- Developing **partnerships and collaboration** at neighbourhood, place, system and regional level to provide exceptional care where together we are stronger – led by the needs of our communities
- Acting as an **anchor institution** and **integrator** of services, sharing our scale, expertise and assets with the rich diversity of our community partners to better support our communities, together
- Working together with partners for **improved population health, prevention** and **tackling of health inequalities** to transform lives

An innovator for mental health

- Building our reputation as a **researcher** and **innovator** for deepening understanding, learning and impact of mental health care
- As part of our duty to collaborate, acting in the interests of all in our communities to **promote parity of esteem**, understanding and appreciation of mental health issues within healthcare delivery, our Integrated Care Systems and collaboratives, **influencing commissioning, delivery** and **outcomes**

Creating the environment for our people to thrive – our enablers

The infrastructure we provide or enablers of clinical care – such as our estate, our digital capabilities, our support services and our systems and processes play a **vital role** in contributing to the **very best possible experience** for our service users and carers, our staff and our partners. Whether it's the ward environment that contributes to service users feeling safe and having privacy and dignity, the laptop and network connections that enable clinicians to work remotely, flexibly, or the support service providing financial information to enable every member of staff to make the best use of resources every enabling service has a part to play.

Our enablers also offer us the **flexibility to truly meet the needs of our diverse communities** – service users and carers and staff – for example in the accessibility of our locations and site environments, our flexibility of modes of service offer recognising both digital literacy and poverty, or the design of inclusive systems and processes that recognise the diverse needs of our workforce. We know that when our enablers aren't working effectively this can make it more difficult to provide the very best care. Conversely we know that innovative, effective use of our enablers can be **truly transformational** to the experience of our service users and staff.

We need to take a more focused role to improve our enabling services to:

1. **Promptly deal with the here and now issues** that have been raised by staff through our Big Conversation and Hear to Listen feedback
2. **Catalyse transformation** – recognising that improvements to enablers can fundamentally transform experience of care
3. **Develop a 'one team' ethos**, where we all recognise and value the role that our enablers and support services play in delivering effective care
4. **Develop our infrastructure** so that clinicians, service users and carers and partners **experience and recognise our enabling services as exceptional**, contributing to improved outcomes for all

Examples of what this will involve include:

- Delivering on our commitment to become a digitally enabled organisation, working with system partners on the ambitions of our Integrated Care Systems to integrate digital capabilities, infrastructure and data in support of patient care.
- Developing the specification for our new clinical system to replace Lorenzo, so that our new system supports us to deliver great care and improve outcomes
- Streamlining our systems and processes to reduce the administrative burden on staff, freeing up clinical time to care.
- Continuing to develop our estate to improve the safety and quality of the environment – this includes our new build, the Rivers Centre, and co-locating with system partners - to create the best experience for service users and staff
- Ensuring that our work actively contributes to our environmental and sustainability agenda, delivering on our commitments to corporate social responsibility and role as an anchor institution



Artist's impression of The Rivers Centre, due for completion in 2024



“

Our sustainable environment is vital for the wellbeing of our service users, staff and our communities.

”

Building our ways of improving, *together*

People-led change

We will ensure that service users and carers and our staff are at the heart of our improvement work – in planning, delivering and assessing the impact of change.

Strategy and planning

Ensuring that change and improvement work **links to the outcomes defined in our strategy.**

Working with system partners

Working with system partners and communities in a meaningful way to **align strategies and co-develop** change and improvement initiatives.

Supported by our infrastructure

Using **digital tools, systems and platforms** to better deliver, and communicate, improvement. **Providing training and support** for individuals and teams to deliver successful improvement.

Efficiency and value

Making the most of our resources, and looking to make continuous productivity improvements to **reduce waste.**

Leveraging best practice

Embedding relevant **proven methodologies**, including **Quality Improvement (QI)** and NHS England's **Leading Large Scale Change** model.



Improving together

Research and innovation - informed

We will ensure **research, evidence base and academic partnerships inform our improvement work**, bringing innovation into our practice to **improve services and outcomes**, learning from what works well.

Data insights

Working with Informatics to provide access to data and make the **best use of it**, starting with **identifying areas of opportunity** for change and improvement whilst also collecting information to **measure success.**

Sharing responsibility and accountability

Ensuring that **leadership is devolved with accountability** sitting with **the right people and at the right level.**

Networks/staff networks

Working as **one team**, working collaboratively to make the most of our **collective skills and experience** to improve outcomes.

Implementing our Strategy will help address our case for change

Our case for change and themes for action	How our new Strategy will address our case for change
<p>1. Meeting the needs of an elderly and ageing population, dealing with the impact of COVID and cost of living increase. Responding to specific population needs and presentations across our geographies including social isolation and health inequalities</p>	<ul style="list-style-type: none"> ✓ Collaborating with system partners to improve services for older people, address comorbidities, frailty, diagnosis and treatment for those with dementia ✓ Tailoring our offer with neighbourhood and place partners to respond to specific demographic needs and geography
<p>2. Improving those services with quality and safety concerns – either through our own identification or CQC identified, ensuring consistency of core clinical standards and reduced unwarranted variation between teams. Consolidation of improvement towards recognised clinical excellence</p>	<ul style="list-style-type: none"> ✓ Model of Care and Model of Care+ work to embed consistent, evidence based, clinical practice, assessment and outcome measures ✓ Enhancing local and Care Group governance and support to teams to embed and sustain improvements
<p>3. Developing an inclusive, compassionate organisation, sharing accountability, developing our culture and improving retention and recruitment of talented staff</p>	<ul style="list-style-type: none"> ✓ Continued, ongoing staff engagement - through our online engagement platform, Hear to Listen and our staff networks ✓ Developing and delivering of our culture strategy, with a culture dashboard developed so that we have a better understanding of our culture ✓ Developing the Trust as an attractive place to work through wellbeing support and career progression opportunities
<p>4. Consolidating and continuing our Improvement journey, ensuring evidenced, sustained improvements are made, on which transformation can be built. Developing our organisation-wide approach to improvement</p>	<ul style="list-style-type: none"> ✓ Developing a Trust-wide approach to change and improvement ✓ Embedding our Evidence Assurance Group process to ensure that improvements made have a positive impact on outcomes, and can be sustained
<p>5. Reducing waiting times and improving access to services for all, reducing out of area placements</p>	<ul style="list-style-type: none"> ✓ Demand and Capacity and Waiting List Management work to better match capacity with demand, reduce waiting lists and support those on waiting lists ✓ Continued work with ICB partners on appropriate alternative care
<p>6. Ensuring sustainability and effective use of resources, reducing overspend and delivering recurrent efficiencies</p>	<ul style="list-style-type: none"> ✓ An integrated, multidisciplinary team approach to identifying, planning and delivering sustainable improvement, use of resources and waste reduction – combining opportunity for innovation with enhanced value
<p>7. Overcoming organisational and physical barriers that affect quality and time to care – our environment, our digital tools, our systems and processes</p>	<ul style="list-style-type: none"> ✓ EPR re-procurement, to replace our ageing clinical system ✓ A programme of estates improvements to improve the quality and safety of our estate
<p>8. Collaborating with partners to address the issues our communities face to improve mental health and wellbeing, promote prevention and address health inequalities</p>	<ul style="list-style-type: none"> ✓ Playing a full role as a member of collaboratives in Norfolk and Waveney and Suffolk and North East Essex to transform the way that mental health services are provided for our communities

Our commitments to action for our future

Section 4: Our commitments to action

Our role and the difference we will make to **our service users**

Our commitments in the near term

Our essential role in the near term is to provide **safe care** to service users, in an **open and transparent** manner

We'll know we're getting this right when:

- We have eliminated inconsistency in outcomes for our service users between Care Groups wherever possible, ensuring there is no postcode lottery when it comes to our care
- We're providing timely access to the right service at the right time
- We support service users to live fulfilling lives by adopting a recovery-focused approach
- We're recognised by our service users as a safe and caring organisation
- Service users do not have to fight to get their voice heard
- Our communications with service users are clear and timely: they are given advanced warning of any changes, detailed explanations as required and they are able to get hold of us when they need to
- We're using restrictive interventions as little as possible, and only when absolutely necessary, to protect our service users' human rights
- We learn from our mistakes and are open about these to our service users, their families and the public in our communities more widely

Our commitments in the longer-term

Our longer-term role will be to provide **excellence in all we do** for people with mental health concerns as **innovators, champions and experts in mental health**

We'll know we're getting this right when:

- We're providing exceptional mental health care to those who do need it, when they need it – and this is objectively measurable
- Service users are actively involved in co-designing their care and are treated as the guiding voice leading our thinking
- We consider people's needs and desires holistically, and this is reflected in their care which is tailored to them as an individual
- We can demonstrate that as a principle, our care models are not based on acute care as the default
- We're playing a lead role in ensuring mental health is part of everyday conversations and considerations in our community, normalising and enhancing the experience of day-to-day life for people with mental health concerns
- We're deploying innovation and working in partnership with others to prevent people from needing our services in the first place
- We're taking action that makes a significant and demonstrable difference to people's lives and are held to account for this
- We're inspiring and influencing our colleagues working in health and care to put the service user at the centre of everything they do

We're inspired by our people to be the very best we can be

Inspirational People...

In our Strategy engagement a service user told us about how she was inspired by her peers, her community group and her daughter in her recovery and support to others:

- She is **inspired** by the artist 'Pink' because the songs represent how she felt when she was very ill
- She is also **inspired by her daughter** who gave her a great deal of support when she was ill and **who has now trained as a Mental Health Nurse**
- This lady hadn't left her home in three years and, with our support, has been given the **confidence** to be able to use buses to **travel** and go into local shops and restaurants **independently**
- She attends all of our 'Coffee Crawl' sessions approximately 30 minutes early to **support another service user** who is anxious, and she also sits on interview panels as an **Expert by Experience**



Our role and the difference we will make to **our service users' carers and families**

Our commitments in the near term

Our essential role in the near term is to **build trust** with service users' carers and families, ensuring they are **actively involved** in planning care

We'll know we're getting this right when:

- There are clear lines of communication and processes in place that support timely two-way dialogue, for example around waiting lists, cancellations, implications of any changes in medications etc.
- Carers and family members feel listened to and report a positive experience of interacting with staff
- Our staff are able to name the key family members or carers for the service users they are working with and have a formalised professional relationship with them
- Discharge processes are running effectively with proactive and positive involvement of service users' carers and families
- Carers and families report having a clear understanding of the scope, services and pathways that NSFT offer, including how these work

Our commitments in the longer-term

Our longer-term role will be to **transform the lives** of service users' carers and families, providing them with a **community of support** and the certainty that their loved ones are receiving **excellent care**

We'll know we're getting this right when:

- Carers and families describe the care their loved one receives as personalised and excellent
- Carers and families feel able to easily access and benefit from the knowledge and experience of staff through a range of channels e.g. technological as well as face-to-face
- Carers and family members have the opportunity to link into a network of people in a similar position to share experiences and seek peer support as appropriate
- Carers and families report an improvement in their own mental health and wellbeing
- Carers and families have a clear understanding of available support for mental health beyond the services offered solely by NSFT

We're inspired by our people who deliver exceptional care

Exceptional care...

In our Strategy engagement a service user told us about her experience of exceptional care:

- This service user was **inspired** by the **staff** that work on **Avocet Ward**. The first picture notes the importance of coffee mornings that she would have with the Care Support Worker (CSW) on the ward who would sit with her each day and have conversations about everyday things, supporting her to gain insight into the reality of the everyday that she felt she lost regularly
- She developed a love of watching birds while an inpatient, and has memories of feeding pigeons in the garden with staff
- She felt that the care she received from her CSW had a **huge impact on where she is now**. When she was very ill her CSW would wash and dry her hair for her, which **gave her dignity** and made her feel **cared for**. Her CSW would also make sure that washing was done overnight so she always had clean clothes to wear. The normal conversation offered, meant that the service user **felt grounded and supported**. The ward staff put posters up of Ed Sheeran when she turned 30 whilst being an inpatient and gave her a birthday celebration. At a time when she was very poorly, a member of staff went out to buy a birthday cake for her Mum as it was extremely important to her and she had no way of getting it herself at the time.



Our role and the difference we will make to **our workforce**

Our commitments in the near term

Our near-term role is to ensure employees, on the whole, experience a positive change in their experience at work.

We'll know we're getting this right when people report that:

1. We feel well-led:

- Leaders are visible, communicating and uniting people around our purpose and goals.
- The voices of our employees are sought and valued in making decisions, improving the organisation and innovating.
- Leaders deliver on our promises and are held to account if they don't.

2. We feel well managed:

- Our staff are recruited fairly, developed, rewarded, and supported to progress (through great inductions, proper reward and recognition, development opportunities, support around wellbeing, and psychological and physical safety).
- Our staff report that there is action, consequence, and accountability when concerns of bullying and harassment are raised, and we support people through the process.
- Our workloads are manageable because we use available resources in a smart and efficient way.

3. We feel our work environment supports our wellbeing and delivery of care and collaboration

- Our staff have access to the necessary equipment and resources (including physical buildings and facilities) to deliver great care and facilitate effective peer-to-peer interactions, as well as the right amenities to support their wellbeing.
- Our communications and digital infrastructure are efficient and support both collaborative working and the delivery of great care.

Our commitments in the longer-term

Our longer-term role is to be a vision and values-led employer, where everyone finds real meaning in their work and our employees mental and physical health improves as a result of working here.

We'll know we're getting this right when people report that:

1. Everyone is vision and values-led with a deep sense of meaning in their work:

- People share a sense of purpose, vision and values embedded in their daily activities.
- People trust their leaders, see them as role models and allies.
- People play a central role in improvement and innovation, having the necessary capabilities, capacity and climate to do so.
- Systems and processes are designed to represent our values and those that create barriers are identified and removed.

2. Everyone feels supported to realise their full potential as a result of working at NSFT:

- Our staff can be authentic at work and are valued for their diversity.
- People are supported to develop their skills, knowledge and talents to be able to deliver great care and grow both professionally and personally.
- Our infrastructure, systems, processes and practices are built to support and improve people's physical and mental well-being.
- Our Trust is held up as an example of a model employer – an inspiration in both the health and care sector and beyond.

3. People continue to feel well-led, well-managed and that their environment is fit for purpose

Our role and the difference we will make to **other local providers, commissioners and partners of health & care**

Our commitments in the near term

Our essential role in the near term is to win the trust of our local and national partners - providers, commissioners and regulators of health and care services.

We'll know we're getting this right when:

- Our plans support delivery of wider Integrated Care System (ICS) strategies
- We deliver the actions we have promised and exited our "recovery support" status.
- We can demonstrate a clear and trusted route to financial sustainability.
- Our model of care sets out what services we will deliver, what we will help others to deliver and what consistent clinical practice looks like in the near-term.

Our commitments in the longer-term

Our longer-term role will be to become a platform for open innovation and service delivery in mental health and learning disability services – the deliverer of exceptional services, the channel for other exceptional providers and the convener of collaborations that deliver transformative new service delivery.

We'll know we're getting this right when:

- We are proactively collaborating - sharing resources, delegating decision making, integrating service delivery to benefit service users, and partnering with organisations beyond the traditional health and care system to better support our population.
- Together, with our innovative ecosystem of service providers, and the support of regulators, commissioners and partners, we have a financially sustainable approach to transforming mental health and learning disability services for Norfolk and Suffolk, that is being replicated across other regions.

We're inspired by our communities who play a vital role in wellbeing

Transforming lives...

In our Strategy engagement a service user told us about how her experience of the support we provide with our partners made a real impact on her life and her recovery.

- This service user was inspired by the staff that work in the Home Treatment Team and made special mention of the care they gave.
- She felt that a turning point for her was in getting support from the Worry Tree Café in Framlingham as it stopped her feeling so isolated, especially given that she lives in a rural village. She has met friends through the café and is now involved in the charity that runs the café 'Hour Community' and is looking at volunteering options.
- Going along to our Coffee Crawl has also enabled her to meet new friends and gives that space to have a cup of tea and a conversation that she wouldn't otherwise have



Our role and the difference we will make to **those who live in Norfolk and Suffolk**

Our commitments in the near term

Our essential role in the near term is to play a leading role in **addressing inequalities** that affect people's mental health

We'll know we're getting this right when:

- We can demonstrate that we are thinking beyond our walls by investing in proactively reaching into our communities to support prevention and wellbeing.
- We have educated ourselves on inequalities, specifically in relation to mental health, and have taken clear action to address this.
- We can describe the difference we have made to our communities in tangible terms, particularly in relation to reducing inequalities.
- We have worked in partnership with other organisations in our community (NHS and wider) to put our population first above our individual goals.
- Our staff and service user demographic has appropriate and proportionate representation of minority groups and those with protected characteristics.
- We're contributing significantly towards the delivery of a system-wide strategy to improve population health and wellbeing.

Our commitments in the longer-term

Our longer-term role will be to put **compassion at the centre** of a new model which is driving up the **overarching quality of health** for our population

We'll know we're getting this right when:

- We make every contact count with regards to mental health, and we support other professionals and institutions in our communities to do the same.
- We're working with the education sector to embed compassion and mental health into all professional training, particularly in the healthcare sector.
- Our community looks to us for guidance, role modelling and best practice in compassionate care and kindness.
- We're utilising our role as an anchor institution to boost the local economy by providing local jobs and spending our money locally.
- We have demonstrably increased our capacity to deliver care by leveraging (and replenishing) the resources and assets across our community.
- Local businesses and suppliers approach us because they want to work with us.
- We have contributed to innovations that have created a healthier, happier environment for our community – particularly as a convenor of people and technological solutions.
- The community of Norfolk and Suffolk is leading the way in shaping the future of mental health and wellbeing for our society nationally.

Delivering our Strategy, measuring improvement *together*

Section 5:

Delivering our Strategy,
measuring improvement

From commitments to measurable change

Focussing efforts to make maximum impact

- Our focus for 2023/24 will be on delivery of our Recovery Support Programme (RSP) Exit Criteria and Phase 2 of our Improvement Programme.
- Both are closely aligned, have been informed by our organisational priorities for improvement and agreed with our regulators and partners. They must be our priority as the steps we need to take to sustain improvement for the long term. Both have specific, measurable and timed actions, deliverables and measures of improvement that will be reported and shared regularly with stakeholders as an important part of our assessing our progress together.

Assurance that we are improving, and sustaining our improvement

- We will use our **Evidence Assurance Group methodology**, established in 2022/23, to underpin how we hold ourselves to account openly, supported by clear evidence, for the improvements we have committed to.
- The Evidence Assurance Group itself is a **multi-disciplinary, multi-stakeholder group**, chaired by the Chief Medical Director of Norfolk and Waveney ICS to **objectively assess our evidence of improvement**.
- This process, initiated to review our sustained delivery of our CQC 'must do' actions will be broadened to encompass review of our Recovery Support Programme (RSP) Exit Criteria, and used an approach for staff networks to review the progress we are making.





“ We are recognised as improving. We have ambition for a brighter future ”

How will we use our Strategy? How will we realise our ambitions?

It is important that our Strategy becomes our guide for how we do things as an organisation, who we are and what we stand for. To ensure this we have given careful consideration to how we will bring it to life – we want our Strategy to be understood throughout our organisation to guide our planning, prioritisation, decision-making, delivery and evaluation.

How will we use our Strategy?

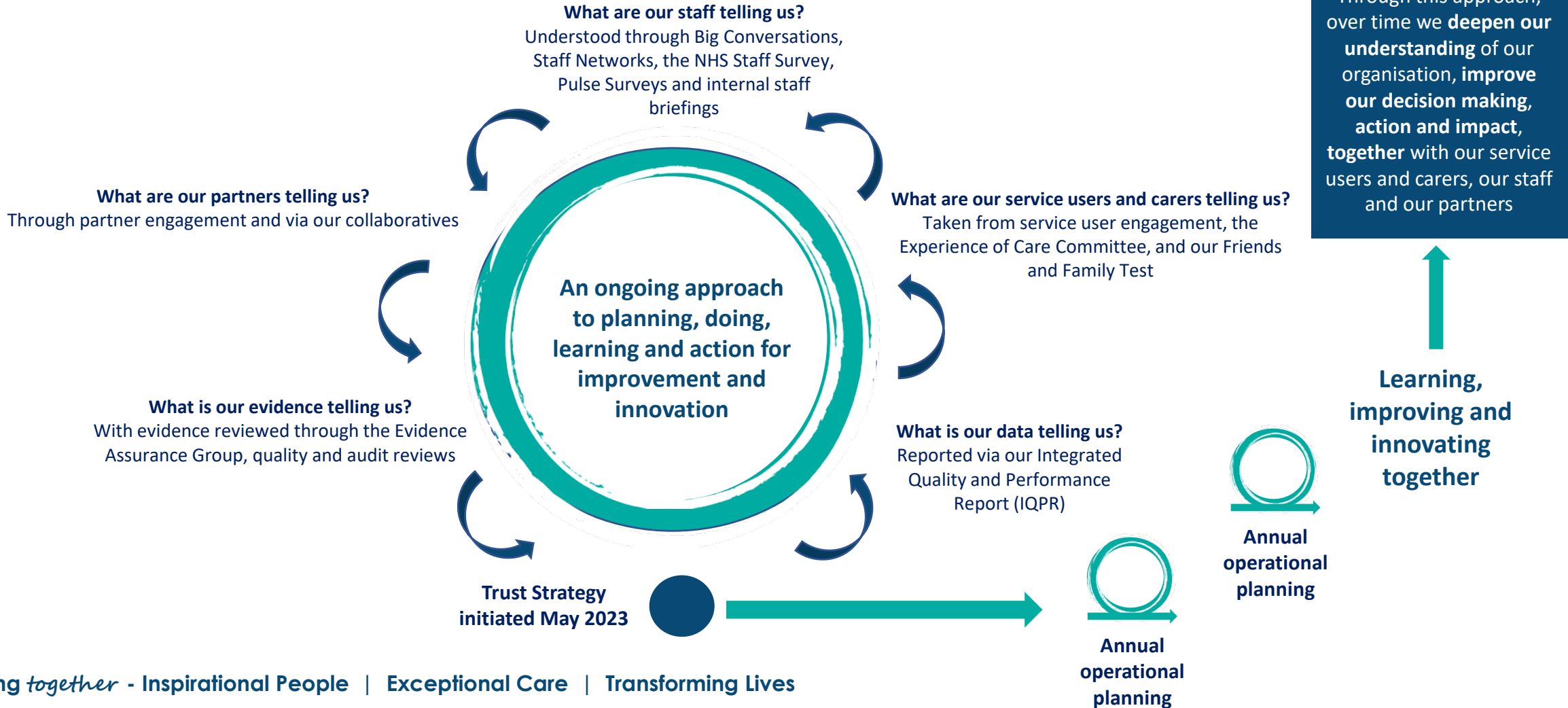
- To **set out our long term vision and ambitions** for our future
- To make a public commitment about **who we are and how we will work**, against which we are held to account
- To articulate and engage partners in our common **purpose**
- To **set direction and priorities** for action
- To provide a **framework to assess whether we are making progress** towards our vision
- To **guide** day to day activities, **decision making** and **allocation of resources** in our organisation
- To serve as a **point of reference** to understand our strategic context and future choices, informing what we do and how we can improve
- To **inform objective setting** at service, team and individual level
- To inform sub-strategies and operational planning across the organisation
- To serve as a **dynamic framework** which improves over time, as our understanding and learning deepens and we continue to iterate content

How will we communicate and embed our Strategy?



Our Strategy for ongoing improvement and innovation *together*

Agreeing our Strategy is **the start, not the end**, of our commitment for continual improvement. It sets our ambition for the future, but will give us flexibility to plan, do, learn and adapt as we grow. We intend our Strategy to be a living document that we continue to evolve in response to the needs of our service users, our staff and our communities. By asking ourselves the questions set out below, on an ongoing basis, we will ensure that our strategy stays relevant, focused and best supports operational planning.



A final word

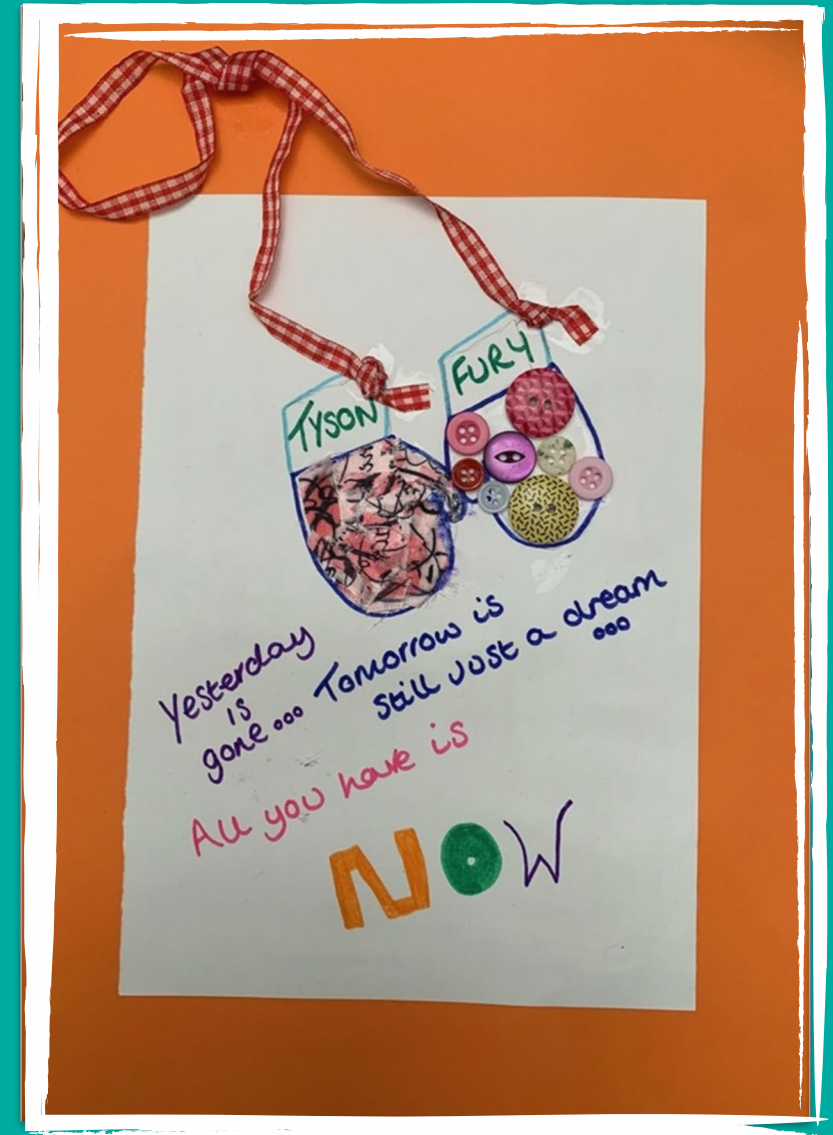
A final word from a service user
and member of staff

We're inspired, everyday by our service users

Transforming lives...

In our Strategy engagement this service user told us how she has regained her confidence, inspired by her Coffee Crawl group and Tyson Fury's open acknowledgement of the same diagnosis.

- This service user is inspired by Tyson Fury due to his personal success even though he shares the same diagnosis as she does. Seeing him succeed has helped her to **accept her diagnosis**.
- The quote that she has on her wall at home as well as on a keyring is 'yesterday is gone, tomorrow is still just a dream, **all you have is now**'
- This **young lady had lost all her confidence**, which has been **regained by attending** the Coffee Crawl on a weekly basis. She admits it not often easy to make the journey to whichever coffee shop the group are set to meet in, but describes that **before she gets to the group she feels she has no confidence**, however **after attending she feels she 'can do anything'**.





Together we can **embrace life**

“My story is simple. I started working in the trust in my 20s young excited and happy to just have a job I **enjoyed** and **cared about**, I worked in a team that **valued my input** and **‘saw me’**. Close to **18 years later** I am still here having worked through various **changes**, redesigns, being put on redeployment, expansion, opportunities, new services. I summarise it as **Life**. Life in all its shades happens, the **sadness**, the **joy** the **anxiety** and **exhilaration**, for me being **open** to the **journey** that the Trust will take, knowing that whatever happens, life happens, and we are here to do our **best** to **support those we work with & those we care for.**”

Feedback from a member of staff as part of Strategy engagement, 2023



NHS

Norfolk and Suffolk
NHS Foundation Trust

