

# Highlights 2016/17

In 2016/17, we continued to focus on maintaining the delivery of high quality services, evidenced by our performance against national and local indicators as well as feedback from our service users and carers.

Below are some of the highlights from 2015/16:

- Received a CQC “Good” rating
- Approved an outline business case to work in partnership with Birmingham Community Healthcare NHS Foundation Trust and Black Country Partnership NHS Foundation Trust to explore service integration
- Developed a robust plan for mental health service delivery as part of the Black Country Sustainability and Transformation Plan (STP)
- Launch of Therapy and Liaison Community Service (TALCS) that provides support for people aged 65 and over in secondary mental health services
- Expanded our ASD and ADHD diagnostic services to meet growing demand
- Won two contracts to extend access to Individual Placement Support (employment support for mental health service users) in Wolverhampton and Walsall
- Achieved a step change in our staff survey results putting us amongst some of the highest performing trusts in the mental health sector
- Introduced our Freedom to Speak Up guardian
- E-rostering successfully launched to support effective staffing
- New Values launched supported by a behavioural framework
- Won a contract to deliver Universal Child and Adolescent Mental Health services
- Clinical Commissioning Groups recognised the trust’s strategy review on falls as an area of good practice – they said the work undertaken was proactive and innovative.
- Specialist community mental health services for children and young people for a national NHS award for their work around transformation.
- *Achieved Triangle of Care two gold stars to be confirmed*
- New Values launched supported by a behavioural framework
- Received over 200 nominations for our staff awards – the highest ever
- Trust achieves NHS Employers Equality and Diversity Partners Programme
- Children and Adolescent Mental Health Service (CAMHS) shortlisted in the mental health category of the 2016 Health Service Journal’s (HSJ) Value in Healthcare Awards
- Older adult inpatient wards at Bloxwich Hospital (Linden Ward and Cedars Ward) and Bushey Fields Hospital (Malvern Ward), received an Accreditation for Inpatient Mental Health Services (AIMS) award, achieving the highest level of ‘excellent’
- Mark Axcell was appointed as CEO
- Appointed Ben Reid as Chair and appointed two new Non-executive Directors, John Lancaster and Harry Turner

# Our Plans 2017/18

## Summary

### Foreword

The NHS is in one of the most challenging periods in its recent history. The tight financial setting, coupled with rising patient expectations, set against significant structural change in how the NHS is run and regulated, creates a challenging environment for everyone who works in the NHS.

Add to this the delivery of the Five Year Forward View, integration and new models of care and it is evident that the health economy system approach of our STP will be pivotal in delivering place based quality improvement and efficiency.

Regardless of these complexities, we remain clear about our overall purpose and vision. Regardless of these complexities, we remain clear about our overall purpose and vision and 2016/17 has been a very successful year for our Trust including receiving a CQC “Good” rating and excellent staff survey results. Other highlights can be seen in this summary.

We will continue to provide high quality services to the communities of Dudley and Walsall and beyond. At the same time, we will embrace strategic partnerships that yield quality improvements, best practice, innovation, workforce benefits and contribute to our overall efficiency and sustainability.

A key opportunity for us during this period of change will be to harness the knowledge and experience of our many stakeholders to shape mental health and social care services as we move towards a more integrated, place-based model of delivery.

It goes without saying that we will strive to continue to deliver the best in mental health care for the people of Dudley and Walsall and to ensure we have a sustainable and forward thinking approach to mental health delivery fit for the future challenges that parity of esteem and the Five Year Forward View is bringing.

Our plans for 2017/18 will focus in particular on the following:

- Playing our part in delivering place based system reform
- Embracing new partnerships to deliver high quality, sustainable, effective services across the Black Country
- Harness best practise and economies of scale from our partnerships
- Diversify our core services to provide more services locally for our communities
- Continue to foster a culture of openness and transparency for staff and service users
- Build on excellent engagement to allow our members, ambassadors and service users more opportunity to shape mental health services

Our annual plan describes our approach to delivering our priorities for the year ahead and describes the synergy with our STP and other local partnerships.

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Mark Axcell  
Acting Chief Executive Officer

Ben Reid OBE  
Chair

**better** together

# Strategy on a Page 2017/18



<b>Vision</b>	Delivering flexible, high quality, evidence-based services that enable people to achieve recovery					
<b>Values</b>	Caring;		Quality;	Collaborative;	Integrity	
<b>Service Strategy</b>	2 <sup>nd</sup> Clinical and Social Care Strategic Vision					
<b>Strategic Domains</b>	Transform services to improve the patient experience and quality of services		Become the preferred provider of prevention and recovery services for mental health and wellbeing within the Black Country and beyond		Develop the organisational culture and capabilities to support high quality service delivery	
<b>Strategic Themes</b>	<b>High Quality Services</b> 1 To be truly “better together” through the delivery of safe, high quality, evidence based services that are focussed on the needs of service users and meet regulatory requirements.	<b>Inclusive Partnerships</b> 2 To embed joint working methods that add value to service provision and benefit service users by developing creative and inclusive partnerships with stakeholders.	<b>Supporting Strategies</b> 3 To develop an integrated suite of clear, innovative and commercially focussed strategies to deliver and support high quality mental health services.	<b>Effective &amp; Efficient Resources</b> 4 To develop a commercial business orientated ethos within the Trust, to ensure the effective and efficient use of resources.	<b>Leadership Culture</b> 5 To develop, empower and motivate a high performing, visionary and dedicated workforce by embedding a leadership culture at all levels throughout the organisation.	<b>Responsible Workforce</b> 6 To engender a thriving working environment in which personal responsibility and pride in the development and delivery of services is paramount.
<b>2017 / 2018 Priority Activities</b>	<ul style="list-style-type: none"> <li>Older adults service and pathway redesign</li> <li>Continue to develop the urgent care pathway</li> <li>Review the role and functioning of outpatient clinics so that they provide high quality and safe services to an appropriate cohort of patients</li> <li>Review the configuration of inpatient beds</li> <li>Develop outcome measures (packages of care that are measureable) that meet NICE standards</li> <li>Clinical engagement and co-production between secondary services and primary care</li> <li>Complete CQC action plan from February 2016 inspection and develop action plan for “Outstanding”</li> <li>Improve our risk management processes during periods of change and transition</li> <li>Implement restrictive practice reduction plan</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Support implementation of Sustainability and Transformation Plans (STPs)</li> <li>Gain commissioner support for our STP / TCT priorities</li> <li>Launch new GP web portal to enhance accessibility to relevant information</li> <li>Utilise our partnership work to enhance co-production in mental health with service users and carers</li> <li>Increase partnership working with voluntary sector organisations</li> <li>Develop a framework for wider engagement with ambassadors / shadow Council of Governors, Experts by Experience and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Develop the full business case and service integration plan for Transforming Care Together (TCT)</li> <li>Develop a winning partnership bid for Dudley MCP services</li> <li>Introduce a common, robustly governed approach to programme management across all areas of the Trust</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver CIP schemes through robust delivery processes</li> <li>Evaluation of corporate / back office function</li> <li>Develop best in class / fit for purpose IT / EPR system to support integration / MERIT</li> <li>Refresh our Estates strategy in partnership with TCT</li> </ul>	<ul style="list-style-type: none"> <li>Maximise opportunities for Apprentice placements within the Trust at a range of levels and skills</li> <li>Support staff through change with engagement and consistent communications</li> <li>Embed a culture of coaching and mentoring</li> <li>Implement leadership development programme</li> <li>Embed new behavioural framework within recruitment and appraisal practice</li> <li>Embed Freedom to Speak Up guardian and new staff engagement role</li> <li>Decentralising decision making and empowering managers locally to create a culture of service line leadership</li> <li>Support and embed our health and wellbeing strategy through transition and change</li> </ul>	<ul style="list-style-type: none"> <li>Achieve clinical vacancy levels 10% or less</li> <li>Review of operational policies to support service integration within TCT</li> <li>Develop and support staff competencies development to support flexible workforce models eg nurse leadership and physician assistant</li> <li>Embed e –rostering and safer staffing</li> <li>Ensure all staff have an appraisal and are trained with the appropriate skills</li> </ul>