



Black Country Partnership
NHS Foundation Trust

Quality First



You matter, we care



Context

Our Trust's ambition is to achieve the outcomes outlined within our organisational goals. As a reminder, these goals are:

- To reduce inequality;
- To improve and promote the health of our local diverse communities;
- To provide high quality appropriate and responsive care, in the right place at the right time;
- To put people and their families at the heart of care.

These goals are underpinned by five strategic objectives that broadly describe how we will achieve our goals through a range of work priorities. Looking forward over the next 12 months our work priorities have been summarised into this one document called, "Quality First – You Matter, We Care".

Over the coming months, work will continue in the background to deliver our ambition to merge with Dudley and Walsall Mental Health Trust (DWMH) in 2020. As one organisation we will be bigger, stronger and more influential. We will nurture and grow a top class workforce who will innovate and improve, providing high quality and effective care for the patients and service users. We will learn from each other, combining the best of both organisations to improve our services for the people we care for.

We continue to work closely with our colleagues at DWMH and have ensured that our immediate priorities (outlined within this Quality First Framework) are in tune with theirs and, wherever possible, we will work together to deliver them over the next 12 months.

How did we get here?

Over recent months, our focus has been shaped by listening to several stakeholders. As always, we are driven by what you; our staff tells us whether that is through the staff survey, through walkabouts or groups such as the quality and safety groups. Being responsive to feedback received from our regulators such as the Care Quality Commission (CQC) and NHS England/NHS Improvement, and regularly engaging with our partners from across other NHS organisations and beyond is vital to our improvement journey.

Through considering feedback from our service users and communities and by applying the Equality Delivery System, this supports us to review and improve our performance to understand what we are doing well, and where we could do better for staff, patients and carers. National drivers such as the recently published NHS Long Term Plan (2019) which makes ambitious proposals for change across the NHS, the NQB Guidance on Learning from Deaths within the NHS and the Zero Suicide ambition which emphasise a learning and safety culture, are key contributors to shaping our priorities.

Combining this valuable information provides guidance for planning our priorities and these have been grouped into five themes:



Under each of these themes you will see what our priorities for the next 12 months are, and this should guide and focus our time and efforts.

Our mission: to provide quality, person-centred healthcare services with innovative and responsible use of resources for the people of the Black Country.

Continuous quality improvement - the foundation of what we do

What is quality improvement (QI)

Quality improvement goes beyond traditional management, target setting and policy making. QI methodology is best applied when tackling complex issues where the problem is not completely understood and where the answer is not known – for example, how to reduce the frequency of violence on inpatient mental health wards. QI utilises the expertise of people closest to the issue – staff and service users – to identify potential solutions and test them.

QI can release great creativity and innovation in tackling complex issues which services have struggled to solve for many years. The types of problems that we should be using quality improvement to tackle are those that require not only changes in behaviours or preferences, but also hearts and minds. To truly achieve the improvement in quality, outcomes and efficiency that the healthcare system needs, we need to make this goal part of everyone's daily work. QI helps by:

- bringing a systematic approach to tackling complex problems
- focusing on outcomes
- giving everyone a voice, and bringing staff and service users together to improve and redesign the way that care is provided
- valuing equality inclusion and human rights

At BCPFT, our aspiration is to provide care of the highest quality, in collaboration with those who use our services. As an organisation, that embraces continuous improvement and learning, achieving this will mean we have to think differently, be innovative, and give everyone, at every level, the skills they need to lead change. It will not be easy to build this inclusive culture, but focusing on what matters most to our service users/patients and staff, and improving access to evidence-based care will make our services more effective, give more power to our staff and enhance patient experience and outcomes.

You will hear a lot about QI, and there are several large scale models that in the future we may want to explore, but for now, we want to build on our current plans. Some of our workings are linked to national programmes, by working on small local projects.

Stand out for safety

What does it include?

To **Stand Out for safety** as a Trust, we have identified the areas to work on to support our clinical delivery. There are several plans and strategies such as the Continuous Improvement Audit Tool and developments on Quality Tech that supports one another in delivering our mission statement.

The Continuous Improvement Plan includes (but is not limited to):

- Learning from deaths
- Zero suicide ambition for inpatient services
- Reducing falls
- Physical Health Strategy including smoking cessation
- Improving our care planning
- Improving our risk assessments
- Ensuring our services meet all Infection Prevention Control standards
- Reducing restrictive interventions
- Improving the implementation of the Mental Health Act
- Improving the implementation of the Mental Capacity Act
- Developing our research & innovation programme
- Improving staff experience
- Embedding equality and inclusion

Some examples of our key achievements so far:

- Falls Collaborative – has seen a reduction of falls by 42% in pilot sites over 90 days and a sustained reduction of 13% across all older adult sites
- Beginning our journey towards being smoke-free
- The Trust was selected to be part of an NHSi and Royal College of Psychiatrists collaborative to reduce restrictive interventions
- National award nomination – Fibonacci (digital shared care record in Wolverhampton)
- Equality information hub data platform on BCP website in 2018 had data downloads of 12,205

What are our priorities for the next 12 months?

During 2019 - 21, our three priorities are:

- Learning from deaths
- Zero suicide ambition
- Reducing violence and aggression/ restrictive interventions



Stand Out
for safety

What will success look like?

Learning from deaths

- Learning from structured judgement case note reviews
- Development of a family liaison strategy
- Learning from the Learning Disabilities Mortality Review (LeDeR) programme which was established to support local areas to review the deaths of people with learning disabilities, identify learning from those deaths, and take forward the learning into service improvement initiatives.

Zero suicide ambition

- 24 hour crisis teams
- Early follow up after discharge
- Personalised risk assessments that mitigate risk with an inclusive approach to prevention
- Staff trained in “Connecting With People” suicide prevention
- Safer wards

Reducing violence and aggression / restrictive interventions

- Implementation of the “Safe Wards” national programme
- To deliver “See, Think, Act” training
- To have a robust model of de-briefing for staff post incident taking into consideration staff wellbeing
- Reduced use of restrictive interventions

How do we plan to get there?

- Improve patient safety across all clinical services to reduce avoidable harm
- Increase the effectiveness of services through improved outcomes
- Enable an inclusive, resilient culture of compassion and kindness
- A shared approach to decision making at all levels and across all services to enhance patient safety
- Learning lessons and embedding them in practice
- Empower and support aspiring leaders to progress in the organisation
- Implement the patient experience and involvement strategy

Reach out - listening & learning

What does it include?

Genuine co-production includes strengthening our existing working relationships with GPs, service users and carers also to look to build new relationships so we can deliver more joined-up services to people in our communities.

Some examples of our key achievements so far:

- Develop and implement a Volunteer Policy
- Patient engagement and co-production at a local level, recent examples include:
 - CAMHS website, participation strategy and CAMHS Council
 - Co-production of the Recovery College
 - Older Adults Psychology Dementia Services User Support Group
 - Community engagement with seldom heard groups, e.g in Wolverhampton
- Evidencing service improvement activity as a result of participation
 - Tell Us How We Did Form
 - Quality board developed
 - Patient stories at Trust Board and Equality Inclusion Board

What are our priorities this year?

While we continue to co-produce with all of our stakeholders and work together with the communities we serve, our priorities this year are:

- Increasing our volunteer programme
- Co-production with service users and their carers
- Embedding lessons learned from our external partners

What will success look like?

A clear patient engagement strategy supported by the Patient Engagement Steering Group.

How do we plan to get there?

- Work collaboratively with service users and carers to maximise patient and partnership benefits
- Develop a partnership agreement to implement new ways of working
- Create opportunities for more input from our service users and carers on strategies and services as they develop and reach out to seldom heard groups by working with the voluntary sector
- Listen to their feedback and adapt our services to their need



Look out - partnership working

What does it include?

There is a clear emphasis in the NHS Long Term Plan (2019) on working closely with our system partners across the Black Country and for some specialist areas across the wider Midlands region. The Trust recognises and values the importance of partnership working to enhance both the quality and sustainability of local services.

You will recognise several partnerships that we have been actively involved in including the sustainability and Transformation Plan (STP), our relationship with Dudley and Walsall Mental Health Partnership Trust and the Transforming Care Programme in learning disabilities. As we move into the next 12 months these collaborative relationships will continue to develop including new Primary Care Networks, place based alliances and the national New Care Models programme.

Some examples of our key achievements so far:

- Our merger programme with Dudley and Walsall Mental Health Partnership Trust to deliver a stronger organisation with a stronger voice, tackling the challenges we currently face, together
- Development of new intensive support teams to reduce the number of avoidable admissions to assessment and treatment beds in learning disabilities. A successful bid for access to substantial STP capital monies to develop a very different type of support offered from the Penrose unit.
- Development of standardised service specifications for some of our specialist mental health areas across the Black Country as part of the STP programme; A partnership for which our Chief Executive Officer has been appointed as the Senior Responsible Owner for the suicide prevention and mental health work streams.

What are our priorities this year?

Three key priorities are outlined for this year, but given the long-term strategic nature of this work they will continue into subsequent years as part of future planning.

We will mainly focus this year on:

- Merger with Dudley and Walsall Mental Health Trust (DWMH)
- Enhancing our strategic partnerships to benefit our local diverse populations
- Developing a Black Country system plan



Look Out
partnership working

What will success look like?

- To successfully deliver the merger of BCPFT and DWMH into one organisation
- We contribute, shape and support delivery of the Black Country system plan
- To deliver against our Five Year Forward View outcomes and plan for providing the aspirations of the Long Term Plan
- To continue to be active partners across the system, shaping and influencing the future models of service delivery, seeking out opportunities to enhance the service offering so outcomes for our communities are appropriately responsive and sensitive

How do we plan to get there?

- Successful development and delivery of our merger programme with DWMH
- A pro-active and purposeful approach to developing partnerships and working with key stakeholders, underpinned by the growth of clear strategic intentions for local services
- System-wide collaboration on developing a five year plan that articulates the ambitions, aims and priorities of the Black Country.

Shout out - staff engagement

What does it include?

Our aspiration is to be an employer of choice, a great place to work and known for a diverse and inclusive culture where staff feels valued. Several plans and information sources will underpin this including our communication and engagement plan, organisational development and staff experience plan, health and well-being plan and recruitment and retention plan.

Our staff are fundamental to our success as an organisation. To be successful, we need to attract and retain the right people to our workforce, and to do this, we need to focus and improve communication and engagement.

We also need to be more vocal about the range of services we provide in order to improve the way we market these to our external audience.

Some examples of our key achievements so far:

- Appointed a new Freedom to Speak up Guardian
- Worked on our image and branding
- Introduced staff exchange programme
- Development of TeamTalk Live
- Roll out of BCPTV
- Participant in Leadership Academy Talent Management pilot
- Development of Action Learning Set opportunity
- Signed up to the TUC Dying to Work Charter
- Introduction of Cultural Ambassador Programme
- Joined the Inspiring the Future Programme

What are our priorities this year?

Given our staff survey feedback, we feel that our priorities this year are:

- Improving recruitment and retention
- Improving our experience at work
- Improving the way we market our services

What will success look like?

- Improvement in staff survey results
- Positive feedback through appraisal process maintain appraisal target
- Improved staff Friends and Family Test
- Improved recruitment and retention figures
- Improved staff health and wellbeing, including reduced sickness figures



Shout Out
staff engagement

How do we plan to get there?

- Implement “Improving our Staff Experience Plan” to target the top three themes from staff survey:
 - Safety culture - Learn Together – We are going to ensure we all learn from feedback on incidents from our partners, service users and our carers
 - Health and wellbeing - Happy Together – your wellbeing is important to us, that’s why we will be introducing more ways to help you feel good at work
 - Staff engagement - Talk Together – we are going to organise more listening events so that as a team and make sure we all have a voice and continue to develop
- Implement joint Organisational Development plan with Dudley and Walsall Mental Health Partnership Trust
- Develop a marketing strategy for our clinical services

Work out - working smarter

What does it include?

A number of plans and information sources will underpin this, including:

- IT strategy
- Estates strategy
- Financial plan
- Annual plan

All of these plans are geared toward ensuring we have increased effectiveness.

Some examples of our key achievements so far:

- Favourable financial performance against 2018/19 control total
- Award of £3.5m year-end provider sustainability funding
- Roll-out of service line reporting to support successful contract negotiations
- Acceptance of 2019/20 annual plan breakeven position
- Successful capital bids for centrally funded wifi, energy efficient lighting and digital prescribing schemes
- Successful STP capital bid for Penrose redevelopment
- Plan developed for review and implementation of facilities management services
- Estates and facilities integration of plans and shared practice with DWMH
- Electronic patient records project group established
- Installation of trust-wide wi-fi capability
- Installation of BCPTV and video conferencing facilities
- Implementation of digital dictation (CAMHS)
- Work disability equality standard (WDES) group

What are our priorities this year?

Our priorities this year are:

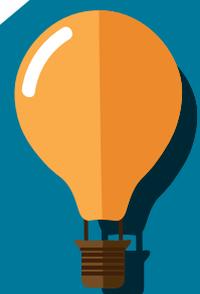
- Working smarter
- Using technology better
- Making sure our environment is fit for purpose

What will success look like?

- Successful delivery of RiO
- Maintaining good Patient-Led Assessments of the Core Environment (PLACE) audit results
- Delivery of capital schemes
- Achieving financial sustainability
- Using technology better to encourage smarter ways of working

How do we plan to get there?

- Develop a robust financial strategy
- Tight control over our performance and reporting
- A thorough implementation of our new clinical system (RiO)
- Manage and rationalise our existing estate, working in partnership to support sustainability
- Ensuring disability and due care considerations are taken into account



Work Out
working smarter

Our vision:
To work with local communities to improve health and wellbeing for everyone

Our values:

Compassion & kindness	Dignity & respect	Honesty & transparency	Empowerment	Integrity
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Our strategic priorities:

We will nurture a culture which provides safe, effective, caring, responsive and well led services	We will involve and listen to patients, carers and family's experience to continually improve services we provide	We will be a leading provider of specialist mental health, learning disabilities and children's services, proactively seeking opportunities to develop our services building partnerships with others, to strengthen and expand the services we provide	Attract and retain a well-trained, diverse, flexible, empowered and valued workforce	Resources will be used effectively, innovatively and in a sustainable manner
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Continuous improvement



Mortality review - learning lessons	Increasing our volunteer programme	Merger with DWMH	Improving the way we market our services	Working smarter
Zero suicide ambition	Co-production with service users and their carers	Delivering the NHS Long Term Plan	Improving recruitment and retention	Using technology better
Reducing violence and aggression	Embedding lessons learned from our external partners	Working with partners across the Black Country	Improving our experience at work	Making sure our environment is fit for purpose

Continuous improvement - at the foundation of what we do

References

NHS Long Term Plan - NHS, 2019, <https://www.longtermplan.nhs.uk/>