

Clinical Strategy

November 2023

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Introduction

We are creating a new NHS Trust to provide community, mental health and learning disability services across Hampshire and Isle of Wight.

The new Trust, Hampshire and Isle of Wight Healthcare NHS Foundation Trust, will come into being on April 1, 2024.

This Clinical Strategy has been created for the launch of the new Trust. It is a foundation for us to build on as the new organisation develops.

The new organisation will work across the whole of Hampshire and the Isle of Wight. It will work with people from birth to the end of life, in a wide range of services. It will work alongside our partners in the Integrated Care Board, primary care, acute hospitals, voluntary sector, independent sector and local authorities.

This document sets out a clear approach to enable all parts of this diverse organisation to deliver high quality, safe and effective services to all people in Hampshire and the Isle of Wight. To deliver the strategy, clinical, professional, operational and corporate staff will need to work together, in collaboration with our partners, the people who use our services and their families.

This clinical strategy:

- Builds on existing plans, and is informed by engagement with staff, people who use our services, our communities and partners.
- Applies to all services in the new Trust, for people of all ages, including mental and physical health, learning disability and neurodiversity services. Working to a common set of principles will enable us to seize this opportunity to provide holistic, person-centred care that strengthens the psychological awareness of physical health services and the physical health awareness of mental health services.
- Balances the benefits of working at a large scale to improve overall consistency of care, and working in our local communities in order to provide local variation in response to the needs of different communities.

Context

We are creating the new organisation, and this clinical strategy, because:

- 1. The needs of our population are changing and growing:** Demographic changes such as our ageing population, the COVID-19 pandemic, economic crisis, means that demands on NHS services are growing and evolving.
- 2. Care needs to be provided more equally:** The way services have been funded and developed in different parts of Hampshire and the Isle of Wight over the years means that people living in different areas have unequal access to the care they need. The way care is organised has evolved to be complex and fragmented.
- 3. The way health and care is organised is changing:** Health and care services want to provide more effective prevention and community care, with greater partnership working and delivery of care at different levels, from local neighbourhoods to the whole county.
- 4. We need to make the best possible use of our resources:** Joining together our services creates opportunities to do things more efficiently, reduce duplication and ensure more of our resources can go towards investment in front line services.

The new, combined organisation will address these factors more effectively than separate Trusts. It will tackle the most significant clinical risks, provide higher quality care, improve outcomes and experience for our patients, reduce inequalities and provide better value for money.

Health and care services are facing unprecedented pressures. All partners recognise that working together in this way is essential to addressing these challenges.



Vision and Values

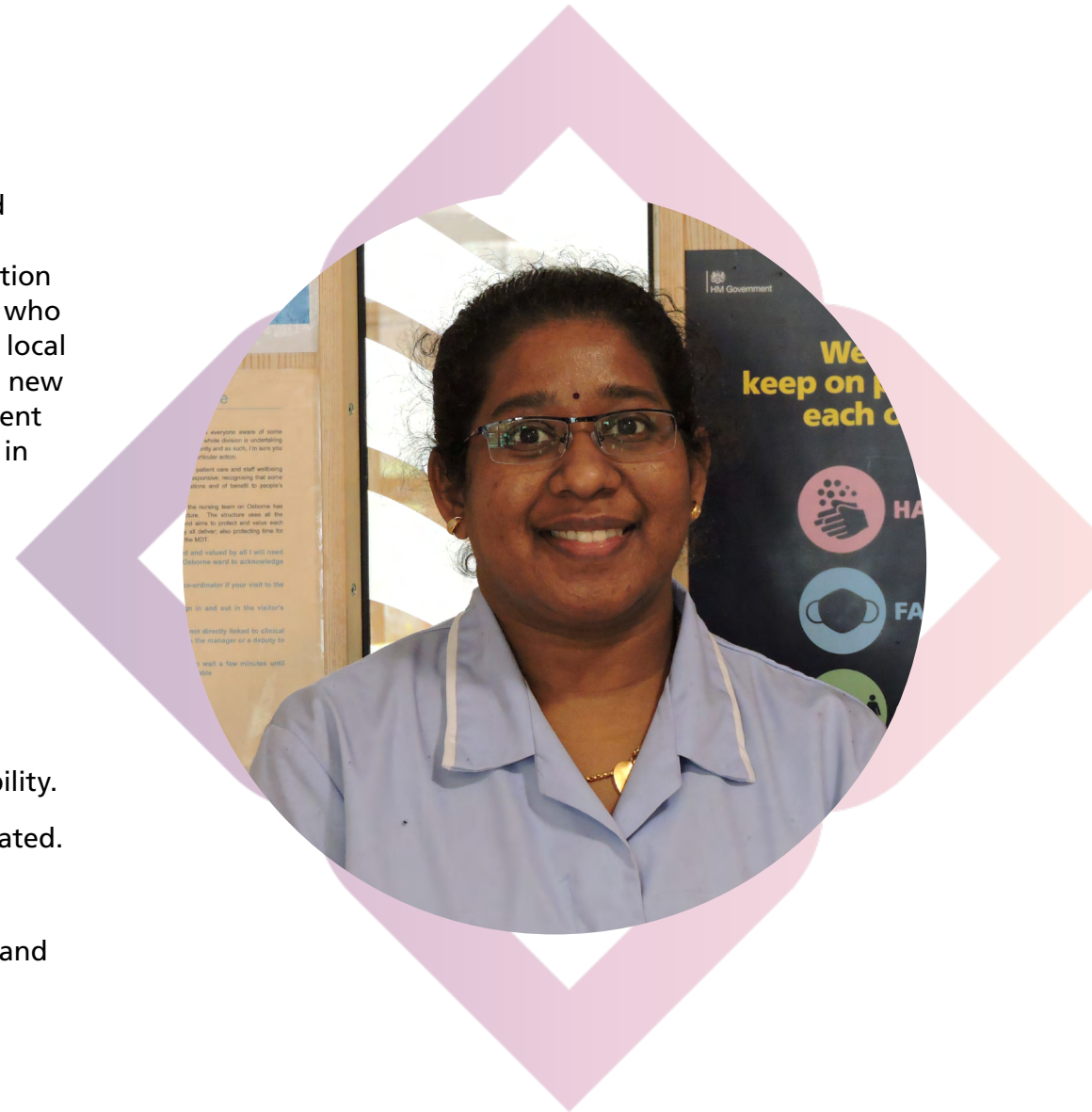
Our vision is that together we deliver outstanding care that supports people to live their best and healthiest lives.

Our overarching ambition is to provide consistently high quality, safe and effective mental health, learning disability and community services to all people across Hampshire and Isle of Wight. The way we deliver this ambition will be characterised by working in partnership: partnership with people who use our services, with our communities, with our staff and with our NHS, local government and voluntary sector partners. The culture and values of the new Trust are being designed with staff, patient groups and partners. Our intent is to create a culture which is compassionate and empowering, anchored in having respect and creates unity and promotes innovation.

Based on feedback from staff, patient groups and partners, the following values for the new organisation have been developed:

- **People first:** We are kind, caring and compassionate.
- **Accountable:** We are open, we act with integrity and take responsibility.
- **Respectful:** We are inclusive and treat people as they want to be treated.
- **Creative:** We empower and innovate to continually improve.
- **Working together:** We work in partnership with our patients, staff and communities.

These values are still in development and may change before being finalised.



Our Services

The new Trust will provide community, mental health and learning disability services for adults and children across Hampshire and the Isle of Wight.

It will provide an extensive range of services to support people's physical and mental wellbeing, delivering them, as now, in patients' homes, in schools, GP surgeries, health clinics and care homes, as well as in community hospitals and specialist hospitals.

The range of services provided includes:

- Community nursing and rehabilitation services
- Physiotherapy and foot health
- School nursing
- Immunisations and vaccinations
- Speech and language therapy
- Community dental services
- Community hospitals
- Sexual health services
- Psychological therapies
- Learning disability services for children, young people and adults
- Children and young people's mental health services
- Mental health services for adults and older people
- Psychiatric intensive care services
- Forensic mental health services





Our aim



How we will work (our principles)



What we will do



How we will measure success

High quality, safe and effective services for all people across Hampshire and the Isle of Wight

- Make continuous improvement, innovation and research everyday practice
- Base all decisions on the expertise of both professional and lived experience
- Consider every stage of people's lives, remove barriers and put prevention first
- Work alongside our communities and partners to deliver outcomes that really matter
- Develop our leaders to bring people together and enable change
- Give our people what they need to deliver the best possible care

- Join up systems, processes and support services to be completely focussed on improving quality
- Support our staff to feel safe and empowered to do the right thing
- Develop excellent research and development which can be accessed by all
- Involve people with experience of using services or caring in how we develop our services
- Develop a Recovery College to empower living with physical and mental health conditions and our staff
- Work with partners to tackle wider factors which impact on health
- Give everyone a more equal chance of good access and health outcomes, whatever their situation
- Join up different parts of people's care to make it more straightforward and tailored to individual needs
- Develop our leaders at every level, so they have the right knowledge, skills and behaviours
- Enable our leaders to work together with colleagues, partners and people who use services
- Enable our leaders to make successful changes and improvements
- Provide effective training and development for our staff and students
- Ensure staff have the opportunity to regularly reflect and learn from their practice

- Feedback from people who use our services, their families, communities, our staff and partners
- Defining and measuring outcomes that really matter to people
- Annual staff survey and regular pulse checks
- Developing consistent set of data across all our services to build a complete picture of how we are doing

If you would like to get more involved in shaping our services and our New Trust, please get in touch
project@fusion.hiow.nhs.uk | www.fusion.hiow.nhs.uk

Our Aim

Our aim is to deliver *high quality, safe and effective services* to all people across Hampshire and the Isle of Wight.

To deliver **high quality care**, we will balance the benefits of working at a large scale to improve consistency of care and working locally to respond to the needs of different communities.

Safety means working proactively to minimise the chance that things could go wrong. If they do, we are open and honest with people and their families about what has happened, and we take steps to reduce the chance that the same thing could happen again.

Clinical **effectiveness** means providing the right care for each person. It means we are constantly thinking about what we do and considering whether it is having the desired result for each person and their family. If it is not, we will make a change. Care will be evidence-based, and we will improve consistency in practice.

People who use our services are at the centre of everything we do. By listening to them and asking about their experience, we will ensure that they, and their families and carers, are receiving care that is respectful of, and responsive to, individual preferences, needs and values.



How we will work: our principles

To achieve our aim, we will apply the following six principles in every service:

- Make continuous improvement, innovation and research everyday practice.
- Base all decisions on the expertise of both professional and lived experience.
- Consider every stage of people's lives, remove barriers and put prevention first.
- Work alongside our communities and partners to deliver outcomes that really matter.
- Develop our leaders to bring people together and enable change.
- Give our people what they need to deliver the best possible care.



Principle 1

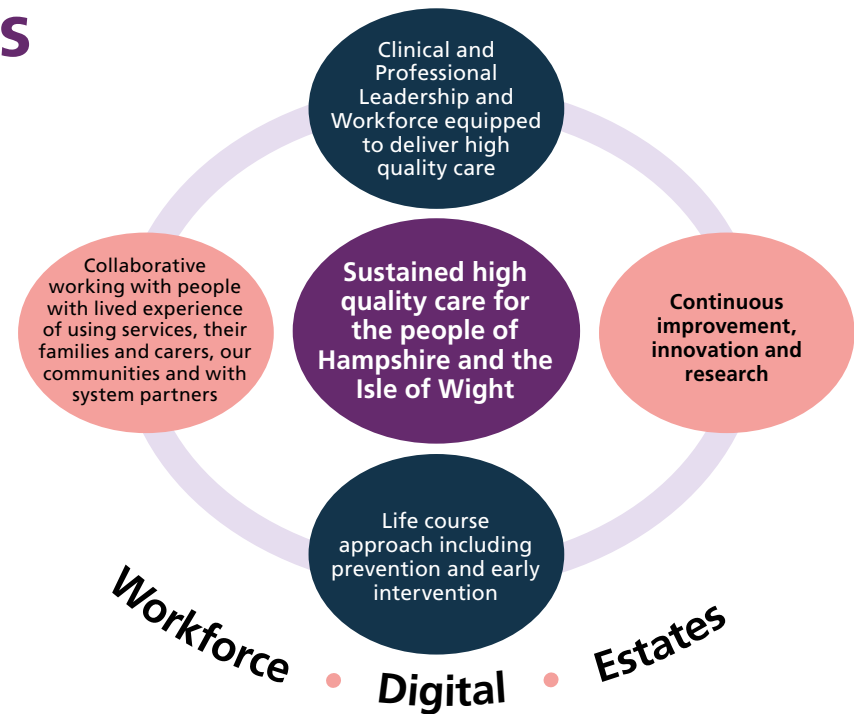
Make continuous improvement, innovation and research everyday practice



How we will work: our principles

The creation of a new Trust gives us a fantastic opportunity to work together across the whole organisation, and with the people who use our services and partners, to further develop our culture in a way that will enable continuous improvement to flourish. There are some fundamental elements of this, including:

- A leadership approach characterised by compassion, collaboration and curiosity.
- Creating a learning culture in which leaders know how to create psychological safety.
- Learning from and celebrating things that have gone well.
- Create psychological safety, taking a trauma-informed approach to leadership and service delivery.
- Taking a personalised and strengths-based approach to care
- Taking a systematic and evidence-based approach to continuous improvement throughout the organisation.
- Move from key performance indicators to measuring outcomes.
- Working closely with our regional university partners and clinical research networks.



What is psychological safety?

It's a shared belief held by members of a team that it's OK to take risks, to express ideas and concerns, to speak up with questions, and to admit mistakes - all without fear of negative consequences.

What is a trauma-informed approach?

An approach grounded in the understanding that trauma exposure can impact an individual's neurological, biological, psychological and social development.

Principle 2

Base all decisions
on the expertise of
both professional
and lived experience



Base all decisions on the expertise of both professional and lived experience

We use the term 'Lived Experience' to describe people whose expertise is derived either wholly or primarily through the lens of living with a condition and/or receiving or accessing any of our Trust services, including as a family member or unpaid carer, rather than through delivering them.

'Lived Experience' is sometimes contrasted with 'Learned Experience' – where a person's expertise around a condition or service provision is learned through training and workplace experience. However, we recognise that many people working in NHS services will have both Lived and Learned experience of services and health conditions.

'Coproduction' is an equal partnership where people with lived and learnt experience work together from start to finish.

Why does coproduction and lived experience matter?

Decisions and interventions that are coproduced with people who have lived experience are more likely to be implemented, understood, accessed and utilised by those for whom they are intended.

Engaging with and valuing expertise derived primarily from lived experience expands everyone's understanding of a context, issue and / or solution.

Coproduction increases the status and influence of people who use services, reducing stereotypes of both service providers and service users.

Evidence of the benefits of embedding expertise derived from lived experience is increasingly recognised, for example, there is evidence that employing peer support workers results in improvements in outcomes, experience, and financial metrics.

There are a number of specific areas identified for development that are key to enabling us to deliver high quality, safe and effective services:

Coproduction

Peer Support Work

Community Engagement

Strategic Leadership

Carer Support

Organisational Culture

Quality Improvement

Workforce Development

Recovery Education and training, including Recovery Colleges

Principle 3

Consider every stage of people's lives, remove barriers and put prevention first



Consider every stage of people's lives, remove barriers and put prevention first

- We will work together across the diverse services in the new organisation to consider every stage of people's lives, and their physical and mental health holistically. This will enable us to maximise the potential in childhood and early adulthood, maintaining good health, and living successfully with chronic disease and anticipating and responding to decline.
- We will personalise care focusing on the question 'what matters to you?', ensuring people have choice and control over the way their care is planned and delivered.
- We will seek to make every contact we have with service users count, encouraging behaviour change, prioritising early intervention and enabling access to a range of services which will enable people to live well.
- We will work with system partners to ensure we take a population health management approach.
- Our services will have the ability to improve health equity by removing barriers.
- We will make our services inclusive, diverse, and accessible by design.



Principle 4

Work alongside our communities and partners to deliver outcomes that really matter



Work alongside our communities and partners to deliver outcomes that really matter

The new Trust has a key role in collaborating with our partners across the health and care system, including the Integrated Care Board, local authorities, primary care, acute providers, ambulance providers and the voluntary and charitable sector. This is essential to the delivery of high-quality, person-centred care that wraps seamlessly around the holistic needs of individual people.

The large scale of our new Trust brings benefits in our ability to reduce unwarranted variation, and while we need to take advantage of this we also want to realise the benefits of delivering services locally in a way that can respond to local needs. Services should be delivered at a scale that most effectively meets the needs of individuals using the service, delivering the outcomes that matter to them.

In determining whether services should be delivered in local areas, wider areas, or across Hampshire and the Isle of Wight, the following will be taken into account:

The service demand – high volume services are more likely to be appropriately delivered in local areas, enabling sustainable service delivery that provides value for money. Low volume, and more specialist services in general will be delivered at a wider or trust-wide scale.

Development of effective and resilient partnership arrangements at the appropriate scale that enable delivery of seamless pathways of care that wrap around the needs of individuals. For example integrated pathways with primary care are likely to be most effectively delivered in local areas, while those that rely on national networks may be best delivered trust-wide. Integrated services may benefit from joint leadership arrangements with partner organisations.

Care delivered in people's homes



Care delivered in local areas (population 50,000 – 80,000)



Care delivered in wider areas (population 150,000 – 350,000)



Care delivered Trust-wide (population 1.5million+)



Principle 5

Develop our leaders
to bring people
together and
enable change



Develop our leaders to bring people together and enable change

Credible and strong clinical and professional leadership is necessary, working closely with operational leadership colleagues, to shape the culture of the organisation, and enable delivery of high-quality care.

This means:

- Inspiring and driving safe and effective change.
- The implementation of person centred quality, safety and outcomes.
- Clinical leaders with responsibility and accountability for the development and delivery of clinical services.
- Supporting organisational development so that form follows clinical function.
- Ensuring principles of continuous improvement underpin all service delivery.
- Ensuring a clinical a voice from floor to board via an effective and empowered clinical executive.
- Providing visible leadership and have a central voice in the organisation.
- Being supported to develop their clinical and professional leadership skills.
- Ensuring equity across all professions represented in the Trust.
- A leadership structure that is able to develop future senior clinical and professional leaders.



Principle 6

Give our people
what they need
to deliver the best
possible care



Give our people what they need to deliver the best possible care

Our workforce will have:

- Opportunities for training and development that enable them to maintain and grow their skills.
- A working environment in which psychological safety is prioritised, including effective team working, and an ability to admit and learn from mistakes. Embedding a trauma-informed approach in all we do is an important component of ensuring the physical, psychological and emotional safety of staff is prioritised. Trauma-informed practice requires safety, trust (transparent and open communication), choice and empowerment (giving staff a voice in decision making and validating their feelings and concerns), collaboration (valuing the experience of staff in improving what we do), and cultural consideration (equality and diversity).
- Opportunities for reflective practice and supervision individually, in a team and with wider system colleagues.
- The resources required to deliver patient care safely.
- Opportunities to participate in service or professional specific clinical networks.
- Services that have clear remits and can deliver the fundamentals of excellent care at the capacity required.
- Systems, processes and behaviours to enable diversity at all levels, representative of the communities in which we work.



Our priorities

We have set up a Clinical Transformation Programme, prior to the formation of the new Trust, to get a head-start on tackling the most pressing clinical priorities in our system, together.

The programme is led by the Chief Medical Officers of predecessor organisations. Ten priority workstreams have been identified, each with a senior Clinical and Operational lead, and working across the HIOW system to coproduce improvements in clinical pathways. The priorities are:

- Community Frailty pathways
- Community Rapid Response
- Community Hospital and Rehabilitation pathways
- Community Health Specialist services for long term conditions
- Acute and crisis mental health
- Child and Adolescent mental health pathways
- Older People's mental health pathways
- Community Mental Health Teams
- Neurodiversity services
- Primary Care

The clinical transformation programme reflects system wide priorities for change and does not capture the totality of the transformation work, across all our services, that is taking place.



Delivering our strategy

This Clinical Strategy has been developed in the months ahead of launching the new organisation. The development of the new organisation's vision, values, and structure have been driven by consideration about what is needed to deliver and embed high quality care in a consistent way across all services.

The key next steps for delivering the strategy are:

- Further developing our culture, with a focus on continuous improvement, coproduction, system collaboration and psychological safety.
- Embedding 'Quality Management Systems'.
- Ensuring corporate services enable delivery of high-quality care.
- Developing an operating model for the new organisation that supports clinical and professional leadership and the delivery of high-quality care.
- We will measure and report progress against implementation of the Clinical Strategy, including measures relating to access, reduction in unwarranted variation, staff experience, patient experience, and the effectiveness of our collaborative approach internally and with external partners.

What is a Quality Management System?

It's all the processes, policies and procedures in a Trust explicitly designed to plan, monitor, assess and improve the quality of patient care.



Enabling our strategy

The following slides provide more details about the things that will help make the strategy a success



Further developing our culture

Ways in which we are planning to develop our culture to enable the delivery of our strategy include:

- Supporting our leaders to lead the changes relevant to them through a comprehensive support offer.
- Leading 'Preparing to Change' roadshows which will enable direct engagement with groups of staff about our values, how they would like to see these brought to life to deliver the cultural ambitions.
- Engaging with our staff to create leadership frameworks and development tools such as a new appraisal, 360 tools and self-reflection tools and build our values into the fabric of our new Trust.
- Delivering our OD plan, which is mapped to the phases of the NHS Culture and Leadership programme, and includes delivering all of the recommendations from the 'As Is' cultural analysis done within the scoping phase of this programme of work.

1

Scoping

Identify the 'as is' culture

2

Discovery

ensure broad presentation across organisational development, workforce and equality and diversity

3

Design

plan interventions that reflect recommendations from the cultural analysis and the use of change champions

4

Delivery

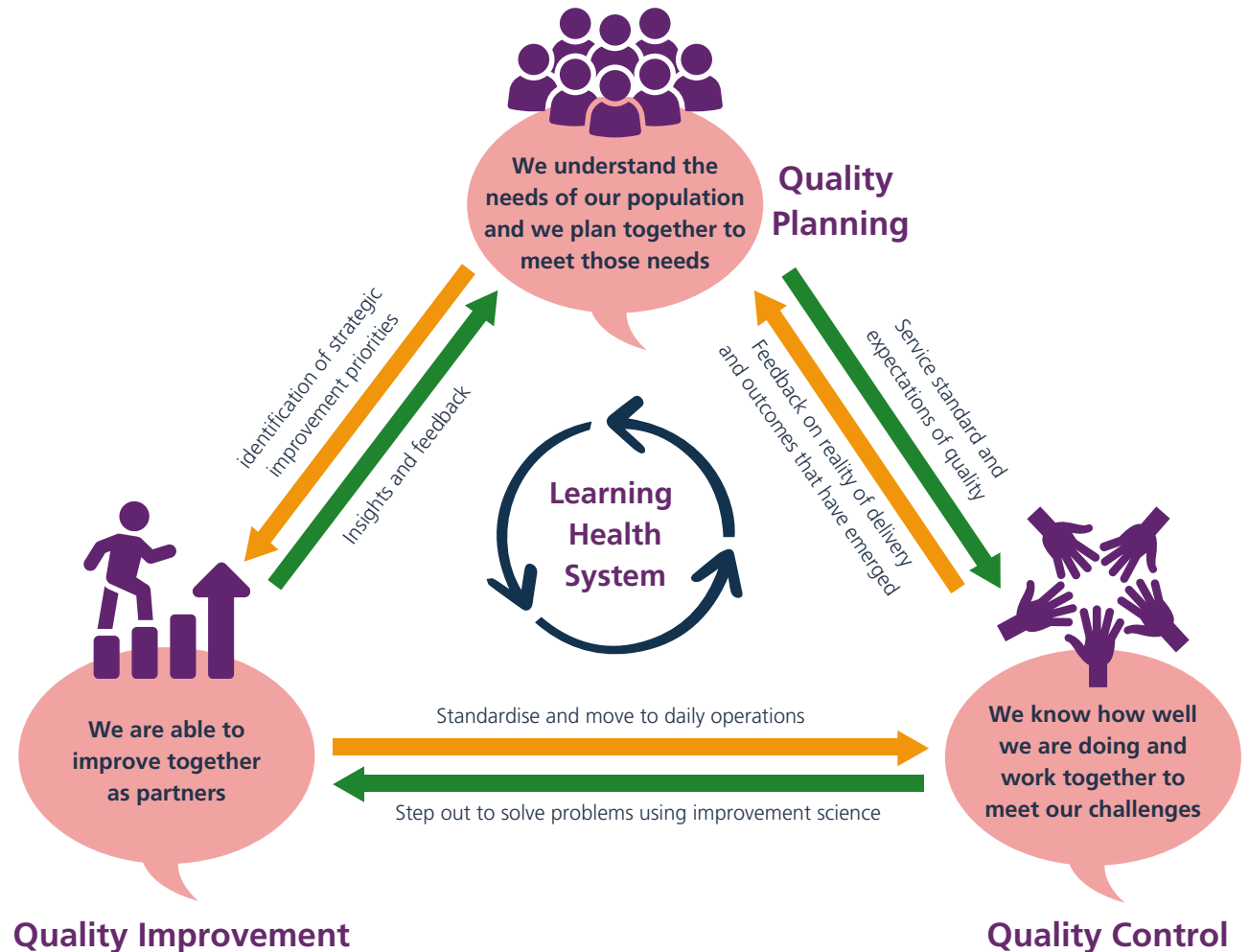
utilise existing best practice and skills development programmes that are already in place

Building a Quality Management System

Our new organisation will be designed so the Board has visibility of performance and accountability to deliver against the clinical strategy, informed through embedded quality management systems.

The Quality Management System approach will include:

- Quality planning - this requires an understanding of the needs of our population, and codesigning an approach that seeks to meet their needs with measurable outcomes.
- Quality control - measuring quality outcomes, and using this information to identify and address emerging problems. Standardisation is an important quality control measure.
- Quality improvement - using evidence-based methodologies.



Shaping our corporate support services

Delivery of high-quality care to our population requires corporate support that includes:

- quality governance that supports continuous improvement and is coproduced.
- people services that support workforce planning, recruitment, retention, training and development in line with the principles set out here. Support is required with organisational development, training and development of staff, including through a Recovery College, and development of peer worker roles.
- Estates and Digital strategies are required to support collaborative system working across organisational boundaries, and enabling our services to get closer to, and meet the needs of, our communities.



The right operating model

If we are to achieve the benefits of the larger scale of the new organisation, and the strengthened focus on local delivery in collaboration with partners, then a new model of leadership is required that works in a matrix and is valuing both the operational and clinical/professional leadership approaches.

There are two key components of the matrix:

1. Clinical and operational leadership that is accountable for delivery of evidence-based practice, and provision of high-quality care within a financial envelope. In working across multiple similar teams, the leadership will be responsible for driving out unwarranted variation in practice.
2. Clinical and operational leadership focussed on delivery of seamless pathways within a geography (which may be a small local community, of around 50,000 population, through to extending beyond the population of Hampshire and the Isle of Wight). In integrated teams the operational leadership may come from elsewhere in the system, and will be responsible for ensuring there is effective collaboration between partners in response to local need and thus enabling warranted variation.



Developing this strategy

This strategy has been developed with contributions from a wide range of people and groups. Thanks to everyone who has shared views and helped shape this strategy.

Some of the groups and methods used to engage on this document have included:

- Project Fusion Clinical and Professional network
- 'Shape Our New Trust' engagement programme
- Project Fusion senior leadership workshops
- Project Fusion Clinical Steering Group
- Project Fusion Clinical Transformation Workstreams
- Community engagement and community conversations



Get involved

If you have feedback on this strategy, or would like to get more involved in shaping our services and our New Trust, please get in touch:

project@fusion.hiow.nhs.uk

To learn more about the work to create the New Trust, visit our website:

www.fusion.hiow.nhs.uk

This information is available in other formats and languages including large print.

Please contact project@fusion.hiow.nhs.uk