



Gloucestershire Health and Care
NHS Foundation Trust



Our Strategy for the Future 2021 – 2026

Better Care Together – With You, For You

Our **five-year strategy** for 2021 to 2026 will take us on an exciting journey. We pledge to put people at the heart of our services, focusing on personalised care by asking ‘what matters to you?’ rather than ‘what is the matter with you?’



We have produced this document to explain how we will work towards our priorities and achieve our mission:

Enabling people to live the best life they can.

We want everyone to help us deliver our overarching vision:

Working together to provide outstanding care.

We want to be **innovative and forward-thinking**. We have a ‘Good’ Care Quality Commission (CQC) rating and a strong financial position. We will use this firm baseline to thrive as a **single community, mental health and learning disability provider**.

This journey will include:

- Developing services around the needs of our communities
- Tackling health inequalities – unfair and avoidable differences in health caused by things like unemployment, poor education, race, disability, and where people live
- Using technology to improve access and choice in how patients receive care
- Improving our buildings to make them more efficient and a better environment for our patients and staff
- Promoting quality improvement and innovation
- Working towards university status with our Gloucestershire health and education partners
- Being an environmentally proactive organisation working with our communities to tackle the health impact of pollution and climate change
- Embedding co-production and engagement

Our journey so far...

We formed in October 2019, following the merger of two strong, high performing NHS Trusts. We now provide **integrated services** for people with physical health, mental health and learning disability needs.



We began co-producing this strategy with our colleagues, people who use our services, and through listening to our other stakeholders and partners by developing our **Trust Values** before our Trust was established.

We commissioned an **independent perception audit** to hear the views and opinions of a wide range of our stakeholders, including the local authorities, local Primary Care Networks (PCNs) which are made up of local GPs, the voluntary sector, governors and members. The overall view was that the newly formed Trust was in a great position to make a real impact and have a leading role in taking forward our health and care system in partnership with those who use it.

Thank you to everyone who has contributed to shaping the future direction and ambitions for our organisation.

Our development work was temporarily put on hold while our teams and services concentrated on responding to the Covid pandemic, but engagement picked up again at the beginning of 2021.



This strategy reflects **what matters most** to the people we've spoken to and sets out our ambitious but realistic plans for **the next five years**. In line with our values, we will continue to listen to and work in partnership with colleagues, patients, carers and our communities to ensure that we deliver '**Better Care Together**'.

About our organisation

We work with **people of all ages** who need support and treatment in both hospital and community settings. The majority of our services are provided in private homes or close to where people live and we try and support patients to avoid a hospital admission whenever possible.

Our services cover the whole of Gloucestershire. We work out of health centres and children's centres, community venues such as libraries or schools as well as in people's own homes. We also provide services from our seven community hospitals, our learning disability unit, our two specialist mental health hospitals and our two recovery units.

Many of our services are delivered in partnership with primary care, social care and the voluntary sector. As a Foundation Trust we also have a Council of Governors and a membership of circa 10,000 staff and public members who provide a level of assurance and support to the Trust Board as we continue to develop and deliver our services.



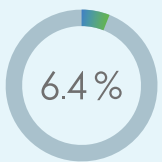
To find out more about us and our services, please visit

www.ghc.nhs.uk

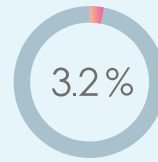


Our staff are our most precious resource. They ensure we have the right culture and values to meet the needs of our patients and service users.

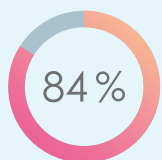
We employ **5,400** colleagues working in a variety of roles across the organisation. We have over 40 different professional groups **working across our 140 sites**.



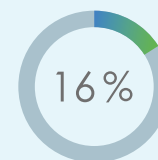
of our people are from a Black, Asian and Minority Ethnic background (BAME)



of our people have declared themselves as living with a long-term condition or a disability



of our colleagues are female



of our colleagues are male

Our services



'Good' overall by CQC with 80% of our services rated good or outstanding



£220m

Our annual turnover



337,000

Referrals made to us in 2020/21



400

inpatient beds to provide care for rehabilitation and specialist learning disability and mental health care



We received **83** complaints and **1203** compliments in 2020/21

Where are we now

This is our first strategy as a new Trust and it has been developed against the backdrop of a **major health pandemic**.

Covid-19 has impacted not only on the health and wellbeing of our colleagues and the population that we serve, but also the way in which we deliver services. We will continue to review and learn from the changes made during Covid-19 and embed these into business as usual where it is right to do so.

As an organisation we have undertaken an internal review. This helped us to understand our current strengths, weaknesses, opportunities and threats to ensure our strategy recognises our challenges and builds on possibilities.



Key considerations for our services

We offer a diverse range of physical, mental health and learning disability and autism services that cover all age groups. This includes:

- early years services focusing on giving **children and young people** the best start to life and supporting their families to help them thrive;
- helping **people to stay well** by providing support when they experience an acute episode of illness or have a long-term health condition; and
- caring for those who are needing care at the **end of life**.



Our teams work in an **integrated way** to ensure people receive seamless care. This is not just across teams within our organisation, but with our primary care, social care and wider partners.

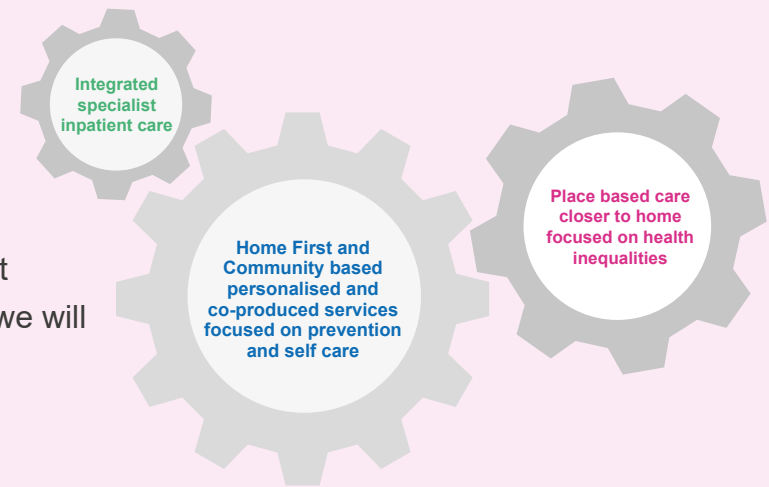
Sometimes **we lead on this work** and at other times we are one of **multiple partners** focused on achieving improved health outcomes for our communities.

We will continue to promote the benefits of **supporting people to live independently in their own homes** and enabling them to **avoid hospital admission**. We will do this by offering **personalised care** where the person and their family/carers are truly able to take more control of their health and well-being. We also recognise the benefit that Experts by Experience and Peer Support can have in planning and developing our services. We will continue to develop our **People Participation approach** and embed the role of **Peer Support Workers** across many of our services.

We will focus on using a **population health management approach** - targeting the right services to those most in need. We know there are times when people may need specialist mental health or learning disability care or support in hospital. When people do need hospital care due to acute or complex healthcare needs then we want this to be in the least restrictive environment to meet their individual needs.

Our services support people throughout their recovery pathway, enabling people to return safely to their homes and communities.

The development of Provider Collaboratives for some of our specialist services has started to deliver clear service and patient benefits and we will continue to develop these where appropriate.



Integrated Care

A Case Study

Sam was depressed and having ongoing leg problems, which meant he rarely left his home and struggled to walk. Our lymphoedema service completed a joint assessment with Sam's GP, suggesting new treatment and teaching practice nurses how to use compression therapy. After 3 months, he had lost weight and his leg was 25cm smaller in diameter. He was able to walk to the shops, and this, along with his weight loss, had improved his confidence and mental health significantly.

Keeping People Safe and Well at Home

A Case Study

The countywide Rapid Response service supports people who are seriously unwell in their own homes or care settings. This not only reduces pressure on the hospitals, it also keeps patients in a familiar setting. The high level of care is delivered 24 hours a day, seven days a week. Team members include nurses, occupational therapists, and physios. Patients are referred by their GP, the ambulance service, and other professionals.

Co-production

A Case Study

The Severn and Wye Recovery College and Live Better 2 Feel Better self-management service provide an educational, one health approach to living well with a range of mental health and long term physical health conditions. It is underpinned by the principles of co-production and jointly led by people with lived experience and professional experience. Working collaboratively with local communities, the people we serve and their carers brings a richness to our teams and services and also supports recovery and inclusion.

Volunteers and Experts by Lived Experience provide us with valuable insights and enhance the quality of care we provide, whilst also challenging us to think differently and address health inequalities across the system in a creative way.

Peer Support

A Case Study

Peer Support Workers use their lived experience to support others and promote hope and recovery. We have Peer Support Workers within our Criminal Justice Liaison Service, Self-Management Hub (Recovery College and Live Better 2 Feel Better) and Perinatal Mental Health Team. We want to build on this and Peer Support Workers will also be part of our Integrated Discharge Hub based at Wotton Lawn Hospital, as well as other services.

Jane McGraham is a Peer Support Worker with the Severn & Wye Recovery College. She said: “I got involved in Peer Support because I had struggled with mental health for several years, and I had been in and out of services. Then in 2014/15 I heard about Recovery College. I went on to do a taster and to take part in several courses. I went on to do a BTEC course so that I could become a co-tutor and an Expert by Experience and in 2016 I became a Peer Support Worker. Whenever we hold courses, students tell us that having Peer Workers makes all the difference, because they have lived experience of mental illness. For me personally it’s not just about what I can share with students and the empathy I have, It’s also about the continued support I’m able to give to our Experts by Experience and Tutors. Peer Workers have a really strong connection with individuals that live with a mental illness. With their support they can enhance recovery and reduce relapses. I think it would be brilliant to see more Peer Support Workers, and to do this the trust needs to look at where the opportunities are.”

Our Approach and Aspirations

We have an exciting future ahead.

Our Mission sets out our purpose as a provider of healthcare:



Enabling people to live the best life they can

Our Vision shares where we want to be in the future:



Working together to provide outstanding care

We will develop our services with those who use them, and in ways that integrate with our communities, the acute hospitals, primary care and social care services delivered by other partners. We will also ensure we reach out to communities that are seldom heard and those groups who don’t traditionally access our services.

We will **pursue excellence** in research-based healthcare and be a **learning organisation** focused on delivering the highest possible quality and safest care to the people who use our services.

Our Values define who we are, what we believe, how we will work and the way that we want our patients and service users to describe the experience they receive. We have developed our values with colleagues, members and partners.

We have also codeveloped **behaviours** that reflect these core values and will help us embed them across the organisation.

working together

- Listen closely and consider everyone's point of view
- Work in partnership and recognise each other's expertise
- Communicate openly, honestly and effectively
- Cooperate and support one another

respectful and kind

- Value each other's individuality
- Show appreciation when things go well
- Be friendly, approachable and welcoming
- Uphold and protect dignity and wellbeing

always improving

- Actively seek solutions and ways to improve
- Speak up to promote safety and quality
- Keep learning and developing to make things better
- Be a role model with a positive, can do approach

making a difference

- Take responsibility for our actions
- Take time to understand
- Be open to feedback
- Make the best use of available resources

Our Strategic Aims

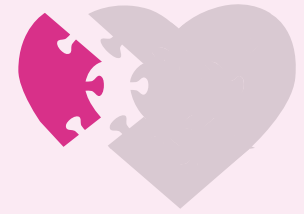
We have considered the national and local challenges that we need to address and how we think we can best meet them. As such, we have identified four strategic aims.

Against each of our **strategic aims**, we have identified an **overarching goal and a number of milestones**. We will continue to develop and identify clear measures of success for each strategic aim.

The **goals we have set are challenging**, but we believe this is the best way to ensure we improve the health and well-being of the people we serve.

Each year our **annual business plan will set out the key targets** we will aim to achieve and confirm that our priorities align to the delivery of our overarching strategic aims and strategy.





Strategic Aim One: High Quality Care

We will deliver safe, effective, accessible services that meet individual needs. We will work with people who use our services, with carers, and with our colleagues to improve services through **co-production, peer support and personalised care**. We will constantly **listen, innovate, and learn from others** to ensure we deliver the best possible outcomes.

Our Goals over the next five years are to ensure that:



- The people who use our services and their carers report high levels of satisfaction and 'being heard'
- We co-produce quality outcome measures that demonstrate good care
- We achieve an overall CQC rating of 'Outstanding'

For the people who use our services, high quality care means receiving timely, safe and effective care, every time and as close to home as possible. **Our Quality Strategy** will set out the framework for driving further improvements to deliver High Quality Care.

Our High Quality Care Objectives are to:



- Develop and embed our Quality Improvement approach to ensure continuous learning and improvement
- Develop our approach to co-production, personalisation, and the Triangle of Care
- Ensure robust quality assurance processes are in place, helping us to learn when we get things wrong and embed evidence-based practice





Strategic Aim Two: Better Health

Better Health means we will work together with people who use and work in our services to meet the needs of our **diverse communities with services that are culturally sensitive and focus on early intervention and prevention**. We will be an active partner at both a locality and system level to tackle the root causes of health inequality and use information, evidence and experience to guide us.

Our Goal over the next five years is to ensure that:



- We work in partnership with our communities to improve the health outcomes of those who are most disadvantaged

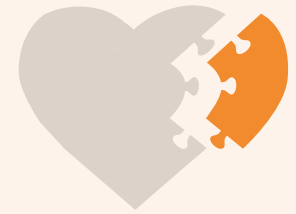
Achieving **Better Health** and reducing health inequalities is not something we can achieve alone. It is influenced by many other factors such as housing and educational issues. We will continue to make the best use of our resources; providing interventions that have been proven to make a difference but we must also work with our system partners to deliver the priorities identified in both this strategy and those in the aligned **Health and Wellbeing strategy**.

We need to continue to find alternative ways to ensure we reach out to those communities that don't access our services through our traditional routes and maximise access to all of our communities.

Our Better Health Objectives are to:



- Identify inequalities in our service delivery and develop targeted initiatives to improve them
- Further integrate our physical, mental health and learning disability services by working closely with partners to improve experience and outcomes
- Use Population Health Management and health data at a locality level to identify how people and communities can best be supported
- Implement the universal Personalised Care Model, the Peer Support Worker Model and develop a clear approach to co-production across our services



Strategic Aim Three: Great Place to Work

Being a **Great Place to Work** means taking care of our people, with a strong focus on their health and wellbeing. Our organisation will celebrate diversity, ensure real inclusivity and enable everyone to reach their potential. We will make sure colleagues are heard, valued and influential.

We will develop a culture where working life can be **passionate, vibrant and inspiring**. This will help us to attract new people who are as great as those we already have, and we will make sure that those already with us, want to stay.

Our Goal over the next five years is to ensure that we have:



- A healthy and happy high-quality workforce, performing well in all local and national performance standards

This means that we will have a culture that ensures we **live our values** and that people are supported to be their best. We want to be an organisation that adds value to individuals and to the local economy by creating exciting new roles, apprenticeships, and sustainable job opportunities. Colleagues will be supported to remain healthy both as individuals and as part of a happy team.

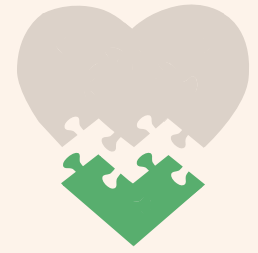
Our **People Strategy** sets out the framework for driving further improvements to ensure we deliver our Great Place to Work ambitions.

Our Great Place to Work Objectives are to:



- Focus on recruitment, retention and talent management at an individual and team level, working in partnership to secure our future workforce supply
- Invest in our health and wellbeing offers to ensure our colleagues are healthy, happy and that our workplace is safe
- Create an organisational culture that is welcoming, builds and celebrates inclusivity and diversity and provides a sense of belonging and trust
- Ensure our colleagues are heard, valued and influential in the organisation and wider system
- Promote flexible working, digital enablement and innovative roles that embrace new ways of working
- Work closely with system partners and education providers to optimise funding and training that enables workforce transformation

Strategic Aim Four: Sustainability



What Sustainability means for us

Sustainability will be central to how we do business and will involve **embracing the latest technology**. It means ensuring we source our goods and supplies responsibly, and that we are an **ethical and respectful partner** whilst striving to make a positive social impact on our local economy.

Our Goal over the next five years is to:



- Demonstrate that we are reducing our total carbon footprint

We will take on a system leadership role and be one of a number of key anchor institutions for economic development and sustainability in the county. This will include helping Gloucestershire to become a **carbon neutral county by 2050**. To achieve this we will need to increase the speed, scale and scope of our sustainability activities.

These will be set out in our **Green Plan** which will be developed during 2021.

Our Sustainability Strategic Objectives are:



- Understand our baseline position in all aspects of sustainable development and set clear and measurable targets
- Take positive action to reduce our carbon footprint and improve air quality
- Take forward Digital by Design to transform our service delivery.
- Maximise our position as a major contributor to our local economy - promoting local, high quality employment opportunities and investment to add wider value across Gloucestershire

Delivering the Strategy

This **strategy is ambitious** and we recognise that there is much for us to do, but it is also measured and **we will be realistic**. We are confident that this strategy will help us achieve our vision and enable us to support people to live well.

We will deliver our strategy through our **Enabling Strategies** and a number of strategic programmes of work, which will focus on delivering our four strategic aims.



The following provides a summary of the key enabling strategies:

Quality



We place quality at the heart of everything we do in order to deliver services and make a positive difference to our communities.

Our focus on quality includes:

- **Patient and Carer Experience** – providing a friendly and welcoming approach from colleagues who communicate openly and clearly
- **Patient Safety** - Providing services that are safe and will not do any harm whilst being open and transparent about any mistakes and ensuring we learn from them
- **Clinical Effectiveness** - Continuously developing our services and learning from best practice and the latest innovations and clinical evidence

Great care comes from working together with people – when we understand people’s needs, goals and lived experience we can work with them to support their future aspirations and help them meet their personal goals. Co-production and personalisation are therefore key ambitions for us.

People



We want to create a culture that truly enables colleagues to deliver the best possible care and support services in whatever role or place they work. Compassionate and accountable leadership is key and we need to ensure that we develop both our current and our future leaders to ensure we drive this forward.

We aim to be a leading healthcare employer in Gloucestershire with an inclusive culture that celebrates diversity and attracts, develops and retains its people.

Locally, we are a key partner within the One Gloucestershire Integrated Care System (ICS). This ensures a joined-up approach to workforce management and planning and helps us to collectively develop, agree and access funding for workforce transformation and innovative new roles across all partners.

Our values ensure we focus on equality of opportunity for all, treating people as individuals. We will continue to focus on our Reciprocal Mentoring scheme and being a system leader in rolling this out across the county and in ensuring that everybody is treated with respect and feels valued for the contribution they make.

We will also continuously focus on ensuring we offer great training, development opportunities, succession planning and talent management. The greater use of technology will continue to alter the way in which we operate and we will support our colleagues to be technology enabled and skilled.

We need to think innovatively and creatively to ensure that our roles are attractive and that we recruit the right and best people.

We recognise that having colleagues who feel highly engaged, are healthy and happy in their work and feel appreciated and appropriately rewarded is key to the delivery of high quality services and outcomes for our population.

The NHS People plan was published in mid-2020 and we will build on the six key themes contained within this within our **People Strategy** that will be published in 2021.



Digital



Digital technology will be a key driver and enabler for the Trust over the next five years. It will help us be efficient and effective, make better use of our precious workforce and help improve the experience and outcomes for service users, their families and the wider community.

Through forming the organisation, we have already brought together a number of diverse information systems - including both clinical and non-clinical systems - to ensure that we continue to provide colleagues with access to relevant information and technology from any location and at any time.

However, we know that there is still much for us to achieve if we are to be a system leader that fully utilises technology to drive and shape the way in which we operate. The use of technology will help us with:

- supporting out of hospital care and remote monitoring and support in people's own homes;
- delivering our sustainability ambitions with greater use of virtual meetings and clinical consultation apps;
- smarter and potentially reduced use of physical buildings;
- using data to drive our decision making and targeting of resources; and
- integrating health and care information across the ICS and the wider region

Where appropriate, we will continue to work on a system wide basis to ensure transformation and best use of the scarce digital resources but we also recognise that there are some projects that will be specific to our services.

Estates



We deliver services from over 140 sites across Gloucestershire and we need to ensure that these offer a good quality, therapeutic environment.

Our **Estates Strategy** will ensure that our buildings are not only fit for purpose, but that they are also in accessible locations that meet the needs of our services now and into the future.

We recognise that the greater use of technology is altering the way in which we use our buildings and this may mean we need to consider using our estate differently.

Our **Estates Strategy** will therefore focus on the consolidation of our existing estate with an emphasis on working collaboratively with our system partners. We have completed an extensive condition survey on all of our sites and we are identifying where we need to invest in strategic sites that have backlog or ongoing maintenance requirements. Our strategy will also identify where we need to upgrade or dispose of our older estate that is no longer fit for purpose.

Research and Innovation



We are well placed to continue to work in partnership across Gloucestershire and the wider South West to ensure we build a strong reputation in running and contributing to local, regional and national clinical research trials and clinical audit.

Our aspiration is to develop an innovation hub where colleagues can come together to champion change and new ways of working. We will work more closely across our academic and research teams, as well as our quality improvement hub and audit teams to ensure we are working together towards better care outcomes and reduce overlap.

We are also committed to working towards 'university status' along with our Gloucestershire health and education partners and exploring how and where we can expand our participation in commercially funded research projects.

Best Value Resourcing



Our best value resourcing approach underpins the delivery of our four strategic aims and all of our enabling strategies and strategic objectives.

We are pleased to be a financially stable organisation with a strong track record of delivering our efficiency programmes and resourcing for value. We have taken forward a number of strategic pieces of work around Patient Level Costings (PLICS) that mean that we are increasingly able to understand our cost base and the drivers around clinical costs.

There is a new financial regime on the horizon as we move towards a more blended payment system and we will continue to use the growing body of community and mental health benchmarking data to continually identify new efficiencies.

The **NHS Long Term Plan** places an ongoing emphasis on the shift to thinking about the financial health of the system rather than at an individual organisation level. In Gloucestershire we are already moving in that direction through the stewardship of our resources at the Integrated Care System level. We will continue to explore the system wide changes and implications on the financial regime within our **Finance Strategy**.

Strategic Service Developments

The following is an overview of a small number of the strategic projects that the Trust is currently working on to support the delivery of our strategic aims. The list is by no means exhaustive, but highlights the range of service developments across our services.

Integrated Community Teams (ICTs) – Continuing to develop our integrated community teams at a locality level and work collaboratively to take forward the new Primary Care Network (PCN) roles to deliver local priorities, identify inequalities and those in greatest need of focused care and support.

Urgent Care Transformation – Embedding our rapid response offer as a core first line service across the community and develop the mental health NHS111 service to support admission avoidance.

Liaison psychiatry services – Continuing to develop the service to meet the two hour wait standards in the Emergency Department.

Community Hospitals – Working within each locality to understand the future role of our community hospitals, including the future need for inpatient based care, minor injury and illness care as we take forward our home based care and clinical triage plans. Our aspiration for the Forest of Dean is to develop a fit for purpose new hospital in Cinderford to open in 2023.

Community Mental Health Transformation – Responding to the national guidance to reshape our community mental health services aligning more closely with the voluntary and community sector, primary care and social prescribing.

Learning Disability Services – Continuing to support the delivery of the Transforming Care work and reviewing the future requirements from our learning disability inpatient service at Berkeley House and understanding the need for an Acute Assessment and Treatment unit (ATU). We will continue to identify and address preventable physical health issues which impact on life expectancy and health inequalities for people with learning disabilities.

Children and Young People's Mental Health Services – Developing our outreach model, working in partnership with other agencies across our system and building on our trailblazer work that interfaces into schools – these approaches will enable children to stay at home rather than need a hospital admission.

Community Forensic Pathway – Developing a new element of our secure services pathway to support people within community settings.

Mental Health Transformation - Implementing necessary changes to our pathways and models of care from the changes to the Mental Health Act with a focus on reducing the length of stay in our inpatient units and the number of people cared for outside of Gloucestershire. This will then link into how our recovery pathways and community pathways align with our inpatient services.

Sustainability Plans – Developing our Green plan to ensure we reduce our carbon footprint where-ever we can including local purchasing of supplies, using green energy and reducing our business miles.

What will delivering our strategy achieve and how will we monitor it?

This strategy sets out our vision, values and strategic aims and our priorities for the next five years.

We recognise that things are increasingly challenging and that we will need to consider innovative approaches to continue to deliver high quality and sustainable services.

Each year we will set our annual actions to keep us on track with our strategic plans – these will be set out in our annual business plans. The Board and Council of Governors will receive regular reports on the progress we are making and importantly, the impact we are having for services users, carers and our colleagues. We will review our strategy each year to ensure that it remains up to date and responds to any changes in the local or national context.



working together | always improving | respectful and kind | making a difference