

Appendix to the NTW Strategy

Caring, Discovering, Growing: Together

Our Service Development Strategy 2017 to 2022: The Major Service Developments

Making our Strategic Ambitions a Reality – Action plans for the trust strategy

Introduction

This document should be read alongside 'Caring, Delivering, Growing Together –Northumberland, Tyne and Wear NHS Foundation Trust Strategy 2017 – 2022.

It includes 2 sections:

1. Our Service Development Strategy 2017 to 2022 : The Major Service Developments

We have identified eight major service developments which will help us achieve our Strategic Ambitions. These are the big changes that need to happen over the next five years. In this document we explain what the eight big changes are, why they are important and what the Trust will do.

2. Making our Strategic Ambitions a Reality

This section includes the full action plans and timescales for each of our strategic ambitions.

If you have any comments or questions please contact:

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Section 1: Our Service Development Strategy 2017 to 2022: The Major Service Developments

We have identified eight major service developments which will help us achieve our Strategic Ambitions. These are the big changes that need to happen over the next five years. In this document we explain what the eight big changes are, why they are important and what the Trust will do.

1. Delivering excellence in In Patient Care

What are the issues?

- Only 3-4% of patients in the mental health pathway receive care in an Inpatient Acute Admission ward. A disproportionate amount of money is spent on inpatient services. Inpatient services account for 43% of the money spent and community services account for 57%.
- There is a significant variation in the numbers of admissions, length of stay and readmission rates across different localities.
- There is a significant variation in our ability to provide comprehensive therapies, and in supporting 7 day services across our in-patient configuration.
- The “Deciding Together” consultation for Newcastle Gateshead has resulted in the CCG identifying a preferred option for inpatient services to be based on the St. Nicholas Hospital site. This raises issues for the affordability of services going forward.

What will we do?

We will ensure over the next five years that in-patient care is provided in fit for purpose facilities, with common standards of care and support, responsively over a 7 day week, within the constraints of the resources available to us.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Provide fit for purpose inpatient facilities with common standards of care and support Responsively over a 7 day week, within the constraints of the resources available to us.	→	→	→		

2. Great Care in Your Community

What are the issues?

- The Trust's long standing Strategy for improving services to our local population across Northumberland Tyne and Wear has been on the re-design of community based services, better supporting people on their journey to recovery.
- Our objective is to provide in every locality:
 - Access to care when a person is in crisis
 - Smooth and timely progression through the care journey
 - Better user and care involvement and positive experience of care
 - Co-production of care delivery
 - A good partnership approach with Primary Care, Acute Hospitals and Local Authorities
 - Evidence based care
 - Outcome measures that are meaningful to service users, carers and clinicians
 - The promotion of and support of Recovery Colleges

What will we do?

- We will roll out the new community evidenced based pathways across Northumberland, North Tyneside, Newcastle and Gateshead and ensure that our community services work alongside our partners to ensure people's holistic needs are met.
- We will deliver community services which demonstrably deliver value for money in terms of productivity and outcomes.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Roll out of the new community evidenced based pathways across Northumberland, North Tyneside, Newcastle and Gateshead.	→				
Deliver community services which demonstrably deliver value for money in terms of productivity and outcomes.	→	→	→	→	→

3. Building the right support- Transforming services for people with learning disabilities and autism

What are the issues?

- For many years too many people with learning disabilities and/or autism have been or continue to be inappropriately placed in inpatient settings, sometimes a long way away from family and home.
- People with learning disabilities are more likely to die before the age of 50. This is partly because conditions associated with learning disability raise the risk of premature avoidable death.
- Mental ill health is common amongst people with learning disabilities and around 15% of people with a learning disability display “challenging behaviour”
- As well as worse health, people with learning disabilities present a range of common health risks including obesity.

What will we do?

- We will close the agreed number of adult secure beds in line with the national programme.
- We will work to ensure a patch wide approach to improving services for people with a learning disability and autism, using our expertise alongside partners, to transform the services across the whole pathway in all localities.
- We will develop our provision of world class in-patient services for people with autism with the most complex needs in the country.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Close the agreed number of adult secure beds.	→				
Work to ensure a patch wide approach to improving services for people with a learning disability and autism.	→	→	→	→	→
Develop our provision of world class in-patient services for people with autism with the most complex needs in the country	→				

4. Building resilience for people and communities

What are the issues?

- Poor mental health has a social and economic cost of £105 billion a year. 1 in 4 patients of a full time GP requires treatment for a mental health condition. 1 in 5 older people living in the community and 2 in 5 living in care homes suffer from depression. 1 in 4 young people in the UK experience suicidal thoughts. Suicide is rising and is the leading cause of death for men aged 15-49.
- 75% of people with mental health problems receive no support. 90% of people with mental health problems are supported by their GP.
- The employment rate for adults with mental health problems remains unacceptably low.
- Users and carers report that self-sustaining recovery is their key goal.

What will we do?

- We will, as an integral part of the Northumberland, Tyne and Wear and Durham Sustainability and Transformation Plan, play a leading role with partners in developing a patch wide approach to building resilience for people and communities.
- We will work with all partners and agencies to enable people, their families, carers and communities to better manage mental illness, including its precursors, and disability.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
As an integral part of the NTWDSTP, play a leading role with partners in developing a patch wide approach to building resilience for people and communities.					→
Enable people, their families, carers and communities to better manage mental illness, including its precursors, and disability.					→

5. Our Future for Children and Young People-improved access to community services

What are the issues?

- 1 in 10 children needs support or treatment for mental health problems.
75% of mental health problems in adult life start by the age of 18.
- Children with mental health problems are at greater risk of physical health problems.
- Children with physical health problems also need their mental wellbeing and health supported.
- Mental health problems not only cause distress, but can be associated with significant problems in other aspects of life and affect life chances.
- Children and young people's mental health problems have become more complex and more of them require specialist support.
- Children and young people and their parents and carers expect the NHS to provide this specialist support where and when it is needed- they do not want lengthy waiting lists.
- The Young Minds Report (2015) says:
 - Services should promote resilience, prevention and early intervention;
 - There needs to be improved access to effective support-a system without tiers;
 - Services should care for the most vulnerable;

What will we do?

- We will promote and play an integral part in delivering a system wide approach to improving services for children and young people, collaborating with all partners.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Promote and play an integral part in delivering a system wide approach to improving services for children and young people, collaborating with all partners					

6. Enabling the system to support your whole needs

What are the issues?

- Physical and mental health are closely linked.
- People with severe mental illness die on average 15-20 years earlier than other people-one of the greatest health inequalities in England. There is a lack of access to physical healthcare for people with mental health problems.
- People with learning disabilities are more likely to die before the age of 50 than the general population. This is partly because conditions associated with learning disability raise the risk of premature unavoidable death.
- People with long term physical illnesses suffer more complications if they also develop mental health problems.
- There is a significantly higher use of acute hospital beds for physical health care needs across Northumberland Tyne and Wear than the national average.
- There is good evidence that dedicated mental health provision as part of physical health pathways results in better patient outcomes.

What will we do?

- We will, as an integral part of the Northumberland, Tyne and Wear and Durham Sustainability and Transformation Plan, promote a patch wide approach to better supporting people's whole needs, working with all local acute hospitals and community service providers to integrate mental health into physical health pathways.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Promote a patch wide approach to better supporting people's whole needs, working with all local acute hospitals and community service providers to integrate mental health into physical health pathways.					

7. Our Future for Children and Young People-Care for the most vulnerable

What are the issues?

- Some young people with mental health problems, including those with a learning disability, have very complex needs and they require specialist support in a bespoke environment. Some of these young people are detained under the Mental Health Act 1983, are at risk of harm to others and local services are unable to meet their specialist needs.
- Only a small number of centres across the country provide the right level of highly specialist multi disciplinary care for young people requiring treatment under the Mental Health Act 1983. Alnwood is only one of two centres in the country which provides highly specialist multi disciplinary care for young women. The other unit is Bluebird House in Southampton.
- Ideally services should be provided as close to home as practical. The Alnwood building is not suitable for providing services to young people.
- Specialist services like those provided at Alnwood are commissioned by NHS England who agree that the key to commissioning the right type of care in the right places is to adopt a whole system approach with the right models of care.

What will we do?

- We will not provide young people's specialist in patient services from the current location of Alnwood in the medium term and will re-provide those services from alternative accommodation or exit from the market.
- We will develop a sustainable model of care for children and young people requiring specialist in-patient support

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Re-provide young people's in patient services from alternative accommodation or exit from the market.	→	→	→		
Develop a sustainable model of care for children and young people requiring specialist in-patient support.	→	→			

8. Delivering Better Forensic Care and Pathways to Recovery

What are the issues?

- The Trust provides a wide range of Forensic Services including community services, liaison and diversion services, in reach services to prisons and in patient services.
- Our Forensic Inpatient Services are relatively small compared to those provided by others. We are the second smallest provider of Forensic Inpatient Services in the country.
- Our Forensic Inpatient Services are provided across two sites-Northgate and St.Nicholas Hospital and they are more expensive than those provided by other organisations. .
- NHS England commission the services and are considering tendering Forensic Inpatient Services nationally. Due to economies of scale our existing services are not financially sustainable.
- People with a mental illness and a learning disability who have been involved with or in contact with the criminal justice system need access to a whole range of services to support their pathway to recovery.

What will we do?

- We will use our expertise in providing community forensic services to lead on developing whole forensic pathways to recovery.
- We will look at bringing our Forensic Inpatient Services together making them more competitive and sustainable in the long term.

Proposed Timescales

Service Development	2017/18	2018/19	2019/20	2020/21	2021/22
Use our expertise in providing community forensic services to lead on developing whole forensic pathways to recovery.	→	→			
Look at bringing our Forensic Inpatient Services together.	→	→	→		

Section 2 Making our Strategic Ambitions a Reality

Strategic Ambition One						
Working together with service users and carers we will provide excellent care, supporting people on their personal journey to health and wellbeing.						
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Service users and carers have a positive experience of our services and recommend the care delivered by the Trust.	Embed the principles of co-production in all decision making.	→	→			
	Ensure staff formulate personalised and detailed care plans and that they are used consistently to inform them of a patient's care.*CQC recommendation	→				
	Achieve an increase in the use of Peer Support.	→	→	→	→	→
	Implement the Trust's Positive and Safe Strategy and ensure that the use of mechanical restraint is used in exceptional circumstances when it is in the best interests of the patient and provides the least restrictive intervention.* CQC recommendation	→				
Our services comply with national and local access, quality and 24/7 crisis response standards.	Provide accessible, local, 7 day services, including access to 24/7 crisis response and integrated crisis response with single point of access.	→	→			
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
A comprehensive set of care pathways are established.	Provide high quality efficient services which comply with local, regional and national quality goals and standards.	→	→	→	→	→

	Ensure person centred care is the focus of all plans and decisions relating to Transforming Care for People with Learning Disabilities and Autism.	→	→			
	Eliminate out of area placements for non specialist acute care.	→	→			
Deliver meaningful outcomes which demonstrate effectiveness.	Develop meaningful outcomes, in partnership with service users and carers and in compliance with speciality and national guidance.	→	→			

MAJOR SERVICE DEVELOPMENTS CONTRIBUTING TO STRATEGIC AMBITION ONE					
MAJOR SERVICE DEVELOPMENT	PROPOSED TIMELINE				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<p>Delivering excellence in In Patient Care</p> <p>We will ensure over the next five years that in-patient care is provided in fit for purpose facilities, with common standards of care and support, responsively over a 7 day week, within the constraints of the resources available to us.</p>	→	→	→		
<p>Great Care In Your Community</p> <p>We will roll out new community evidence based care pathways across Northumberland, North Tyneside, Newcastle and Gateshead and ensure that our community services work alongside our partners to ensure people's holistic needs are met.</p>	→				
<p>We will deliver community services which demonstrably deliver value for money in terms of productivity and outcomes.</p>					→
<p>Building the right support- Transforming services for people with learning disabilities and autism</p> <p>We will close the agreed number of adult secure beds, in line with the national programme.</p>	→				

We will work to ensure a patch wide approach to improving services for people with a learning disability and autism, using our expertise alongside partners to transform the services across the whole pathway in all localities.

We will develop our provision of world class in- patient services for people with autism with the most complex needs in the country.

					→
→					

STRATEGIC AMBITION TWO

With people, communities and partners, together we will promote prevention, early intervention and resilience.

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Children and young people to have quick access to high quality mental health and learning disability services when they need it.	Redesign existing pathways improving access to high quality mental health services for children and young people.	→	→			
	Be actively involved in mental health promotion in schools and with vulnerable groups, such as those in local authority care.	→	→	→	→	→
	Be actively involved in parenting programmes, in partnership with the local authority.	→	→	→	→	→
Easy access to psychological support for people who need it.	Increase access to IAPT services for children, young people and adults including those living with long term conditions and older people living with common mental health problems, which impacts on their physical health.	→	→			
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
More people living with mental health problems and disabilities to find or stay in work.	Work with partners in the public, private, third sector and carer groups supporting those living with mental health problems and disabilities to find or stay in work.	→	→	→	→	→
	Positively promote employment opportunities within the Trust for those living with mental illness and disabilities.	→	→	→	→	→

Improvements in the quality of life outcomes for people living with mental health problems and disabilities	Champion the promotion, prevention and resilience agenda for those with mental health problems and disabilities locally, regionally and nationally.	→							
	Maintain dementia diagnosis rates and ensure support is available for people with a diagnosis of dementia.	→							
Reduction in suicides	Influence the public health agenda for suicide prevention locally and regionally contributing to the development and implementation of the Suicide Prevention Plans, which support a year on year reduction in suicide rates across Northumberland, Tyne and Wear.	→							
Easy access to crisis response services.	Increase access to Early Intervention Psychosis Services (EIP).	→							
	Establish Initial Response Services as a part of the introduction of new community pathways.	→							
As a part of the health and justice pathway, improve access to liaison and diversion services.	Liaison and diversion services to be increased to reach 75% of the population.	→							
An end to the stigma around mental ill health and disabilities.	Be actively involved in local, regional and national campaigns with service user and carer groups in tackling stigma.	→							

MAJOR SERVICE DEVELOPMENTS CONTRIBUTING TO STRATEGIC AMBITION TWO

MAJOR SERVICE DEVELOPMENT	PROPOSED TIMELINE				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<p>Building resilience for people and communities We will, as an integral part of the NTWDSTP, play a leading role with partners in developing a patch wide approach to building resilience for people and communities.</p> <p>We will work with all partners and agencies to enable people, their families, carers and communities to better manage mental illness, including its precursors, and disability.</p>					→
<p>Our Future for Children and Young People-improved access to community services We will promote and play an integral part in delivering a system wide approach to improving services for children and young people, collaborating with all partners.</p>					→
					→

STRATEGIC AMBITION THREE

Working with partners there will be “no health without mental health ” and services will be “joined up”

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Improve the physical health of those with severe mental illness.	Proactively influence primary care and public health to tackle physical health monitoring for those with severe mental illness.	→	→			
Improve the physical health of those with a learning disability.	Facilitate improved access to healthcare for people with learning disability, including annual health checks.	→	→	→	→	→
Improve the mental health of those suffering with long term medical conditions.	Work collaboratively with acute hospitals and community providers to develop integrated pathways for managing mental health issues for those with long term conditions.	→	→	→		
Support the resilience and wellbeing of carers.	Embed the Triangle of Care and proactively undertake carers assessments, providing access to mental health support where required.	→				
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Improve access to specialist mental health services to those presenting with mental health problems in acute hospitals.	Further develop liaison services ensuring that all acute hospitals have all age mental health liaison services.	→	→	→	→	
	Work with acute hospital providers to support the NTWDSTP aspiration that all acute providers meet the “core 24” standard for mental health liaison by	→	→	→	→	

	2020/21, as part of the Acute Care Optimisation Programme.					
Improve the physical health of patients with severe mental illness in our inpatient services.	Further develop physical health monitoring and access to health promotion for patients in our inpatient services.	→				
	Enhance the physical health monitoring and treatment skills of mental health professionals.	→				
Improve access to specialist perinatal mental health care for mothers, infants and young children.	Support the development of hospital and community perinatal services, aligned with the re-design of maternity services across the NTWDSTP.			→		
	Provide scaffolding to midwifery, obstetric and paediatric services in managing mental health problems.	→	→	→	→	
Improve the mental health and wellbeing of older people in residential care homes.	Improve health education, including mental health, training and resilience amongst care home staff and those using them.	→	→	→	→	
	Improve access to mental health services for residential care homes supporting older people.	→	→	→	→	



MAJOR SERVICE DEVELOPMENT CONTRIBUTING TO STRATEGIC AMBITION THREE

MAJOR SERVICE DEVELOPMENT	PROPOSED TIMELINE				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<p align="center">Enabling the system to support your whole needs</p> <p>We will, as an integral part of the NTWDSTP, promote a patch wide approach to better supporting people’s whole needs, working with all local acute hospitals and community service providers to integrate mental health into physical health pathways.</p>					

STRATEGIC AMBITION FOUR

The Trust's Mental Health and Disability services will be sustainable and deliver real value to the people who use them.

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Financially sound and meet all of our financial targets	Consistently drive to improve productivity, year on year.					→
Provide services that offer real value to the people that use them and are sustainable in the long term	Lead on the development of outcome, resource and value measurement.	→				
	Develop value focussed information systems accessible to clinicians.	→				
	Redesign services that are not sustainable.	→				
	Develop our approach to costing and pricing to enable us to understand our value proposition at a Trust, service team and individual patient level.	→				
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Part of a financially sustainable and thriving Sustainability and Transformation patch,	Support continual pathway and service improvement, within our organisation and across organisational boundaries.					→

<p>operating collaboratively and transparently to deliver high value pathways of care across organisational barriers and mutual organisational sustainability across the patch.</p>	<p>Work across the NTWDSTP patch in an open, transparent and collaborative way to ensure the wider sustainability of service and care delivery, in the interests of the local population.</p>					
<p>Growing our service offering where this supports the underlying sustainability of our organisation and our existing services.</p>	<p>Develop our understanding of value, costs and price for existing and new services. Grow our service offering both geographically and in entering new markets, where we can demonstrably add value and enhance the underlying sustainability of the organisation, the health and care community and the services we offer.</p>					

MAJOR SERVICE DEVELOPMENTS CONTRIBUTING TO STRATEGIC AMBITION FOUR

MAJOR SERVICE DEVELOPMENT	PROPOSED TIMELINE				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<p>Our Future for Children and Young People-Care for the most vulnerable</p> <p>We will not provide young people’s specialist inpatient services from the current location of Alnwood in the medium term and will re-provide those services from alternative accommodation or exit from the market.</p>					
<p>We will develop a sustainable model of care for children and young people requiring specialist in-patient support.</p>					
<p>Delivering Better Forensic Care and Pathways to Recovery</p> <p>We will use our expertise in providing community forensic services to lead on developing whole forensic pathways to recovery.</p>					
<p>We will look at bringing our Forensic Inpatient Services together making them more competitive and sustainable in the long term.</p>					

STRATEGIC AMBITION FIVE

The Trust will be a centre of excellence for mental health and disability.

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
A leader in research, embedding research into practice.	Increase the amount of large scale national and international research which has the potential to change treatments and outcomes for service users, offering service users the opportunity to take part in research which is relevant to them.					→
	Further develop our successful partnerships with Universities and other organisations and be a proactive partner in the Academic Health Science Network for the North East and North Cumbria.					→
	Improve the way research is embedded in our services and ensure that the learning and knowledge from research is acted upon and used to improve and develop services.		→			
	Improve the knowledge, understanding and skills of our staff to enable them to contribute more widely to research in general, and more specifically developing the next generation of key senior researchers and research leaders.					→
A centre of excellence for mental health and disability services, developing Trust Innovation to both export and	Develop a centre of excellence for mental health and disability service under the banner of Trust Innovation, providing support and services to other organisations and creating a network of		→			

draw in expertise, knowledge and innovation nationally and internationally.	innovation and excellence across organisations providing similar services nationally and internationally.					
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
A leader in using technology to connect and empower service users, carers and staff, and in driving increasing value by supporting and enabling continual improvement in productivity.	Ensure that front line teams and clinicians have access to real time, accessible information which supports and drives the understanding and continual improvement of the value we are providing to those who use our services.					→
A key partner within our Sustainability and Transformation footprint, breaking down information barriers across organisations, enabling the delivery of seamless timely and effective care to people and communities.	Provide leading communication technologies to drive improvements in user experience, break down communication barriers within and across organisations, and support the drive for increased productivity.					→
Engaging widely with our population through the widespread use of digital communications	Use our expertise and technology developments to connect and empower service users, carers and staff.					→

STRATEGIC AMBITION SIX

The Trust will be regarded as a great place to work”

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
An organisation with an increasingly flexible workforce, working across health and social care, delivering excellence in patient care with greater provision of recovery focused self and whole person care.	Further develop our Workforce Planning approaches and expertise.					→
	Further develop enhanced roles and innovative roles, as a part of the development of career pathways and a flexible workforce.					→
	Be an active partner in the regional Social Partnership Forum.					→
To be recognised as a diverse and representative employer, valuing and embracing diversity in our workforce.	Devolve our approach to EDS2 and WRES, Introducing a number of staff networks and continue with our Diversity and Inclusion Partner Status seeking further alliances to foster best practice.	→				
	Better embrace diversity and inclusion within our workforce.					→
To be an organisation with senior leaders who have the capacity and competency to lead and support organisational and cultural change and make the most of their skills and qualities	Continue with a range of leadership programmes.					→
	Develop and sustain a network of Organisational Development Associates.					→
	Expand our use of coaching and develop and sustain a coaching network.					→
	Develop a talent management framework.	→				
Individuals and teams are highly engaged, members of	Continue to embed our three core values in everything we do.					→

highly effective teams and problem solve at a local level when issues arise, in the context of the Trust's devolved decision making and Accountability Framework	Undertake at least three organisational wide engagement events each year.								
	Continue to encourage teams to address concerns at a local level.								
WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE							
		Year 1	Year 2	Year 3	Year 4	Year 5			
Service improvement and organisational development are integrated and both delivered by clinicians and managers.	Embed World Class Management approach- "bringing the Ward to the Board"		→						
The Trust is regarded as a "great place to work" with more applicants than jobs available, embedded values based recruitment, limited vacancies/ low use of Agency Staff and reductions in turnover.	Continue with a range of recruitment and retention initiatives, embedding values based recruitment and completing a full evaluation with NHS Employers.								→
	Take a championing role in the regional Streamlining work.								→
We have strong partnerships with trade unions, people feel safe to raise concerns and there are low levels of bullying and harassment.	Commit to a further partnership agreement with Trade Unions.		→						
	Embed the Freedom to Speak Up Guardian and staff networks and continue with all associated proactive communications.								→
Exemplary support systems are in place to support the	Embed the Trust's Health and Wellbeing Strategy and respond to the health needs assessment of our workforce.								→

health and wellbeing of our staff.	Continue with our work to be an IIP employer and maintain Better Health at Work continuing excellence.	→	→	→	→	→
	Explore external health and well being best practice.	→	→	→	→	→
	Continue with our strong focus on attendance management.	→	→	→	→	→
	Implement the Trust's Positive and Safe Strategy.	→	→	→	→	→

WHERE WE WANT TO BE	HOW WE WILL GET THERE	PROPOSED TIMELINE				
		Year 1	Year 2	Year 3	Year 4	Year 5
Staff are educated and equipped with the necessary knowledge and skills to do their jobs.	Further develop relationships with Health Education England with regards to the education of the future Mental Health and Disability workforce.	→	→	→	→	→
	Continue to build upon the development of the Trust's Training Academy.	→	→	→	→	→
	Widen participation and expand our apprenticeship offer.	→	→	→	→	→
	Review and relaunch the appraisal process.	→	→	→	→	→
	Undertake a comprehensive skills analysis and further develop the non-registered workforce.	→	→	→	→	→
The Trust is recognised as a progressive employer and we are known as being a 'great place to work'.	Increase our influence at regional and national level and continue to develop successful partnerships.	→	→	→	→	→
	Move towards a greater recovery focus in all employment practices.	→	→	→	→	→

