

Trust Strategy Summary



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Chairman's and Chief Executive's Introduction



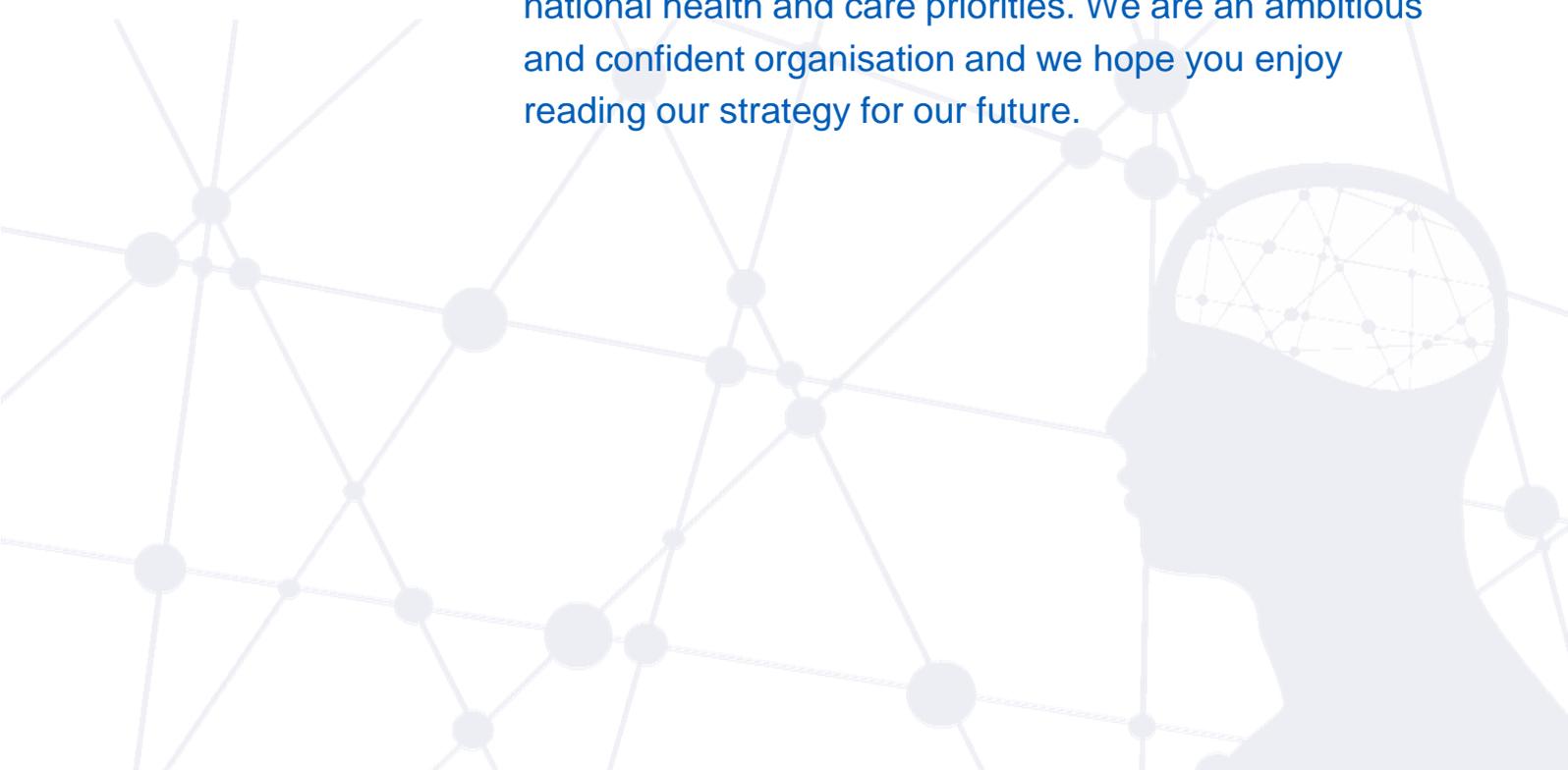
Mark Lam
Chairman



Jinjer Kandola
Chief Executive



We are very pleased to introduce our Trust strategy, which sets out our plans for the coming years. It was developed with considerable input from service users, carers, our staff, our partners and others. Our Trust strategy summarises our aspirations to continue to improve and develop our organisation and responds to local and national health and care priorities. We are an ambitious and confident organisation and we hope you enjoy reading our strategy for our future.



Who we are

We are an integrated mental health and community health services provider.

We are the lead provider of a wide range of mental health services across the London boroughs of Barnet, Enfield and Haringey as well as specialist mental health services to a larger population across North London, Hertfordshire, Essex and surrounding counties.

We provide a full range of child and adult community health services in Enfield.

We employ 3,000 staff across the organisation. Our annual income for 2019/2020 is £237 million.

We are a proudly diverse organisation

Diversity of our community – As a London Trust we have a diverse population and this is reflected in both our service users and our staff. We are proud to serve such a diverse community and will continue to promote equality and diversity in our community and our workforce.

Diversity of our services - We are proud of how broad and diverse our services are. Everyday we have staff who could be assessing elderly bone health, treating forensic patients in medium secure units, implementing early intervention initiatives for children or treating service users with severe personality disorder, as just a few of our many services.



“ BEH is an inclusive organisation that supports staff to achieve positive outcomes for those who use the services.

We support communities locally, regionally and nationally

Local community: We provide mental health services to a population of over one million people in our local boroughs of Barnet, Enfield, Haringey. We also provide a full range of community health services for the borough of Enfield. As well as those who directly engage with our services, we also have a responsibility to our whole local population to promote and protect their mental and physical health.

Regional community: We provide more specialist mental health services to a larger population across North London, Hertfordshire, Essex and surrounding counties.

National specialist communities: We have a selection of national specialist services such as the National Stalking Clinic and Fixated Threat Assessment Centre, a unique partnership with the Metropolitan Police Service. We also deliver one of the largest Eating Disorders Services in England.

“ I really enjoy the diversity of my colleagues and the patients we see.

Our service users, staff and community

We put our service users, staff and community at the heart of everything we do. We are committed to embedding user experience into the development of our organisation and the services we provide.

In the process of creating our strategy, we engaged extensively with our service users and staff to explore what is special about the Trust and what our future could look like.

What we heard:

What is special about BEH?



Our **range and combination of services** across both mental and physical health



Our **patient-centred focus on enablement and recovery** that listens and responds to service users



Our locality focus where we are **embedded in the community** covering a wide area and responding to local needs



Our **high profile specialist services** such as Forensic Services and Eating Disorder Services



Our **caring, diverse and supportive staff** culture where **staff go the extra mile** and have a strong team spirit

“ The family feel.



“ My colleagues are all positive people and are trying to do the best for our patients.

What would a great BEH look like?



Our Vision and Values

Our motto

“ Supporting healthy lives ”



Our Vision

“ To support healthy lives and healthy communities through the provision of excellent integrated mental and community healthcare ”

Our Values


COMPASSION

RESPECT



BEING POSITIVE

WORKING TOGETHER



Our Trust context

In creating our strategy we have considered our workforce, estate, digital infrastructure and financial position.



Workforce

We currently employ **3,000 staff across mental health and community health services**. As a provider of both mental health and community health services, **we are in a strong position to develop a range of staff capabilities, and create a workforce ready to provide integrated care.**

We are already implementing several new ways of working in our services. Our enablement programme – which we deliver in collaboration with a peer led charity, Inclusion Barnet – shows how we are working to empower service users to take an active, meaningful role in their recovery. Also, our new nursing roles based across primary and community care – such as our diabetic nurse specialist post in Enfield community services – demonstrate how we are adapting our organisation to integrate local services. These examples show how we have already made significant progress in establishing a workforce that is fit for the future.

We are also implementing the following key initiatives:

- Ongoing development of our quality improvement (QI) approach
- Introduction of mobile devices for staff
- Identification of digitally enabled agile working as a priority.
- Implementation of leadership development approach.
- Development of a collective leadership approach throughout the organisation



Estate

BEH operates from 20 sites across the three boroughs we serve. We aim to operate from an estate which is **fit for purpose and enables the delivery of high quality, safe, sustainable and affordable care**. This means an estate which is:

- In good condition
- Fit for purpose as a healing environment
- Environmentally sustainable
- Accessible to local people
- Designed around changing service needs

We recognise that some of our estate is currently not delivering the above objectives, and we are investing £78m over five years (from 2017 to 2022) to address this. This investment programme is funded from land sale receipts and depreciation. It includes the following targeted investments:

- **A £41m redevelopment at St Ann's Hospital.** BEH has recently disposed of two-thirds of the site. We plan to use the proceeds to fund a new purpose-built inpatient hospital; refurbish and repurpose existing inpatient wards; and invest in the site infrastructure.
- **An £11m programme of improvements to the quality of ward environments** and other estate improvements. This will improve overall estate utilisation, and improve the environment for service users and staff.



Our Trust context



Digital

We recognise that our current digital and IT capabilities are not creating the most efficient and effective environment for us to deliver the best possible care. We are therefore investing in **information technology** to enable more mobile working, and reduce the need for community team bases. Through our Total Mobile project, we are developing an approach of 'transformation through technology' to support remote working, accessibility of electronic patient records, and better communication.

Through investment in IT our vision is for our service users to feel confident, more informed and in control of their care through access to their own care information.



Finance

We have made progress over the last two years in improving our financial position and moving the Trust towards financial stability. In 2017/18, our underlying recurrent position was a £7 million deficit and our position in 2018/19 was a £3.3 million deficit. We are planning a balanced financial position in 2019/20. **Our aspiration is to become financially sustainable within 24-36 months.**



National and local context

The healthcare landscape is changing. We face a series of challenges and have identified a number of emerging opportunities.

As a Trust we face a range of challenges...



At a national level:

- The **population in England is ageing**, and people have **increasingly complex health and social care needs**.
- **Treatment costs are rising**.
- **Workforce shortages** are placing additional strain on services.



At a local level:

- **We serve an increasingly diverse population** with different needs across our three boroughs, meaning that we need to continuously adapt our services.
- **Our population is growing, including an increasing number of elderly people**, which is putting pressure on our services.
- **The social determinants of health differ across our footprint** with varying levels of significant factors we know to influence mental and physical health such as homelessness and drug use.

There are also a number of opportunities emerging...



By April 2021, we will be part of a North Central London Integrated Care System (ICS). Services will be linked together and redesigned around communities. This will support us to deliver holistic, joined up care for our population.



Funding for mental health and community health services will increase by 2023/24. This commitment to mental health and community health services at a national level will provide opportunities for innovation and increased quality of care.



New technology will change the way we deliver care, and improve outcomes for our service users. This could include telemedicine and virtual consultations. Technology such as mobile apps will give service users more choice about how they access health services.



Self-management: National policy guidance has committed to put a greater focus on prevention. This will include initiatives to keep people well. Wearables will allow people to monitor and manage their conditions in both hospital and community settings.

Building our strategy

We have created our strategy using a four step process.

We developed a **set of building blocks** to form the foundation of our strategy and **identified key questions** facing us as an organisation. We used these, along with **extensive stakeholder engagement** to define a set of **ambitions** and **strategic aims**.

1 Building blocks

We created a set of building blocks as the foundation for our strategy. We then asked key questions to develop these building blocks.



Key questions

- Q How can we create a sustainable workforce?
- Q How can we sustain and improve delivery of our services?
- Q How will we address the increasing demand?
- Q How can we shape the future agenda?
- Q How can we successfully deliver integrated care?

2 Engagement

Through engagement with service users, staff and external stakeholders we developed our building blocks into a set of ambitions.

Service user and staff surveys



Service user and staff roadshows



Trust Board workshops



Board interviews



External stakeholder interviews



National policy documents



Building our strategy

What we heard from our service users and staff

The feedback from our service users and staff fell into six themes that we incorporated into our ambitions



Our strategic position

Place ourselves strategically within the NCL health economy with clear branding and a visible position.



Best practice

Share best practice across teams within BEH and with other local care providers and mental health organisations.



Workforce

- Enhance and expand staff training and development.
- Create a proud and happy work force who are caring, friendly and compassionate and have the right mix of skills.
- Ensure equality and create a supportive environment.
- Develop clear leadership structures and transparent management where good work is recognised and valued, and views are listened to and supported.



Integration

- Focus on physical as well as mental health, working collaboratively with other providers.
- Create holistic care packages that integrate social, health and housing needs and the 'life beyond diagnosis'.
- Progress community outreach programmes, building relationships with the community with initiatives such as service user cafes.



Infrastructure

- Embrace a modern and effective estate with a therapeutic environment.
- Implement well developed and effective IT systems.
- Invest in digital developments such as electronic health records and the health information exchange (HIE).



Clinical excellence

- Maintain responsive services that provide access to the right service at the right time.
- Ensure we provide safe and effective patient-centred care driven by innovation and constant improvement.
- Progress coproduction with service users that offers involvement opportunities and individualised therapy.



Building our strategy

3 Ambitions

Through our engagement process we identified a broad range of ambitions, covering our core and specialist services, integrated care, staff and our community.

Our ambitions

- Deliver excellent core services
- Provide outstanding specialist services
- Support our diverse community
- Champion our brilliant staff
- Promote innovation
- Provide holistic, integrated care
- Partner with other organisations
- Support the wellbeing of our service users, staff and community

4 Strategic aims

To realise these ambitions we have defined four strategic aims.

Strategic aims



Excellence for service users



Empowerment for staff



Innovation in services



Partnerships with others

Our strategic aims

We have four strategic aims to progress over the next five years.

Each of these aims will be realised through a set of associated priorities which have been used to inform a detailed implementation plan.



Our strategic aims



Excellence for service users

We will deliver brilliant basics and beyond for our service users and carers

Context

Our primary function is to deliver excellent care for our diverse population. We are committed to developing our services to ensure we deliver the best care possible across all of our services. We already have a series of plans in place to improve our CQC rating and want to transfer examples of best practice across the organisation. We are progressing new models of care across several of our specialist services and are looking for further opportunities to excel.

Our response

We will deliver high quality care across all of our services, recognised through service user and staff feedback and external assessment through our CQC rating. We will integrate our services to centre care around our service users and we will progress opportunities to improve our models of care. We will lead integration and become an integrated out of hospital provider.

Priorities

Description

Deliver brilliant basics and beyond across all of our services

- Be recognised for the consistent delivery of high quality care through our service user and staff surveys, friends and family test and CQC rating
- Continually look for opportunities to improve our services

Integrate our services for our service users

- Progress the integration of mental and physical healthcare across all of our services

Develop opportunities for new models of care

- Play an active role in the North London Forensic Consortium
- Support Tier 4 CAMHS with other providers



How will this be different for service users?

“ I can access consistent, high quality care across all BEH services

“ I am confident that my feedback is having a direct impact on the services I use



How will this be different for staff?

“ I am proud of where I work and the care we provide

“ I am listened to and able to contribute to the development of our services



How will this be different for the organisation?

“ We consistently deliver high quality care for our diverse community

“ We have a culture that promotes continuous improvement

Our strategic aims



Empowerment for staff

We will nurture our culture and champion the capabilities of our people

Context

Our diverse workforce are at the heart of our organisation and it is our responsibility to ensure they are supported to deliver the best care possible. With persistent workforce shortages across the NHS we want to create a culture where we champion and develop our people and promote diversity and equality across the organisation. Our staff are keen to be given further opportunities for learning and career progression and we are keen to empower them to lead at all levels and involve them fully in the development of our services.

Our response

We will empower our staff and develop our culture to support equality and diversity across our organisation. We will develop a workforce that consistently delivers excellent care by embedding our QI approach and collective leadership throughout our organisation. We will develop a digitally-enabled agile and efficient workforce, improving staff and service user experience. Together these will support us to develop a happy and sustainable workforce able to deliver high quality, integrated care.

Priorities	Description
Embed a Quality Improvement approach	<ul style="list-style-type: none"> Invest in and further develop our QI approach and embed it into the core of the Trust Increase sharing of our good practice and achievements in QI
Develop a culture of equality, diversity and collective leadership	<ul style="list-style-type: none"> Ensure fairness and equality across our organisation Develop collective leadership Implement leadership development, including within clinical specialities
Implement digitally enabled agile working	<ul style="list-style-type: none"> Implement an agile working policy Look for opportunities to integrate new technologies into staff daily working practices



How will this be different for service users?

“ I am cared for by highly trained staff

“ I have opportunities to actively partner in developing BEH's services



How will this be different for staff?

“ I feel empowered and equipped to make positive changes at BEH

“ I am supported in my career development and am provided with technology to improve my work experience



How will this be different for the organisation?

“ We are able to recruit, develop and retain high quality staff

“ We have programmes in place to meet the diverse needs of our staff

Our strategic aims



Innovation in services

We will embed a culture of innovation to meet the increasing needs of our population

Context

The demand for mental and physical healthcare is increasing and putting significant pressure on our services. This is making our current methods of care delivery unsustainable. We need to transform our services and create a culture of innovation to ensure we remain able to deliver high quality care through sustainable services.

Our response

We will tackle the increasing demand by embedding a culture of innovation that promotes research, uses digital tools to support care delivery and progresses prevention initiatives to support the health and wellbeing of our whole population.

Priorities

Description

Promote research across our organisation

- Promote and increase research across our services to help embed a culture of innovation

Support care delivery using digital tools

- Pilot new digital models of care delivery (e.g. digital consultations)
- Collaborate with other Trusts to develop digital care partnerships
- Consider interoperability of systems when implementing new digital initiatives

Support the health and wellbeing of our community

- Engage with local authorities to promote primary prevention initiatives
- Use data analytics to expand our secondary prevention offering
- Develop our tertiary prevention



How will this be different for service users?

“ I feel that BEH supports my health and wellbeing and that of my community

“ I am able to access new innovative care options



How will this be different for staff?

“ I feel that research and innovation is valued at BEH

“ I feel that the work I do at BEH has a positive impact on the health and wellbeing of my whole community



How will this be different for the organisation?

“ We are changing the way we work to create a sustainable future for BEH

“ We play an active role in improving the health and wellbeing of our diverse population

Our strategic aims



Partnerships with others

We will actively strengthen partnerships to deliver integrated care for the communities we serve

Context

With a move towards integrated care, organisations will need to work together to create joined up systems of care centred around the service user. Partnering with other organisations can help realise efficiencies, improve experience of care for service users and support a population health management approach.

Our response

We will partner with other mental health trusts, other local NHS providers, primary care, local authorities and the voluntary sector to deliver integrated care that improves the health of our population. This will open opportunities for us to develop and sustain our services and provide better care for our service users as the healthcare landscape changes.

Priorities

Description

Partner with other mental health organisations

- Partner with other mental health trusts to improve the quality and range of services we deliver; strengthen acute inpatient mental health services; and drive efficiencies through shared back and middle office functions

Partner with other local providers

- Take an active role in forming collaborative local alliances in each of the three boroughs, working with primary care, local authorities and other providers
- Become the lead out of hospital healthcare provider in Enfield

Collaborate with third sector partners

- Using our enablement programme as a starting point, we will look to develop further partnerships with the voluntary sector



How will this be different for service users?

- “ I am confident that everyone involved in my care is connected to best support me
- “ I am able to access a range of coordinate local services and support options to improve my wellbeing



How will this be different for staff?

- “ I feel happy to work at BEH, in an environment that supports holistic care
- “ I am supported to work collaboratively with others in the community



How will this be different for the organisation?

- “ We are developing our organisational form to provide sustainable services
- “ We are actively contributing to improving the health and care in North London

Our future

Our future

In the context of the **changing healthcare landscape**, including the national move towards **integrated care**, the **increasing demand** for healthcare services and pressures such as the **workforce** shortages, we have set out a strategy for the next five years to enable us to meet the needs of our service users, staff and community.

Our strategy is **bold and ambitious**, setting out the future direction of the organisation. It was developed with the people who use our services and defines a clear path to develop and sustain the type of organisation our service users, staff and communities want. This strategy marks a **change for the Trust in our vision for a connected and outward-facing position** in the **future healthcare landscape**.

We have defined a clear set of strategic aims and associated priorities to achieve this.

Our four strategic aims are:

- **Excellence for service users:** We will deliver brilliant basics and beyond for our service users and carers
- **Empowerment for staff:** We will nurture our culture and champion the capabilities of our people
- **Innovation in services:** We will embed a culture of innovation to meet the increasing needs of our population
- **Partnerships with others:** We will actively strengthen partnerships to deliver integrated care for the communities we serve

Delivering this strategy will allow us to realise our vision -



Supporting healthy lives



