



Hertfordshire
Partnership University
NHS Foundation Trust



Great Together

Our Trust Strategy 2023 - 2028



Our  values
Welcoming Kind Positive Respectful Professional

Contents

Foreword

3

About us

- Our vision and mission 4
- Our values 5
- Our organisation 6
- Our partnerships 7

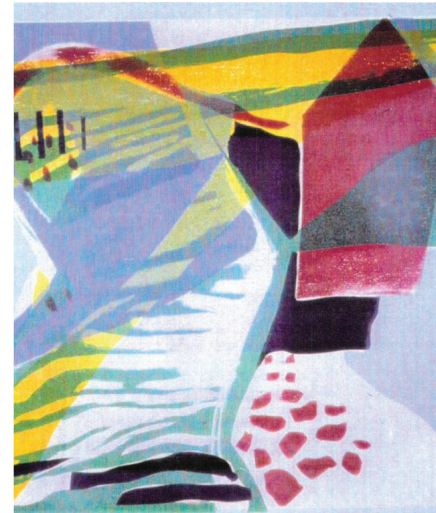
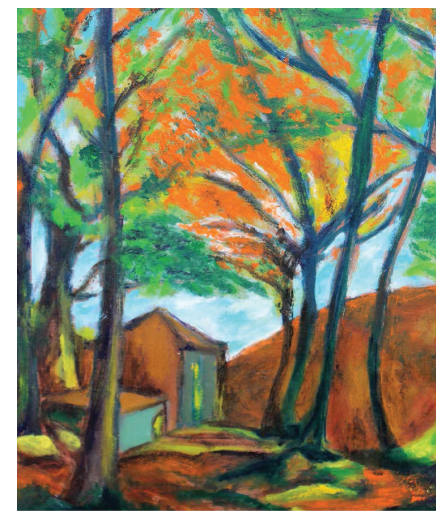
Developing our strategy

- Our approach 8
- What is happening around us 9

Our Trust strategy

- Great Together 10
- Our strategic priorities 11
- Implementing our strategy - what will be different 17
- Implementing our strategy - conclusion 19

Throughout this document we have used some of the wonderful artwork that our service users have created. We would like to thank them for allowing us to use their work.



Foreword

We are delighted to present our strategy '*Great Together*' proudly co-produced and developed with our service users, carers, staff, partners and local communities. It is an ambitious strategy designed to guide our journey over the next five years as we continue to work together to improve care and outcomes for the people and communities we serve.

Our unwavering commitment to support people living with mental illness, learning disabilities and neurodevelopmental needs remains at the heart of our strategy. Our ambition is to support people to live their best lives, safe from avoidable harm, consistently providing the highest quality and experience of care. Our approach to innovation, research and an open learning culture will support us to achieve this.

Recovery, hope and person centred care have been themes our service users, their carers, staff and local communities have said are important and this has informed the development of '*Great Together*'. Listening to the voice and experience of service users, carers and communities is important to us and will be embedded across our organisation as the way we do things.

We are proud of our strong history of working collaboratively with other organisations, including our formal partnerships with the University of Hertfordshire and Hertfordshire County Council. Our approach to partnerships with NHS, social care, voluntary and community organisations will continue as we work across the East of England,

Hertfordshire, Buckinghamshire, Norfolk and Essex to improve outcomes for our local people.

Our steadfast determination to address inequalities and achieve equity for the people and communities we serve is reflected in our strategy. We will be working with partners to play our part in addressing inequalities prevalent across our society. For us as a Trust this means being a great local employer, it means building trust and extending our reach to local communities, and it also means challenging and eliminating discrimination in all that we do and how we behave.

Recognised as one of the top places to work in the NHS, every person in our organisation has a voice that matters and, through Our Values – Welcoming, Kind, Positive, Respectful and Professional - we will continue to ensure that our actions and behaviours are rooted in compassion and empathy. This together with our focus on wellbeing, development, education and training will help all our people grow and develop, whilst also encouraging others to join our vibrant and thriving workforce.

Great Together, two words that mean so much on their own, but are so much more powerful when connected. Our strategy places service users and carers at the centre of what we do; commits us to addressing inequalities and achieving equity; focuses on developing our people and creating a vibrant learning organisation; whilst working in strong partnership with others to deliver high quality care.

Thank you for helping us to shape this strategy; we know you are as excited as we are about delivering it - together.



Karen Taylor
Chief Executive



Sarah Betteley
Chair

About us – why we do what we do

Our Vision – what we aim to achieve

“ Delivering Great Care, Achieving Great Outcomes – Together ”

Our vision describes our strong commitment to our service users, carers, and the communities we serve. We will always put the people who need our care, support, and treatment at the heart of everything we do. We will work together to provide the very best experience of joined up care and consistently achieve the outcomes that matter to our services users, their families and carers.

Our Mission – why we do what we do

“ We support people to live their lives to their full potential by enabling them to keep mentally and physically well ”

Our service users and carers told us it is important to them that we:

- Support them to stay well
- Keep people safe from avoidable harm
- Achieve the very best individual outcomes
- Provide the best possible experience

“Working for an outstanding organisation...the values are really visible – they are ingrained in the organisation”

About us – our values

Welcoming, Kind, Positive, Respectful, Professional

Our Trust values underpin everything we do. Co-designed and developed with our service users, carers and staff we are proud that our values are embedded across our organisation.

They guide our behaviours and actions, both individually and collectively, ensuring we treat each other with compassion and care, supporting us to provide the highest quality care to service users and carers.

“We demonstrate the values in our everyday work... easy to achieve as they are the core beliefs we hold as a team...”

Our  **values**

Welcoming Kind Positive Respectful Professional

We are **welcoming** so you feel *valued as an individual*

We are **kind** so you feel *cared for*

We are **positive** so you feel *supported and included*

We are **respectful** so you feel *listened to and heard*

We are **professional** so you feel *safe and confident*



Our staff, service users, carers and partners have told us how important the values are to them as we look to the future together.

About us – our organisation

We are proud to provide mental health, learning disability and autism services across Hertfordshire, Essex, Norfolk and Buckinghamshire.

Hertfordshire

Population
1.2m

- Adult Primary and Community Mental Health Services
- Talking Therapies
- Mental Health Services for Children and Young People (CAMHS)
- Mental Health Services for Older People
- Dementia Diagnosis and Support Services
- Inpatient Services for Adults with Mental Ill Health, Learning Disabilities and Dementia
- Adult Mental Health Social Care support
- Mental Health Crisis Support
- Community Learning Disability Services
- Adult Mental Health Rehabilitation Services
- New Leaf Recovery and Wellbeing College
- Low and Medium Secure services

Essex

Population
1.9m

- Community Learning Disability Services
- Inpatient Learning Disability Services
- Talking Therapies (Mid Essex)

Norfolk & Waveney

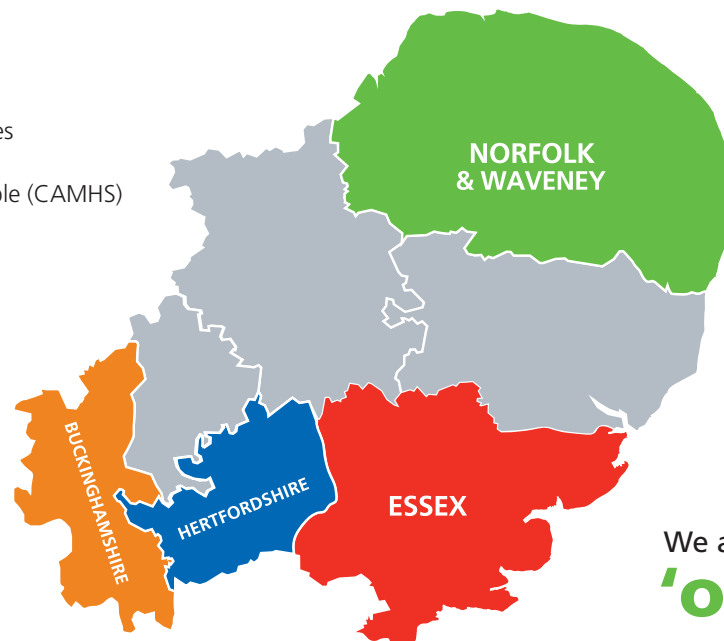
Population
1.0m

- Medium Secure Services
- Community Learning Disability Services
- Inpatient Learning Disability Services

Buckinghamshire

Population
555k

- Community Learning Disability Services



We have **56** buildings across **33** sites



We are in the **top 3** mental health trusts to work for in the country

We employ

4,121 staff



Our turnover for 2022/23 was

£393m

Outstanding



We are rated

'outstanding'

overall by the CQC



27,000

People supported through our mental health community services

About us – our partnerships

We are proud that we have a long history of working in partnership and this collaboration will continue.

University of Hertfordshire **UH**

Our University Trust status was awarded in 2010 and we are thrilled to have been recredited in 2023. Together we have provided thousands of education and training placements across a range of professional disciplines and have completed joint research programmes with participation from the Trust's service users and carers.



Our partnership with Hertfordshire County Council, which began almost 20 years ago, means we have integrated social workers and social care staff in our teams; allowing us to support people with employment, housing and wider concerns that have a big impact on their mental health. This partnership extends to children and young people too, where better mental health can have a positive impact on the whole family.



We are proud to have established the Hertfordshire Mental Health, Learning Disability and Autism Health and Care Partnership and to be leading it jointly with the County Council. The Partnership is with NHS organisations, other statutory partners and local voluntary and community organisations, all working together to improve care and outcomes for people with mental ill health, learning disability and autism across Hertfordshire.



In Norfolk we host the national RADiANT clinical and research network involving clinicians and academics with an interest in learning disabilities, autism and other conditions.



Through our partnership with Essex Partnership University NHS Foundation Trust over the last five years we have been transforming care for people with learning disabilities – integrating physical, mental health and learning disability care; working with the County Council and other organisations to improve outcomes.



Since 2021 we have worked with five NHS Mental Health Trusts in the East of England to develop and improve access to beds for those who need specialist inpatient care. Focused on adults with an eating disorder, adults with mental illness or a learning disability that need low or medium secure services and inpatient beds for children and young people, this collaboration has reduced the length of time people wait for beds and increased the community services available to support step down from those specialist inpatient beds.

Integrated Care Systems

We are delighted to be working collaboratively with a range of partners across the Integrated Care Systems in Norfolk, Essex, Buckinghamshire and Hertfordshire and see ourselves continuing the joint working and approach to improve outcomes for the population and communities we serve.



Developing our strategy - our approach

Over a six month period we have engaged with, involved, and coproduced our strategy with service users, carers, local communities, staff, and partner organisations. We have taken stock of local, regional and national priorities to inform this process.

Our staff and Experts by Experience told us they...

come to work every day to provide the best care they can

feel we need more staff and more development opportunities

are proud of what they do to support service users and carers

enjoy improving services – it gives hope for the future

Our partners told us they want us to...

work collaboratively with them

work together to develop and build services and join up care

develop our workforce together

work with and support local communities

Service users, carers and communities told us they...

want us to communicate in ways that are tailored to them, reflecting their needs and preferences

need caring, consistent staff who they trust and can build relationships with

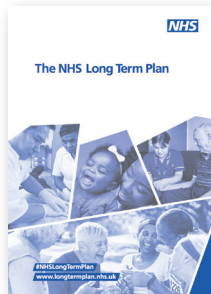
want us to focus on addressing inequalities & improving access for all



Developing our strategy - what is happening around us

Over recent years the Long Term Plan has brought a welcomed focus and expansion of services for people with mental ill health and learning disabilities. However, the profound impact of the pandemic on people's lives is still being felt with a significant impact on people's health and wellbeing, including their mental health.

The impact across the NHS includes increased demand and longer waiting times across all sectors, with ongoing workforce and financial pressures. NHS England has published its first Equality, Diversity and Inclusion plan, emphasizing the importance of ensuring equity across the NHS. A workforce plan for the NHS has also been published, aiming to address the workforce challenges we face.



Quality and safety of care remains a high priority, with multiple reports and programmes focusing on addressing poor outcomes, care and culture at a national level. NHS England has also launched an 'NHS Improvement approach' signalling commitment to innovation and continuous quality improvement and leadership.



1 in 6 children had a mental health difficulty in 2021 compared to 1 in 10 in 2004



Only **1/4 to 1/3** of people with mental health difficulties receive treatment for it



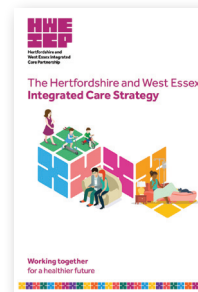
The economic and social cost of mental health problems in **2019/20** was **£119billion**, and this is set to grow



The number of people with dementia is **expected to double by 2040**

Nationally, Integrated Care Systems are in place across England with partners across health, social care, voluntary and community sectors working together to improve care and outcomes for local populations. We are delighted to work across five Integrated Care Systems and our strategy is aligned with their published priorities and strategies. In our host Integrated Care System (Hertfordshire and West Essex) the Integrated Care Strategy priorities are:

- Give every child the best start in life
- Support our communities and places to be healthy and sustainable
- Support our residents to maintain healthy lifestyles
- Enable our residents to age well and support people living with dementia
- Improve support to those living with life-long conditions, long term health conditions, physical disabilities and their families
- Improve our residents' mental health and outcomes for those with learning disabilities and autism



We are committed to the delivery of all six priorities.

Key priorities across the Integrated Care Systems in which we work are:

- Collaboration and working in partnership
- Developing communities, including employing local people and supporting local businesses
- Prevention and earlier intervention
- Joining up care to meet individual needs

Our strategy – Great Together 2023 – 2028

Through the development of our strategy we identified six key Strategic Priorities with service users and carers at the heart of all that we do.

Quality

We will provide high quality care and support that is safe and achieves the best outcomes for service users and carers

Service Users & Carers

We will improve service user and carer experience, placing emphasis on shared decision-making, co-production and recovery

Innovation & Improvement

We will be a learning organisation that encourages innovation, research and continuous quality improvement

People

We will attract, develop and retain a skilled, compassionate workforce by creating inclusive and thriving workplaces

Collaboration

We will work in partnership in everything we do to meet the needs of communities and the people we support

Equity & Addressing Inequalities

We will address inequalities to improve outcomes and advance equity for people from all communities

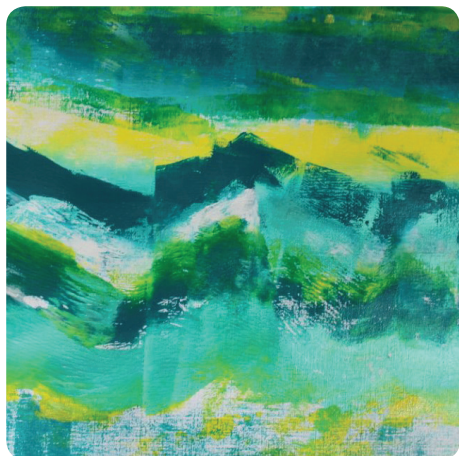


The following pages describe our key areas of focus under each strategic priority.



Service Users & Carers

We will improve service user and carer experience, placing emphasis on shared decision-making, co-production and recovery



We will do this by...

- **Using Shared Decision Making** to work in partnership with service users and carers to develop and foster positive relationships, creating an environment where everyone feels heard, valued, and respected in line with our values
- **Expanding and enhancing support for Carers**, recognising the essential and important role they have in supporting service users
- **Amplifying service user and carer voice** by expanding our approach to, and numbers of, Experts by Experience, Peer Support Workers and service user and carer advocacy groups across our organisation
- **Consistently co-producing, engaging, and involving service users, carers and communities** ensuring the voices of those with lived experience inform and influence change, shaping the design and delivery of services
- **Taking a Strengths Based Recovery approach** in all that we do by placing what matters to our services users and carers at the centre of our practice, supporting them to achieve the goals and outcomes that are important to them



Quality Care & Outcomes

We will provide high quality care and support that is safe and achieves the best outcomes for service users and carers



We will do this by...

- **Developing our Trauma Informed Approach** to shape practice and support a positive risk culture and positive risk management
- **Embedding zero tolerance to violence and aggression** across our services, supporting our service users, carers, and staff to be and feel safe whilst receiving and providing care
- **Improving access, choice and continuity of care** that makes a difference to how people feel about their care and positively contributes to improved outcomes
- **Embedding our Connected Lives approach**, supporting people to live independent and fulfilling lives through building connections in their communities
- **Keeping people safe** and protected from harm whilst also supporting people to live full and active lives with community-based support, safety planning and the least restrictive practice driving our approach, reducing the number of suicides and self harm
- **Providing therapeutic modern environments** that are welcoming, safe, and meet diverse service user needs, including the needs of autistic, disabled and neurodiverse people



Our People

We will attract, develop and retain a skilled, compassionate workforce by creating inclusive and thriving workplaces



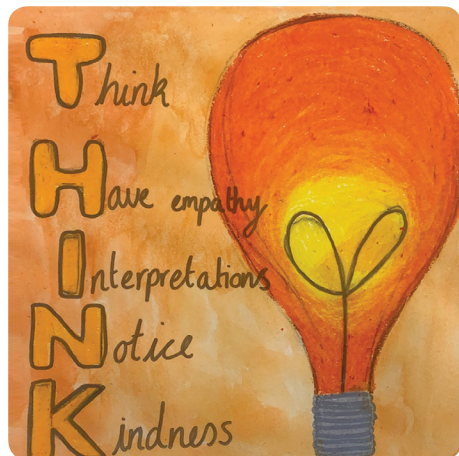
We will do this by...

- **Embedding our inclusive culture, with compassionate and caring teams** where everyone feels valued and respected, fostering a sense of community and support for our workforce
- **Building a diverse workforce** representative of our service users and local communities, encouraging, and recruiting candidates with different backgrounds, including lived experience of mental ill health, cultural heritage, skills, and abilities to join our organisation
- **Adopting a zero-tolerance approach to any form of discrimination**, bullying, or harassment, ensuring our recruitment, retention, and promotion processes are fair and unbiased
- **Providing exceptional training, development and learning opportunities** across the organisation and in partnership with the University of Hertfordshire and other Higher Education providers supporting individual and team growth to enhance our ability to provide high quality care
- **Creating exciting new roles and clear career pathways**, encouraging people to join our organisation and the wider mental health and learning disability community, supporting individual career progression and the development of new skills and expertise
- **Prioritising staff wellbeing** by creating a positive and supportive work environment including training, reflective practice, peer support and flexible working opportunities built around teams



Equity & Addressing Inequalities

We will address inequalities to improve outcomes and advance equity for people from all communities



We will do this by...

- **Collaborating with local communities** and community leaders to build trust and address barriers to access. Promoting equity and inclusivity and working with local communities and individuals with lived experience, to ensure that we are fair and do not discriminate
- **Developing our staff's awareness** and understanding of our local communities so that addressing inequalities and advancing equity is everyone's business
- **Taking positive action to support our local communities** by acting as an anchor institution, using local contractors and services and embedding ourselves in the areas we serve
- **Addressing the wider determinants of mental health by focusing on prevention and earlier intervention**, including housing, education, loneliness and isolation, employment, and welfare advice
- **Enhancing care and support for individuals with neurodevelopmental needs**, including those on the autism spectrum, by providing appropriate diagnosis, good mental health support, and creating autistic-friendly environments
- **Driving better Physical Health outcomes** by working with partners to implement our Physical Health strategy and encourage active and healthy lifestyles, reduce obesity and smoking, targeting screening and vaccinations



Collaboration

We will work in partnership in everything we do to meet the needs of communities and the people we support



We will do this by...

- **Working in and developing partnerships** that have a positive impact on the health and well-being of local communities and our service users, and carers including voluntary, community, faith and social enterprise groups
- **Driving the growth of the Hertfordshire Mental Health, Learning Disability and Autism Health and Care Partnership** to improve care and outcomes
- **Collaborating with schools, district councils and other local community services** to build integrated early intervention emotional wellbeing and mental health care and support
- **Partnering with public health and substance misuse services** to improve support pathways and outcomes for individuals with mental illness and substance misuse
- **Developing Learning Disability and forensic services in collaboration with partners** across the East of England to provide alternatives to inpatient care and support individuals to live in the community
- **Advocating for services, policies, and decision-making** that positively impact people with mental illness, dementia, learning disabilities and neurodevelopmental needs, and parity of esteem between physical and mental health



Innovation & Improvement

We will be a learning organisation that encourages innovation, research and continuous quality improvement



We will do this by...

- **Strengthening our culture of continuous development and improvement**, supporting all of our staff to lead and make change in their teams
- **Striving for best practice** (local, national, and international) to inform the development of services and transformation
- **Expanding our research activities and culture** across the organisation to inform practice, evaluate and improve outcomes and care
- **Exploring and adopting new technologies, artificial intelligence and innovations** to improve care across our organisation and with partners
- **Creating a Green movement for change** across our organisation and reducing our impact on the environment significantly, working sustainably and locally
- **Focusing on value, reducing waste and driving productivity** through innovation and improvement

Implementing our strategy – what will be different?

We want our service users and carers to be able to say

- I feel my care is meeting my needs and supporting my recovery
- I have been able to access care and support when I need it and it has been a positive experience
- I have felt supported as a carer, and my voice is listened to
- I have been involved in decisions about my care and I have been given choice
- My mental health and wellbeing has improved
- I am able to receive my care and support in the community, and rarely need to go into hospital to receive support



We want our workforce to be able to say

- I enjoy coming to work, it is rewarding and I am fully supported to do my job to the best of my ability
- I have received excellent training and development and I can see my future career path at HPFT
- I am treated fairly and equitably, and I feel I belong and can be myself at work
- I want to work for HPFT, they are my employer of choice
- I feel safe at work, both physically and psychologically



Implementing our strategy – what will be different?



We want our communities to be able to say

- We can access care and support easily, and services are more tailored to meet our needs
- We can see the work HPFT has been doing with our local communities
- HPFT is somewhere we would want to work and to receive care – we have confidence and trust in them
- We feel we are actively involved in shaping and designing services locally
- We can see ourselves represented in the workforce of HPFT, it makes us feel more able to access care and support

We want our partners to be able to say

- We enjoy working with HPFT as they collaborate and always work in partnership
- We have delivered improvements and benefits for communities because of our partnership work with HPFT
- We feel our workforce is better skilled in mental health because of HPFT's support for our teams
- HPFT has really supported the voluntary and community sector to grow and develop
- We see HPFT always advocating for people with mental ill health, learning disabilities and autism in all that they do



Implementing our strategy - conclusion

We hope you are as excited as we are about our Great Together strategy. Successful implementation relies on everyone knowing the part that they play in its delivery.

We will do this through:

- Team plans and individual objectives
- Clear accountability and leadership, with regular reporting of progress and escalation of issues
- Supporting strategies with aligned programmes of work, supported by quality improvement and research
- Annual Plans for each year of the strategy, setting out operational priorities and measures of success
- Oversight via the Trust Board to ensure we are on the right track



We believe Great Together is an ambitious strategy that sets out our commitment to improve the lives of people with mental illness, learning disabilities and neurodevelopmental needs. As we look forward to the future, we know there will be challenges ahead and we believe this strategy will enable us to address these together to support people to live their best lives.





**Hertfordshire
Partnership University**
NHS Foundation Trust



Our  values

Welcoming Kind Positive Respectful Professional

The Colonnades
Beaconsfield Road
Hatfield
Hertfordshire
AL10 8YE

www.hpft.nhs.uk