



South West
Yorkshire Partnership
NHS Foundation Trust



Our strategy 2024-2030



With all of us in mind.

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Chief executive and chair's welcome

Welcome to our strategy. It helps all of us, collectively, to understand what we want to achieve and how we will do it, focusing on our ambitions and goals. Always led by our values and behaviours

For our strategy to be successful, we knew we needed to ensure that our colleagues, the people we serve and our partners were engaged from the very start. To achieve this, we launched an #allofusconversation engagement exercise, where we invited people to share their views on what we should do over the next five years.

This gave us rich feedback about our organisation and future direction. We heard from over 1500 voices from across our communities. We sought views from a mix of face-to-face conversations, digital and paper surveys. We would like to thank those who made time to share their views with us, our strategy is very much stronger because of people's generosity with their time and feedback.

We are proud to have hosted over 65 face-to-face conversations with our colleagues, including workshops and drop-in sessions hosted by our Board members. We also visited many teams and services across our footprint to hear the voices of those we otherwise wouldn't. The visits, along with our digital survey, meant we heard from almost a quarter of our colleagues. We are very grateful to our colleagues who took the time to have conversations with us and who in turn, also held conversations with their teams and colleagues.

Combining this feedback with our strategic analysis and our equality impact assessment,

meant that we were able to develop a strategy that is reflective of the people at the heart of our organisation.

Our values are where we always start. They run through all that we do and are the basis for how we behave and our culture. You will see that our values weave through our actions, behaviours, relationships and plans with our colleagues and the people we serve. While doing this, we'll set out clear areas of measurement so that we can see our progress, how well we are delivering what we set out to do and where we need to focus our efforts.

We promise that we will be the best we can be – providing the best quality services, being the best place to work and learn, being the best partner, and providing the best value. This will support us to achieve our purpose of helping people to reach their potential and live well in their communities.

We are clear that we will be ambitious for the people we serve and our colleagues. We already have a track record of strong delivery and performance, we have a good culture and have engaged colleagues, in fact we are the 3rd highest ranked NHS trust for morale nationally. One of our values is to **improve and aim to be outstanding**. Our strategy is our road map for our journey to being outstanding.

Our strategy was developed with 'all of us in mind' and we will ensure that it is delivered with pride, skill, focus and compassion. We are looking forward to working with you to make a real difference in the coming years.

Chief executive: Mark Brooks



A handwritten signature in black ink, appearing to read 'Mark Brooks'.

Chair: Marie Burnham



A handwritten signature in black ink, appearing to read 'Marie Burnham'.

1. Context to refreshing our strategy

Our purpose is to help people reach their potential and live well in their communities. We do this through our values and actions, directed by the ambitions and objectives we set through our strategy.

We agreed our previous Trust strategy in 2018. Since then, it is a bit of an understatement to say that there have been a lot of significant changes to the context in which we work. The NHS system has changed with the introduction and development of integrated care systems, and the very welcome increasing emphasis on collaboration and place based approaches. We have lived through a global pandemic which highlighted the issue of health inequalities and the realisation that some of our services have not always met people’s needs in the best way for them. There have been significant changes in our society with an ageing population, along with increases in the cost of living exacerbating the impact of deprivation on health. We have also seen rapid increases in the use of technology and digital innovations with some people feeling left behind. We are increasingly seeing the impact of climate change on our world and the need to act quickly to stop things becoming worse.

Our current position is that we are part of an NHS which is under pressure. We are still addressing the impact of the pandemic. We are dealing with changes in demand and acuity, which is part of the reason we have longer waiting lists. We also have increased financial constraints and a new Government in place.

In this complex and uncertain environment, it is even more important that we think about where we are going and how we can support the people we serve. It is essential that we do careful and clear planning so we have a shared understanding of the things which will help us to be the best we can be and make the biggest difference to the people we serve and our colleagues.

Whilst there are lots of challenges, some that we haven’t faced before, we have a strong foundation given our good and consistent record for performance and delivery. Whilst in recent months public satisfaction with the NHS is at an all-time low, the public support for the NHS providing care that is free of charge when you need it, funded through taxation and available to everyone remains incredibly strong.

Whilst there is much work to do, it is important to remember the excellent care that we deliver and our strong performance across our range of services. We have a strong foundation to build on and you will see that we are focussing consistently on health inequalities and equity of access for all. We are clear on what is important to those we serve and our colleagues, and we have a clear road map for our journey to being outstanding.

It is this clear plan that means all of us can take the actions we need, respond to opportunities that emerge and deliver the very best impact as we work together with all of us in mind.



2. Who we are and who we serve

At South West Yorkshire Partnership NHS Foundation Trust, we exist to help people reach their potential and live well in their community. We are a provider of mental health, learning disability and wellbeing services in Barnsley, Calderdale, Kirklees and Wakefield; and additionally provide physical health community services in Barnsley. We also provide specialist secure mental health (forensic) services for the whole of Yorkshire and Humber.

Our organisation also provides services that promote healthier communities and prevention through supported self-care, recovery focused approaches, peer support and community involvement, as well as volunteering and supported employment. We are proud of our Recovery Colleges, three linked charities of Creative Minds, Spirit in Mind, and the Mental Health Museum, our volunteering services, and Altogether Better (a national organisation that is hosted by the Trust) further contribute to this.

All our services are focused on principles of recovery and co-production, working with the strengths of each person and those of their carers and the wider community.

We have almost 5,000 colleagues, in both clinical and non-clinical support services, working hard every day to make a difference to the lives of service users, their families and carers. In fact, we have the privilege of having over 83,000 contacts with our service users, their families and carers every month. How we work is as important to us as what we do, and our values really matter to us.

Being a foundation trust means we're accountable to our members, who can have a say in how we're run and how they'd like our services to be developed. Around 14,300 local people (including our colleagues) are members of our organisation.

According to the latest census data 2021 The Trust serve 1.237 million people living across South and West Yorkshire. The Trust also have services and colleagues in North Leeds, Sheffield, Doncaster, and Rotherham. Most of the care we provide is delivered in local communities. This means we work in all the villages, towns, and cities, from Todmorden and Hebden Bridge in the west, to Castleford and Pontefract in the east, Hoyland and the Dearne Valley to the south of Barnsley.

All of this is led by our strong set of values, which unite our colleagues and guide our efforts every day - with all of us in mind.



3. Our places and partnerships

To help people live well in their communities we understand that services need to be joined up, responsive and delivered as close to people's homes as possible. We know that to achieve this we need to work together across the whole health and social care sector. We are committed to helping join up care wherever possible, and are working in partnership on a local level in each of our areas to make this happen.

We are an integral partner in the West Yorkshire Health and Care Partnership. We are also a leading partner in the West Yorkshire Mental Health, Learning Disability and Autism Collaborative. This involves collaborative work in key areas such as suicide prevention, acute mental health inpatient services, community mental health services, learning disability services, services for people with autism/ADHD, and other complex care systems. We are also lead providers for the West Yorkshire Adult Secure Provider Collaborative and are partners in the West Yorkshire Adult Eating Disorders and Children and Young People's Mental Health provider collaboratives.

As well as working on a sub-regional level in West Yorkshire we are also involved in provider alliances across Kirklees and Wakefield, the Wakefield Integrated Care Partnership, the Wakefield Mental Health Alliance, and with Calderdale Cares. We are working closely with partners to ensure that mental health services are integrated into the local health and care systems and are delivered in a collaborative and partnership focused way.

We are also the lead provider for the West Yorkshire adult secure NHS-led provider collaborative. The aim of NHS-led provider collaboratives is to ensure that people with specialist mental health, learning disability and autism needs experience high quality, specialist care, as close to home as appropriately possible.

We are members of the South Yorkshire Integrated Care System with our colleagues involved in the workstreams driving forward collaborative working. This includes stroke services, ASD/ADHD, CAMHS and employment. We are also a leading partner in the South Yorkshire Mental Health, Learning Disability and Autism Alliance and the lead for the South Yorkshire Adult Secure Provider Collaborative.

In South Yorkshire we are founding members of the Barnsley Community Health and Care Alliance, which integrates physical, mental and community health and primary care along with social care. We are key members in the integrated care partnership, committed to joining up care for the people of Barnsley. We are working as part of area based partnerships in Barnsley to provide more localised community services, including the development of joined up care in neighbourhoods and primary care networks, which are more responsive and focused on places nearer to where people live. This includes work on stroke services, frailty and older people, neighbourhood nursing and cardiovascular disease.

We are also the lead provider for the South Yorkshire and Bassetlaw adult secure NHS-led provider collaborative.

Our Yorkshire Smokefree service helps the people of Barnsley, Calderdale, Doncaster, Sheffield, Wakefield and Barnsley to go smoke free, achieving in 2023 the second best quit results nationally. In addition, the South Yorkshire liaison and diversion team provide a service across South Yorkshire for people with mental health problems, who are in touch with the criminal justice system.

We believe that partnership working across the whole health and care system is essential to delivering for local people. We are committed to making sure that we continue to be active partners on the local, regional and national level.





4. Our all of us conversation and the development of our strategy

We began our journey to refresh our strategy by collaboratively developing and agreeing underlying principles for how we would work. We wanted to take a positive approach to celebrating current strengths and learning, and be clear where there are areas that we can improve. We wanted as many people to be involved as possible so we keen to take a conversation based approach, using various different channels to maximise engagement.

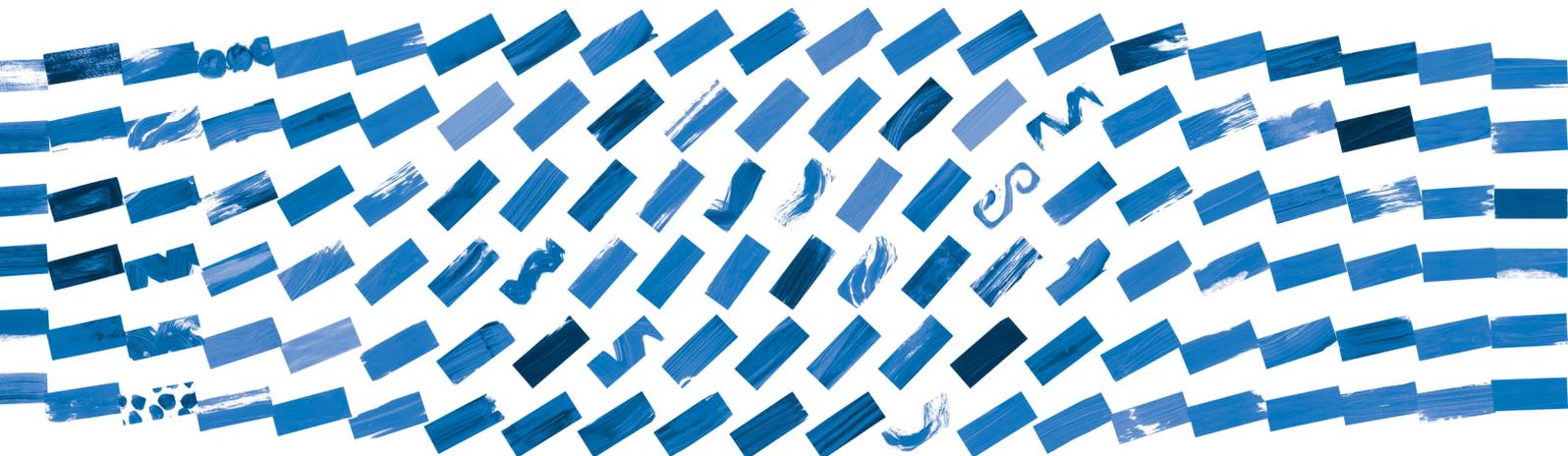
Our process

1. We were clear that we needed to consider three different, interrelated areas to ensure that we developed a refreshed strategy that was based on evidence, what we already know, and what our colleagues, local communities and partners wanted to tell us. It is important that our strategy reflects the voice of the people serve and work with. This included:
2. A full strategic analysis to develop a comprehensive picture of our strategic context
3. The development and use of a comprehensive Trustwide equality impact assessment
An extensive, inclusive engagement exercise

Strategic analysis

- Our comprehensive strategic analysis involved:
 - The production of a strategic overview document which considered:
 - Our external environment using a PESTLE framework (considering political, economic, social, technological, legal, environmental factors)
- Our internal position using a SWOT (strengths, weaknesses, opportunities and threats).
- A review of themes from our current strategies, including those of both integrated care systems and place
Consideration of the summary of our strategic risks as set out in the Board Assurance Framework (BAF)

From this we were able to identify the key themes the strategy needed to address, which we used to compliment the information gathered as part of our engagement. We made sure we used language to describe these themes in language used routinely by our communities.



Trustwide equality impact assessment (EIA)

We developed a comprehensive equality impact assessment and discussed this widely as part of our strategy development.

- The headline themes we identified were:
- Health inequality
- Impact of delays and waiting
- Levels of male suicide with even higher rate in gay and bisexual men
- Access to talking therapies
- Workforce gender ratio
- High number of women with history of abuse accessing mental health services and link to trauma informed care
- Demand
- Stigma
- Smoking prevalence and mental health
- Links to voluntary sector
- Large number of unpaid carers, many struggling with poor physical and mental health
- People from the White Gypsy or Irish Traveller, Bangladeshi and Pakistani communities have the poorest health outcomes across a range of indicators.
- Black-British men are overrepresented in mental health secure care
- Communication and digital
- Carers

Engagement – our #allofus conversation

It has taken #allofus to develop our strategy. The collective effort of those who took the time to share with us their voice, views, opinions, and insights means we have genuinely been able to put the person first and in the centre.

The engagement approach was extensive. We wanted to ensure the strategy refresh belonged to all of us, adequately reflecting the voice, views and experiences of our colleagues, governors, members, service users, carers, families, partners, and stakeholders. Our priority was to hear the voice of the people we serve.

Before starting our approach, we identified existing insight from a range of internal and external sources to identify what people had already told us. This information came from the work we have done over many years of engaging people, partners, and the wider system. We truly value when people share their views freely. We wanted to honour this voice and make sure we did not lose anything that had already been shared with us.

This information already created a rich picture of our services, progress, and what matters to people. We found key areas of excellence, themes for improvement, as well as challenges. This information gave us in-depth knowledge and a solid place to start.

To hear a broad range of voices, our approach was to go to where people live and meet to have conversations. By supporting those already connected to others, we were able to use forums, spaces, and places to talk, listen and share ideas that we wouldn't otherwise have been able to. This means we are able to include the voices that often are not heard.

During our involvement we heard from colleagues, who valued the time to talk about our organisation, engaged partners in conversations, and used our community assets through 'connecting people'. It is a testament to our strong relationship with the voluntary and community sector, that we were able to engage extensively with our communities. The result was a reflective response of the workforce and population we serve. Each voice giving us a unique perspective. We heard from over 1500 people from our communities, a almost a quarter of our workforce, and all our partners were involved.

Learn more about who we heard from:



Our **online survey** was completed by:

1283 people in total



410 from our workforce



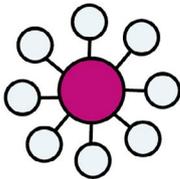
805 local people



of which:

18% were from Wakefield,
52% Kirklees,
6% Barnsley,
23% Calderdale

68 stakeholders



And over 65 **face to face conversations** took place



36.9% said they were a carer



20.5% said they had a mental health condition



69% of respondents were female

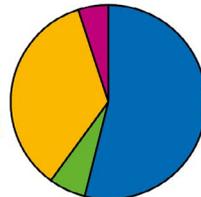


4% said they were gay or lesbian



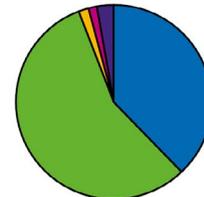
54% of respondents said they were white,

6% of mixed heritage,
35% Asian and
4.5% said they were black



25.5% said they were Christians,

38% Muslim,
1% Jewish,
1% Sikh and
1.7% Hindu



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From individual experiences, day-to-day encounters, survey feedback, community conversations and informal chats, each unique voice has truly helped us to understand what really matters to people.

Here is what people told us:

- Access to services, specifically when in crisis, and in young people services can be challenging
- Continued support following discharge or signpost to places where people can wait well is important
- Cost of living and digital are still barriers that people struggle with are really important
- Person centred care that is trauma informed, delivered by a kind and compassionate workforce built on trust and good relationships where people feel safe is critical
- Waiting times and increased community support would improve experience of our services – with all the system, including voluntary sector & primary care working in a joined-up way
- More shared decision making in the design and delivery of health and care is needed. It was felt we sometimes overlook the role of families, carers and loved ones
- Most value being treated with dignity and respect. This includes culturally and spiritually appropriate care and environments
- Partner organisations would like us to be more visible in the design of local systems
- Stakeholders would like us to be a system lead on transformation programmes
- Workforce colleagues would like to feel more valued within design and delivery and be able to make improvements
- Identified blockages in the system around communication and sharing of information
- Identified a lack of capacity within our workforce
- A diverse workforce that is reflective of the population but also types of roles is yet to be achieved consistently.
- Narrowing the gap and addressing health inequalities needs more work
- Holding people to account to do their job in a compassionate way in needed to 'close the loop'
- Demystifying what we do is needed as it is confusing.

As an organisation, we value voice and wanted everyone to feel included, from our colleagues to the people we serve. Everyone's voice has counted in the development of this strategy. The ideas, views, ambitions, and passion for our organisation has been evident. Together we will make sure our organisation is the best we can be, ready for today and relevant for tomorrow.

““ Once in the system I find colleagues lovely and flexible, supportive ””
Patient

““ Being treated with care and respect by qualified good professionals ””
Patient

““ Get more people with experience to volunteer and help with the recovery process ””
Patient

““ Provide more specialists, female medical colleagues and colleagues from other cultures who can speak different languages ””
Colleagues

““ I would love to see more services offered locally in the community ””
Carer

““ Thank you for listening, I felt truly valued ””
Colleagues

““ We provide fantastic support and care and I feel service users are always put first ””
Colleagues

““ I want to be involved in my own care ””
Patient

Strategy development

The richness of our analysis and extensive engagement has helped us to identify the areas of focus for our refreshed strategy. We have done this by triangulating the information from what people have told us, with the EIA and our strategic analysis. These have been used to develop the aims and objectives set out in our strategy.

5. Our purpose

Our purpose was developed through previous extensive co-creation. It is to

Help people reach their potential and live well in their community

Our purpose has not changed. Our extensive, inclusive #allofus engagement has confirmed that this statement is recognised widely and fully embraced by all, and it is therefore restated as part of this refreshed strategy as our collective purpose.

6. Our strategic aims and objectives

Our three strategic aims

Our strategy describes our role within our neighbourhoods, communities and places. It sets out how we will work and what we will achieve together. As our overall Trust strategy, it informs all of our other strategies and plans, and provides a way for us to be clear about our focus and direction.

Our strategic aims allow us to consider particular areas so that we can collectively focus our efforts to make the most difference.

From our analysis and extensive engagement, we have identified three strategic aims:

Strategic aim one: We will live our values

Strategic aim two: We will be the best we can be

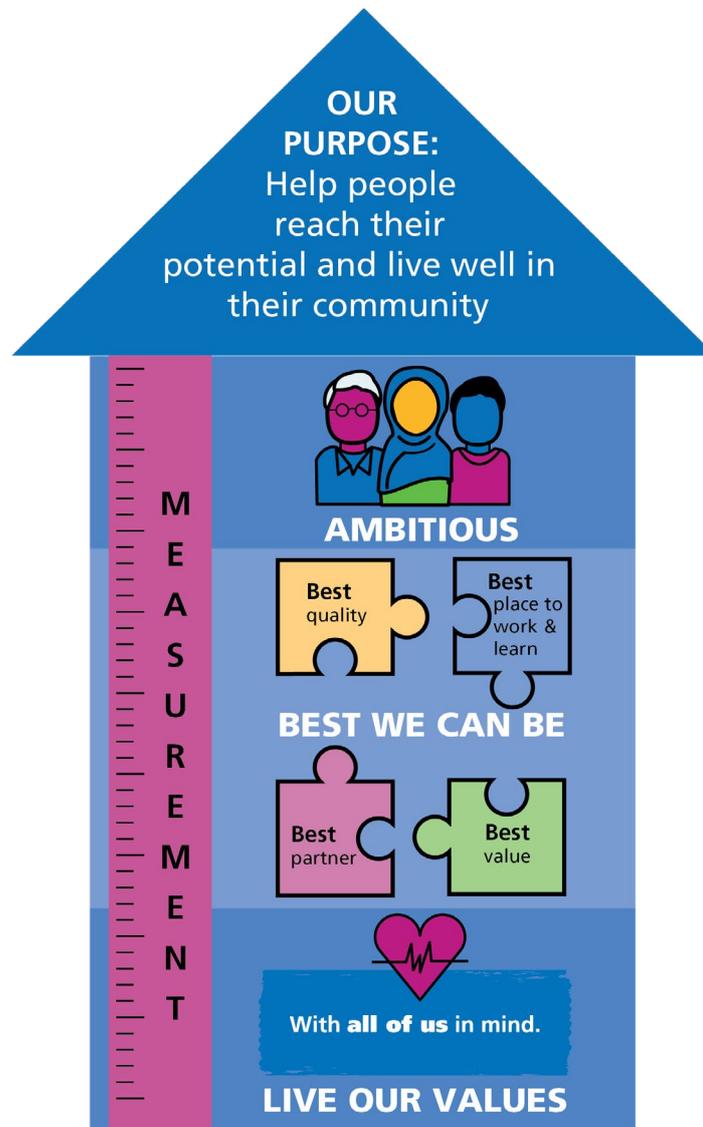
Strategic aim three: We will be ambitious

For each strategic aim, using the evidence from our engagement and analysis, we have

- Set out our strategic objectives and what this means we will do
- Set out what we will see if we are getting it right
- Started to identify how we will measure progress

This work means that we have a strong line of sight from our strategy through to what we do, and the measures which will enable us to be very clear whether we are achieving what we have set out to do.

Our overall strategy



Measuring our progress

We have considered each strategic objective and identified what we will see if we are getting it right. We have already started work to set out clear areas of measurement so that we can see how well we are delivering what we set out to do, and where we need to put more or different effort. We are very aware that finalisation of these example measures will require further engagement and co-creation with a variety of different people. This will be undertaken as part of the deployment and ongoing delivery of the strategy.

We will also need further work, with our organisation Board and others, to identify how we measure progress towards our ambitions.

As part of the further development of our measures we will be clear about what we are using to manage performance and what we will use to drive improvement. For all improvement measures we will use our #allofusimprove approach and will therefore establish:

- Clear, measurable aims
- Families of measures (considering outcomes, process measures and balancing measures)

We will ensure we use intelligence and insight to inform decisions and drive our continual improvement.

Strategic aim one: We will live our values

Our values are well embedded and recognised, and this has been confirmed through the extensive, inclusive engagement that we have done as part of our strategy development. Our strategy sets out how we will make sure that we fully live our values in all that we do. This includes how we behave towards service users, patients and carers and our partners and colleagues.

We have identified living our values as our first strategic aim because our values are where we always start, they are the basis for how we behave. They are the foundations of our culture and run through all that we do. Our strategy sets out how we will truly live them with 'all of us in mind'.

Strategic objectives

The objectives and measurements that we will focus on as part of our 'living our values' are set out in the tables below:

How we will live our values

Value	 Person first and in the centre	 Families and carers matter	 Respectful, honest, open, and transparent	 Improve and aim to be outstanding	 Relevant today and ready for tomorrow
Strategic objective – We will	<ul style="list-style-type: none"> • be equitable, diverse and inclusive and support culturally and spiritually appropriate care • be compassionate, trauma informed, and recovery focussed and make safeguarding everybody's business • Involve people, listen and respond to feedback from service users, patients, carers and staff 	<ul style="list-style-type: none"> • support carers • involve people, work in co-production and share decision making 	<ul style="list-style-type: none"> • use our values as the basis for the way we communicate with each other • use our values as the basis for the way we behave with each other to support and challenge 	<ul style="list-style-type: none"> • focus on improving all that we do • weave creativity, research and innovation through all that we do 	<ul style="list-style-type: none"> • focus on the difference we make and use data and insight to demonstrate the impact • be socially responsible and sustainable
	<ul style="list-style-type: none"> • Collectively determine and define the behaviours we expect, encourage and nurture, those we discourage and those that we just won't accept • Collaboratively develop ways in which we can help all of us to model and live out our values in all that we do so it is easy to do the right thing • Ensure that our values weave through our actions, behaviours, relationships and plans with our colleagues and the people we serve • Collectively explore how we can provide opportunities and time to understand and think 	<p>We will live our values</p>  <p><small>With all of us in mind.</small></p>			

How we will know if we are getting it right and living our values

Value	 Person first and in the centre	 Families and carers matter	 Respectful, honest, open, and transparent	 Improve and aim to be outstanding	 Relevant today and ready for tomorrow
What we will see if we are getting this right	<p>There are smaller differences between the reported experiences of different groups of staff</p> <p>We have improved performance on workforce measures like the workforce race equality standards and workforce disability equality standards</p>	<p>Our carers tell us through our feedback mechanisms</p> <p>We have better performance on carer support measures such as the carers passport</p> <p>We have a range of family friendly policies which are accessed by the staff who need them</p>	<p>Our staff recognise and refer to</p> <ul style="list-style-type: none"> our clear ways of communicating with each other our acceptable behaviours <p>We have resources that provide guidance on what to do in difficult situations and examples where people do this well that we have celebrated</p>	<p>We have lots of examples of improvement that we have shared where we can demonstrate the positive impact we have had</p> <p>We have clear plans and trajectories of the improvements we want to make and when we expect to see impact</p> <p></p>	<p>We have improved our performance measures on social responsibility and sustainability</p> <p>We have developed new ways of working and delivering care, that focus on learning, research and improvement</p>
	<ul style="list-style-type: none"> Our service users, patients, carers and staff tell us through our feedback mechanisms including <ul style="list-style-type: none"> Friends and family test results Complaints and compliments Surveys – both national and local for service users, patients, carers and staff We benchmark well against similar organisations on measures that relate to our values Our staff tell us they would recommend us as a place to work and they stay working for us 				<p>We will live our values</p>  <p>With all of us in mind.</p>

Example measures for living our values

Value	 Person first and in the centre	 Families and carers matter	 Respectful, honest, open, and transparent	 Improve and aim to be outstanding	 Relevant today and ready for tomorrow
Measures	<ul style="list-style-type: none"> Workforce race equality standards performance Workforce disability equality standards performance Patient carer race equality framework performance Health and wellbeing measures Service user involvement in care planning 	<ul style="list-style-type: none"> Use of carers passport Involvement measures Triangulated themes from the insight report Feedback from external partners such as Healthwatch Patient carer race equality framework performance 	<ul style="list-style-type: none"> Examples where people do this well that we have recognised and celebrated Examples where we have responded and improved in response to issues being identified Workforce characteristics data Themes from service user/carers feedback that have resulted in sustained improvements 	<ul style="list-style-type: none"> Numbers of improvement stories Outcomes from improvement projects and programmes <p></p>	<ul style="list-style-type: none"> Social responsibility and sustainability performance measures Learning, research and improvement outcomes Outcomes from digital and estates improvements Examples of data and insight being used for decision making
	<ul style="list-style-type: none"> Friends and family test results Turnover and retention rates Staff survey results Service user survey results 				<p>We will live our values</p>  <p>With all of us in mind.</p>

Strategic aim two: We will be the best we can be

Our four best statements

We aim to always be the best we can possibly be. We will do this every day and for every contact we have with those we serve and those colleagues we work with. For this strategic aim we have identified **four best statements** which we will use to theme our strategic objectives.

We will be the best we can be by:



Providing the best quality services

Being the best place to work and learn

Being the best partner

Providing the best value

Best quality

To provide the best quality we can we have identified four strategic objectives. These are set out below, along with statements about how we will know if we are getting it right and examples of the measures and metrics we will use:

- We will ensure equitable access, experience and outcomes for all
- We will ensure our services are consistently safe, responsive, personalised and effective
- We will ensure continuous inclusive improvement is integral to developing and delivering creative and innovative services
- We will consistently address health inequalities across our services, ensuring we are inclusive and working to minimise the impact of deprivation.

Strategic Objective – We will	What this means we will do	What we will see if we are getting this right	Example measures
Ensure equitable access, experience and outcomes for all	<ul style="list-style-type: none"> • Improve access to our services, ensuring those who need our services can access them when they need to • Carefully monitor who is accessing our services and work to ensure that those who should access our services are encouraged and enabled to do so • Where a wait for our services is unavoidable, ensure those waiting are supported to wait well, and that the waiting does not increase health inequalities • Have a clear and consistent understanding of how our service users and patients experience our care, listening well, sharing compliments and responding promptly when improvement is needed • Proactively identify opportunities for prevention and earlier intervention, with clear programmes of activity to achieve positive impact for all 	<ul style="list-style-type: none"> • Our measures demonstrate equity of access and improvement of performance • Our service user/patient experience measures are the same for people from all groups • We have qualitative themes triangulated with quantitative data to identify clear areas of focus which are improving 	<ul style="list-style-type: none"> • Data presented by protected characteristics and deprivation for demand, waiting times, access to services, service user/patient experience and outcomes
Ensure our services are consistently safe, responsive, personalised and effective	<ul style="list-style-type: none"> • Ensure good quality data is available to enable teams to understand, in near real time, how safe responsive and effective their services are. • Foster an effective and proactive surveillance culture, looking for hotspots, peaks or trends on safety and effectiveness • Ensure we understand our patients and service users as individuals, tailoring person-centred care and recovery services to ensure they live as well as they can in their community • Ensure we prepare as much as possible for changes in need, flow and demand through insight gained from data and knowledge and the use of coherent prediction models 	<ul style="list-style-type: none"> • Our service users, patients, carers and colleagues say they are • We have a wealth of stories which demonstrate this, that we have shared • Our measures of personalised care have improved and benchmark well • We have implemented the patient safety incident framework and have seen improvements in the areas we have focused on 	<ul style="list-style-type: none"> • Patient safety data • Feedback mechanisms from our service users, patients, carers and colleagues including • Friends and family test results • Complaints and compliments • Surveys – both national and local for service users, patients, carers and colleagues • Community insight and intelligence • Triangulated evidence that identifies areas of excellence, and indicates areas for improvement • Service user involvement in care planning

<p>Ensure continuous inclusive improvement is integral to developing and delivering creative and innovative services</p>	<ul style="list-style-type: none"> • Ensure continuous inclusive improvement is integral to developing and delivering creative and innovative services • Ensure that our #allofusimprove approach to improvement runs through everything we do as part of our journey to become outstanding • Increase the use of intelligence, insight and evidence to inform decision making, improvement activity and determine innovation priorities • Ensure our values are woven through the development and delivery of our services and that we have a creative and recovery focus • Fully understand and celebrate where our services and teams are doing well and where they are struggling so we can provide comprehensive, proactive support • Ensure that our communities have a voice in identifying areas for improvements, and particularly to help us address health inequalities • Support our colleagues, volunteers and community connectors to be confident and competent in quality improvement and understanding and interpreting data • Ensure that knowledge, evidence and research is accessible and used to improve our services in line with best practice 	<ul style="list-style-type: none"> • We have lots of examples of improvement that we have shared where we demonstrate a positive impact • We have examples of where we have learnt from incidents and concerns and made demonstrable improvements • All teams can talk about a quality improvement that they have made • We have achieved cultural change which means our leadership style is always inclusive • We have a coordinated and planned approach to identify areas for innovation 	<ul style="list-style-type: none"> • Numbers of improvement stories • Improvement impact measures (both qualitative and quantitative) • Innovation impact measures • Triangulated evidence that identifies areas of achievement and focus areas for future improvement • Health inequalities data • Evidence that quality improvement opportunities identified as part of all relevant reports
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<p>Consistently address health inequalities across our services, ensuring we are inclusive and working to minimise the impact of deprivation</p>	<ul style="list-style-type: none"> • Measure the outcomes and impact of what we do in a variety of ways so we can fully understand the difference we make and how it can be improved further • Work closely with our communities and partners to understand how we can work together to address inequalities through focussed activity with clear impacts and outcomes. 	<ul style="list-style-type: none"> • We have reduced the health inequalities for some of the people who engage with our services. Over time we will reduce health inequalities for all the people who engage with our services • We have examples where we have used data and community insight to develop targeted support for health improvement providing opportunity for improved prevention and reduced health inequalities • We have coordinated and planned priorities each year designed to reduce health inequalities, though annual and business planning cycles 	<ul style="list-style-type: none"> • Health inequalities data • Improvement impact measures for annual agreed priorities • Coherent and clear process measures about coordination of actions to achieve a reduction in health inequalities
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Best place to work and learn

To be the best place to work and learn we have identified four strategic objectives. These are set out below, along with statements about how we will know if we are getting it right and examples of the measures and metrics we will use:

- We will consistently focus on, and develop our #allofusinmind culture in line with our values
- We will provide all colleagues with a strong and clear focus on our journey to outstanding
- We will ensure inclusive practices with #allofusinmind so that our colleagues feel they belong, are proud to work here and want to stay
- We will develop new ways of working and delivering care, with a focus on learning, research and improvement.

Strategic Objective – We will	What this means we will do	What we will see if we are getting this right	Example measures
Consistently focus on, and develop our #allofusinmind culture in line with our values	<ul style="list-style-type: none"> • Provide a safe, compassionate and flexible work environment in line with our values and service need • Ensure our values guide our behaviours, the planning and delivery of services, and our choices about the changes we will make • Ensure we provide a range of opportunities to listen and learn from the voice of our people and respond in line with our values. This includes learning from people who leave • Encourage greater use of our comprehensive wellbeing offer so people are safe, healthy, and thrive at work • Improve communication between all colleagues so messages are passed up, down and across the organisation 	<ul style="list-style-type: none"> • A consistent focus on the psychological wellbeing of our colleagues that is easy to understand and describe • A comprehensive colleagues support and wellbeing offer that our colleagues access and value • A clear definition of our #allofusinmind culture with a clear approach to measurement, feedback and response • A clearly defined, coordinated program of work that builds and embeds our culture into everything that we do 	<ul style="list-style-type: none"> • Colleagues wellbeing including • Levels of burnout • Bullying and harassment • Survey results • Colleagues turnover by area • Colleagues sickness absence by area • Colleagues sickness related to work related stress / anxiety • Colleagues survey results • Culture measures such as learning culture, just culture • Colleagues involvement in quality improvement



<p>Provide all colleagues with a strong and clear focus on our journey to outstanding</p>	<ul style="list-style-type: none"> • Develop modern, compassionate and clear management resources and policies that enable managers to lead their teams equitably and with clarity • Collaboratively develop compassionate leadership and compassionate accountability behaviours, with underpinning management tools, processes and support • Improve our ability to inclusively recruit, support and retain colleagues from a diverse range of backgrounds and communities • Ensure our approach to organisational and service change is inclusive, compassionate and coherent and will support us to be pragmatically ambitious 	<ul style="list-style-type: none"> • Clear guidance on accountabilities and responsibilities for every colleague • Evidence based leadership and management development programmes that support our colleagues to lead and manage well and focus on becoming outstanding • Support services which provide a proactive, supportive response to underpin decision making which creates psychological safety when making difficult decisions in difficult circumstances • Colleagues report that they have received information and clearly understand their role as part of this journey • Colleagues report that the progress is regularly discussed e.g. at team meetings, 1:1s and appraisals. 	<ul style="list-style-type: none"> • Support service metrics such as response times and evaluations from operational colleagues • Colleagues appraisals completed in a timely way • Exit interviews completed • Use of freedom to speak up • Colleagues supervision sessions held in a timely way • Colleagues accessing learning and development opportunities • Feedback from learning and development opportunities
<p>Develop new ways of working and delivering care, with a focus on learning, research and improvement</p>	<ul style="list-style-type: none"> • Empower people to improve what we do by listening and providing opportunities and tools that make it easy to improve and demonstrate the impact • Recognise, celebrate and reward learning and training successes, creating an environment where teaching and learning are encouraged, supported and rewarded. • Achieve Teaching Hospital status • Support, encourage and reward professional accreditations for our services • Support the implementation of technology and data transformation to underpin new models of care, including digital innovations in line with our values • Ensure we have a knowledge, learning and teaching culture where students and trainees are valued, supported and listened to 	<ul style="list-style-type: none"> • We are a teaching trust with a consistent focus on learning, research and innovation • We have developed and delivered a range of opportunities that inspire team and individual learning and development – both formal and informal • Our students and trainees tell us that they have had a good experience and they want to come and work with us • We have a well-developed system that supports innovative ideas being tested and implemented • Our volunteers moving into employment 	<ul style="list-style-type: none"> • Reduced use of agency colleagues • Learning and development activity • Research and development activity • Innovative ideas being put forward, developed, tested and implemented • Evaluation of new ways of working

Best partner

To be the best partner we have identified four strategic objectives. These are set out below, along with statements about how we will know if we are getting it right and examples of the measures and metrics we will use:

- We will improve our detailed understanding of the communities we serve and use this information to inform our work together
- We will work closely with other organisations across the places and communities we support to improve health and care systems and collectively address health inequalities
- We will actively engage with voluntary and community sector organisations who support the people we serve
- We will nurture partnerships that are based on trust and collaboration for the benefit of the people we serve, including developing partnerships with service users and their carers as well as internal partnerships between colleagues.

Strategic Objective – We will	What this means we will do	What we will see if we are getting this right	Example measures
<p>Improve our detailed understanding of the communities we serve and use this information to inform our work together</p>	<ul style="list-style-type: none"> • Increase the available insight about our communities so we understand similarities and differences. Consider and respond to this insight overall, at place and at neighbourhood • Maintain and develop our community assets as a vehicle to connect directly into different communities and listen to, and act upon what they say • Actively work with communities and our partners to support the delivery of services as close as possible to where people live 	<ul style="list-style-type: none"> • Increased community insight which influences our work • Comprehensive, up to date and easily accessible information of our communities in all of our places • Proactive and consistent involvement of our communities in service design and decisions on use of resources • Planning decisions which are routinely based on our increased and improved community insight • Easily accessible data and insight which we use to measure improvements. We are able to share this securely, to support seamless service provision • Population adjusted data with meaningful analysis as part of our reporting mechanisms • We have plans in place for community engagement with measures of effectiveness • We have plans in place for reducing health inequalities with impact measures 	<ul style="list-style-type: none"> • Involvement measures • How well information on our communities is built into our service planning processes and how it influences our decisions • Examples of genuine co-production of services with communities

<p>Work closely with other organisations across the places and communities we support to improve health and care systems and collectively address health inequalities</p>	<ul style="list-style-type: none"> • Clearly articulate what being the best partner means, evaluate how well we do this and take actions to improve in line with our values • Ensure we can all explain simply about the Trust to our communities and partners • Be active members of South Yorkshire Integrated Care System, West Yorkshire Integrated Care System, Barnsley, Calderdale, Kirklees and Wakefield place, leading work where it makes sense to do this • Ensure clarity about our different partnership roles and responsibilities and where we will support work and where we will offer to lead 	<ul style="list-style-type: none"> • We have collaborative and system wide improvement projects which demonstrate a positive impact • We can demonstrate active involvement in groups and system wide partnership activities. • We have system wide sharing and collaborative learning experiences • Interoperability is supported by improved infrastructure • We have a shared understanding of how we can best support integrated care that maximises independence and wellness • We have adopted measures relating to anchor organisations and can demonstrate improvement 	<ul style="list-style-type: none"> • Improvement stories from service users, carers, colleagues and partners • Externally produced evaluation reports • Community data in relation to wellness, prevention and health promotion with an understanding of our contribution • Examples of where we have worked with partnership to contribute to wellness, prevention and health promotion • Health inequalities measures • System measures at place • anchor organisation measures
<p>Actively engage with voluntary and community sector organisations who support the people we serve</p>	<ul style="list-style-type: none"> • Ensure availability of an up to date map of opportunities in our communities. • Work collaboratively to develop clarity on the connections into and out of the trust for service users and patients and communicate these widely • Develop a real understanding of voluntary and community sector organisations in our places and improve our relationships and connections for the benefit of the people we serve • Explore collaborative development of inclusive decision making processes within communities 	<ul style="list-style-type: none"> • We will have an easily accessible, up to date map of community opportunities which colleagues use regularly and find useful • We have strong community connections which make a difference • We have pathways that people use to move from volunteer to career • We are recognised by the voluntary and community sector for our engagement 	<ul style="list-style-type: none"> • Measures of engagement • Measures of reach • Number of service user-led organisations supporting engagement and co-production of the design and delivery of new services

<p>Nurture partnerships that are based on trust and collaboration for the benefit of the people we serve including developing partnerships with service users and their carers as well as internal partnerships between colleagues</p>	<ul style="list-style-type: none"> • Actively develop partnership ways of working with service users, patients and carers to deliver high quality collaborative care • Create the expectations and opportunities for people to share and celebrate best practice across teams and services • Foster productive and mutually respectful relationships with colleagues side organisations for the benefit of all • Develop internal partnership arrangements between similar teams and services which enable collaborative working, sharing and learning 	<ul style="list-style-type: none"> • We have a lot of examples of improvement that have come from sharing of learning across teams • We have feedback from service users and patients that their care feels person centred with a wealth of stories that we have shared • Our measures of personalised care have improved and benchmark well • We have high quality and productive relationships with colleagues side • We will have connections, relationships and networks established across the organisation that enable meaningful conversations and tangible improvements 	<ul style="list-style-type: none"> • Use of carers passports • Feedback mechanisms from our service users, patients, carers and colleagues including • Friends and family test results • Complaints and compliments • Surveys – both national and local for service users, patients, carers and colleagues • Community insight and intelligence • Service user involvement in care planning
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Best value

To provide the best value we have identified five strategic objectives. These are set out below, along with statements about how we will know if we are getting it right and examples of the measures and metrics we will use:

- We will address key drivers of health inequalities: deprivation and digital exclusion
- We will create a digitally enabled workforce through training, education and support and embedding digital clinical leadership
- We will make sure that our physical places of work are accessible, well-resourced, high quality and maximise opportunities for new and integrated ways of working with our communities and partner organisations
- We will ensure we deliver the best value that we can by optimising our use of resources and reducing waste in a sustainable way
- We will provide a clear and unrelenting focus on sustainability and minimising our environmental impact.

Strategic Objective – We will	What this means we will do	What we will see if we are getting this right	Example measures
Address key drivers of health inequalities: deprivation and digital exclusion	<ul style="list-style-type: none"> • Understand and minimise the impact of deprivation upon the different communities we serve • Understand and minimise the impact of digital poverty on service access and in any developments • Work with partners locally and nationally to collectively reduce digital inequalities • Explore how we can poverty proof our services 	<ul style="list-style-type: none"> • Health inequalities considerations integrated into our planning processes and routinely reported through our governance structures with key targets being achieved • Our services are 'poverty proofed' so that no one suffers poor access or outcomes due to deprivation • We have a choice of service offer which uses the most appropriate means of engagement and includes face to face, telephone or digital options as appropriate • We consider digital exclusion and have a plan to reduce the impact of this as much as possible. 	<ul style="list-style-type: none"> • Health inequalities measures
Create a digitally enabled workforce through training, education and support and embedding digital clinical leadership	<ul style="list-style-type: none"> • Provide a robust, resilient, safe and secure digital infrastructure that enables our people to do their job from effectively anywhere, anytime • Ensure that our people have opportunities to shape, test and implement digital solutions to stimulate innovation and creativity in service delivery • Work with our partners to improve interoperability of digital systems • Digital innovation, including AI to support and deliver service improvement and realise better experiences for all 	<ul style="list-style-type: none"> • Our colleagues have opportunities to shape, test and implement digital solutions to stimulate innovation and creativity in service delivery 	<ul style="list-style-type: none"> • Digital strategy measures • Digital learning and development measures

<p>Make sure that our physical places of work are accessible, well-resourced, high quality and maximise opportunities for new and integrated ways of working with our communities and partner organisations</p>	<ul style="list-style-type: none"> • Provide high quality buildings that have a beneficial impact on service users, patients and colleagues • Think creatively and sustainably about how we maintain a presence in our communities but reduce our space utilisation and costs. • Ensure our organisation wide support services are effective and responsive so we deliver outstanding services to our teams and communities • Ensure we make procurement decisions that 'give back' to our communities by supporting local businesses and jobs 	<ul style="list-style-type: none"> • Our physical spaces are energy efficient and meet the needs of our colleagues and service users • Where possible, we use existing facilities in our neighbourhoods to reduce duplication and deliver care closer to home • We contribute to social, economic and cultural developments of our place through social value led approaches, programmes and procurement 	<ul style="list-style-type: none"> • Estates utilisation measures • Colleagues feedback on estate • Service user and carer feedback on estate • Anchor organisation measures
<p>Ensure we deliver the best value that we can by optimising our use of resources and reducing waste in a sustainable way</p>	<ul style="list-style-type: none"> • Reduce bureaucracy, streamline paperwork and support colleagues to work efficiently in line with our values • Develop a long-term finance strategy which aligns to our purpose and supports our strategic direction • Continue to increase our understanding of demand and capacity across our services and act on what we find in line with our values 	<ul style="list-style-type: none"> • We spend less money on agency colleagues and use fewer of them • We have interoperable digital systems increasing efficiency in sharing of communications, cutting down on use of paper, printing and postage. • All operational services and corporate function optimise their use of resources, deliver best value and reduce waste within agreed budgets 	<ul style="list-style-type: none"> • Agency colleagues expenditure and numbers • Social responsibility and sustainability strategy measures
<p>Provide a clear and unrelenting focus on sustainability and minimising our environmental impact</p>	<ul style="list-style-type: none"> • Develop and deliver a net zero carbon road map 	<ul style="list-style-type: none"> • We have reduced our carbon footprint • All operational services and corporate functions have a clear plan to reduce their environmental impact and to improve sustainability and social impact 	<ul style="list-style-type: none"> • Carbon impact • Social responsibility and sustainability strategy measures

Strategic aim three: We will be ambitious

We are ambitious for the people we serve and our colleagues. We have set out our 4 key objectives where we will be the best we can be every day. This means that we have lots of positive areas across our organisation, but there are key areas of unique strength, that with focussed development will support our journey to being outstanding.

As a direct consequence of being the best we can be, we have identified four strategic ambitions where we want to be outstanding for the people we serve and our colleagues, and as a result earn the local recognition of our communities, as well as national recognition for our impact. These ambitions build on the areas identified in strategic aim two – to be the best we can – and provide areas of focus on where we want to excel.

These are:

- Living our values and demonstrating inclusive, compassionate leadership and care where our colleagues are proud to work and want to stay
- Providing high quality neighbourhood and community-based services and support which help people live well in their community with strong features of prevention and earlier intervention
- Our leadership in reducing health inequalities through inclusive community connections and co-creation including in creativity and health
- Providing high quality, inclusive and responsive specialist forensic mental health care with excellent outcomes and experience for all our service users and their carers.

We will be ambitious for our service users, patients, carers and colleagues:



We have identified what we will do to achieve these strategic ambitions and what we will see when we reach our ambition.

Ambitious for living our values

Outstanding and nationally recognised for living our values and demonstrating inclusive, compassionate leadership and care where our colleagues are proud to work and want to stay

To reach our ambition we will:
Proactively seek opportunities to learn about good practice in inclusive, compassionate leadership and care
Have a coherent communications strategy that consistently engages with a wide variety of people to collaboratively develop and improve how we live our values.
Listen carefully to feedback so we address where we have fallen short and lean into discomfort to continuously improve
Proactively seize opportunities to share our learning and approach with others

When we reach our ambition, we will:
Be a national example of how to develop and maintain a compassionate culture that delivers outstanding care
Have the ability to influence national policy and thinking

Ambitious for our neighbourhoods and community services

Providing high quality neighbourhood and community-based services and support which help people live well in their community with strong features of prevention and earlier intervention

To reach our ambition we will:
Seek opportunities to lead inclusive provider partnerships in all four places which focus on people living well
Seek opportunities to lead provider alliances, with delegated functions where appropriate, which enable prevention and earlier intervention and help people to live well
Develop innovative and robust methods of demonstrating impact on people's lives, actively support the sharing of examples where we have made a difference to help learning, sharing and celebrating
Have a consistent narrative that actively champions the delivery of integrated services as close to where people live as possible which are developed with the people who will use them
Have a clear, proactive approach to applying for awards, recognition, and accreditation.

When we reach our ambition, we will:
Be recognised nationally for our track record and leadership role in provider alliances
Have robust examples of integrated delivery of services making a difference that we routinely share

Ambitious for innovatively reducing health inequalities

Our leadership in reducing health inequalities through inclusive community connections and co-creation including in creativity and health

To reach our ambition we will:

Actively work with our partners to understand the health inequalities of each place

Identify the areas we will collectively work on year on year

Maximise and measure the impact we are having on health inequalities, including a focus on the impact that our work on creativity and recovery has

Take a strategic approach to leverage the impact of our Recovery Colleges, charities and linked charities, to support the development of our narrative

When we reach our ambition, we will:

Have inclusive leadership that addresses health inequalities as business as usual

Be well known for our approach to inclusive leadership and regularly present at national and international conferences

Have a strong portfolio of investment that has built creativity and health into business as usual.

Ambitious for our input into high quality specialist forensic mental health care

Providing high quality, inclusive and responsive specialist forensic mental health care with excellent outcomes and experience for all our service users and their carers

To reach our ambition we will:

Seize opportunities to lead specialist forensic mental health care and services in the health and justice environment

Fully understand the impact of our services on all the people we serve through consideration of comprehensive outcome and experience data, analysing by protected characteristics and responding to what we find

Proactively seek opportunities to learn about good practice in specialist forensic mental health care and to share our experience

Build a bolder narrative about the excellence of the care that we provide

Take a clear and proactive approach to applying for awards, recognition and service accreditation.

When we reach our ambition, we will:

Be a nationally recognised provider of specialist forensic mental health care

Have created a culture shift regarding inclusive and responsive forensic mental health services that is recognised nationally

To be successful on delivering these ambitions requires a matrix focus on a coherent communications strategy and focussed use of our improvement expertise. We will need to develop our confidence as a Board to be bold about our impact and to develop and sustain our narrative. We will need to prioritise external engagement, including national meeting attendance, conference attendance and presentations. We will need to support colleagues to be able to lead in this space.

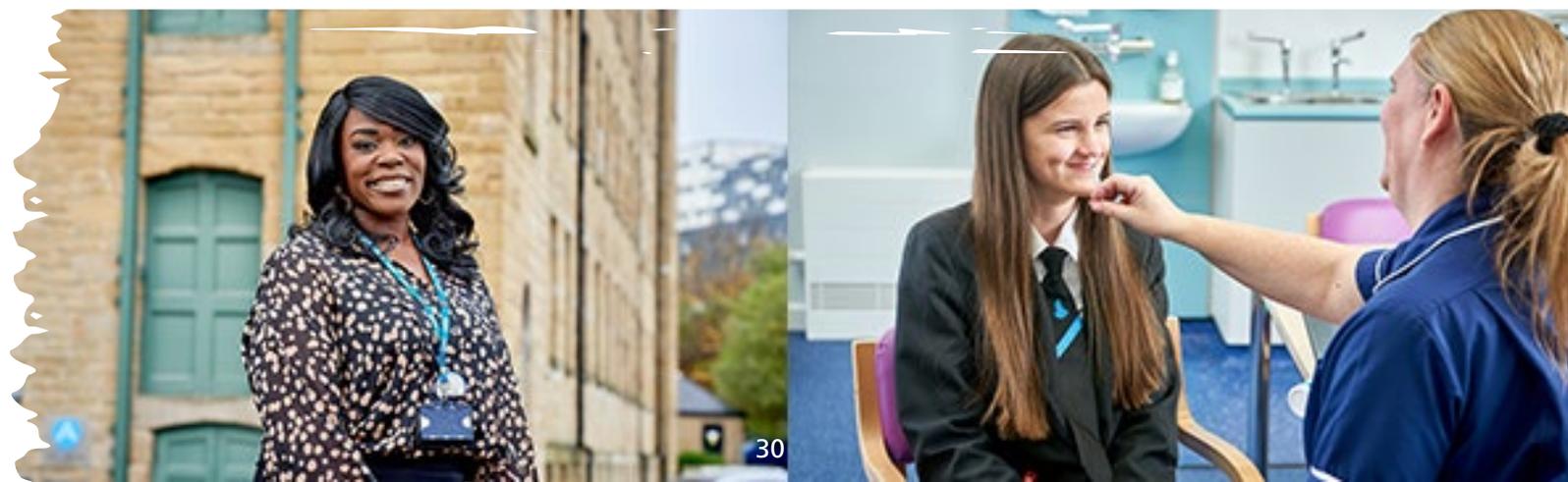
We have identified that we will need to give further consideration to the mechanisms and measures that we will use to realise these ambitions. It is important to ensure these ambitions serve our everyday objectives that we have detailed in our Best statements to ensure we coherently build

towards being outstanding, we **improve and aim to be outstanding.**

How our #allofus refreshed strategy connects to our other strategies

We have a range of strategies which cover the different areas of the organisation. The next graphic shows these and how they interrelate:

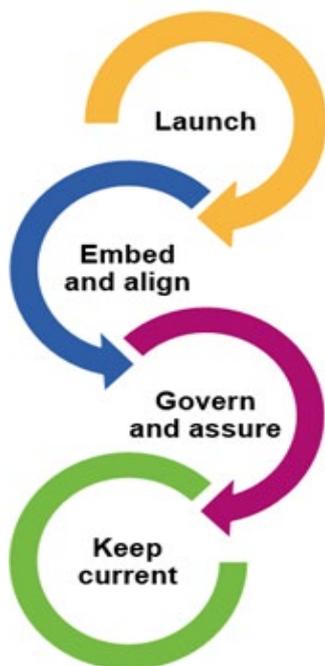
Our key strategies



7. Making our strategy real

For our strategy to make the difference we need it to, how we 'make it real' is as important as how we developed it. We have given careful thought to how we 'hard wire' the delivery of the strategy and 'make it real' every day.

Our deployment plan is summarised below with further detail included in Appendix two. The plan ensures that we implement our strategy in line with our values, it covers:



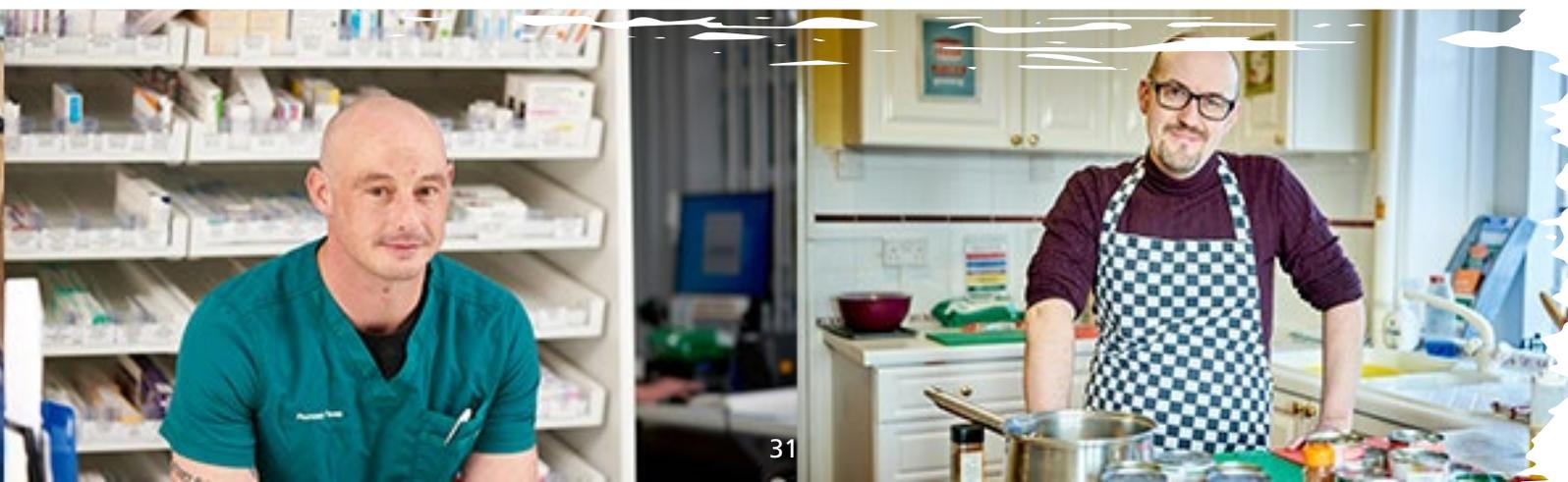
- How we will launch our strategy so that our service users, patients, carers, colleagues, partners and communities know our plans and can see how these have been shaped by their engagement
- How we will embed and align new and existing ways of working to make sure that we deliver the strategy and are consistently moving forward in the same direction
- How we will govern and assure the things we do so we are confident that we are delivering and achieving in line with our strategy
- How, in a changing environment we will make sure our strategy remains current

8. Conclusion

We are proud of our refreshed strategy. We are confident it will make a real difference to us because it was created with the voices of those we serve and our colleagues.

Our strategy is our clear plan of what we want to achieve, and how we will know if we have achieved what we set out to. We will review our impact and progress with our colleagues and those we serve. This means that year on year we will understand what we are getting right and where we can improve.

We are really clear that we are here to help people reach their potential and live well in their community. We will do this by living our values, being the best we can be every day and being ambitious on our journey to outstanding for the people we serve. With all of us in mind.



Appendix one: detail of our all of us conversation

This report presents the findings from all the engagement which has taken place on the revision of the Trust's Strategy. The findings will inform the clinical strategy development, digital strategy refresh, and equality, involvement, communication, and membership strategy refresh.

The report presents the findings from all the conversations, events, focus groups and surveys which took place during January and March 2024, as well as pre-existing data held within the Trust spanning an 18-month period, or longer where insight has felt to be still relevant.

It describes in more detail the activity, including the approach, feedback, and themes. The report also sets out the legal obligations for engagement and equality as well as the Trust vision and values.

The report can be found on our website <https://www.southwestyorkshire.nhs.uk/>

Appendix two: Our deployment plan

Our deployment plan sets out how we will 'hard wire' the delivery of the strategy and make it real. It has been developed to ensure that we connect and align the way we function with our refreshed strategic aims and objectives. Further detail, including milestones and responsibilities will be added to the more detailed version

Our deployment plan covers four areas:

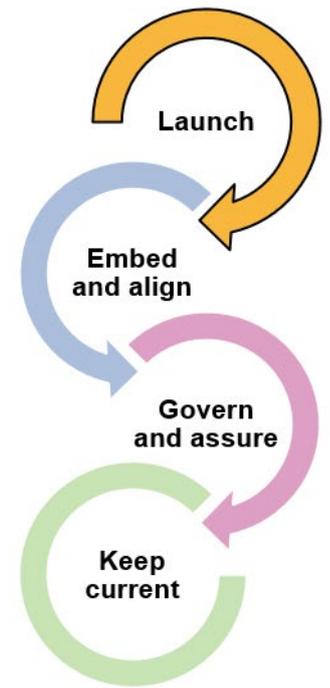
- How we will launch our strategy so that our service users, patients, carers, colleagues, partners and communities know our plans and can see how these have been shaped by their engagement
- How we will embed and align new and existing ways of working to make sure that we deliver the strategy and are consistently moving forward in the same direction
- How we will govern and assure the things we do so we are confident that we are delivering and achieving in line with our strategy
- How, in a changing environment we will make sure our strategy remains current.



Launch

Our deployment plan for the launch includes:

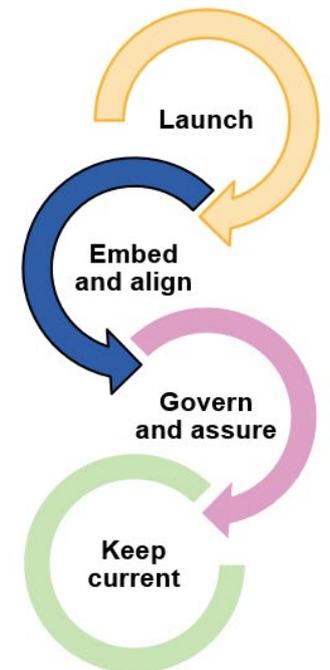
- Making sure we communicate with our communities, partners and staff to thank them for engaging with the #allofus conversation and show them how their contribution has influenced our plans
- Sharing and celebrating our new #allofus strategy and how it has been collaboratively developed, including sharing at the annual members meeting
- Developing accessible versions of our strategy documents
- Refreshing and sharing communications that simply describe what we do so we demystify the organisation for others
- Co-producing and sharing examples of “what does our #allofus strategy mean for me?” to help different people to understand their role in delivering our strategy
- Sharing what successful implementation of the strategy looks like and how we will know, so we demonstrate transparency to our service users, patients, carers, partners and staff as we begin to implement our plan



Embed and align

Our deployment plan for embedding and aligning includes:

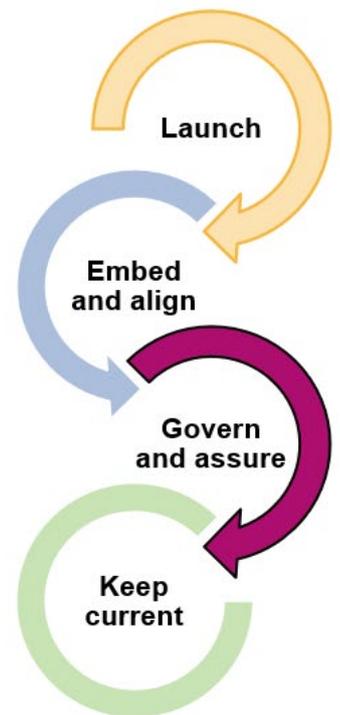
- Reviewing all our other key strategies in view of our new trust strategy and aligning key actions. Using the opportunity of scheduled reviews of strategies to align them fully
- Taking time to consider key national agendas and how these connect and align
- Mapping our #allofus strategy onto the employee journey so that it is aligned at all stages with particular reference to induction, appraisal and objective setting
- Consideration of our corporate communication systems and aligning these to our new strategy to help with consistent messaging. We will develop a plan to update corporate documents on a phased basis
- Reviewing our guidance on 'tone of voice' so that we consistently reinforce living our values in the way we communicate with each other
- Developing transition plans, processes, capacity and capability to enable us to move smoothly from our previous strategy into the delivery of our refreshed one
- Providing clarity on the way that the planning processes will be undertaken on an annual basis to ensure we deliver the strategy and produce achievable strategic priorities and annual plans that can be translated into team and individual objectives
- Developing clear plans to improve and embed how we live our values into everything we do
- Undertaking specific work to connect and align key processes and documents e.g. organisational risk register
- Considering how our strategy impacts on how we use our resources
- Considering how our strategy impacts on decisions to bid for new business
- Working with our Trust Board to consider how we will deliver on our strategic ambitions



Govern and assure

Our deployment plan for governance and assurance includes:

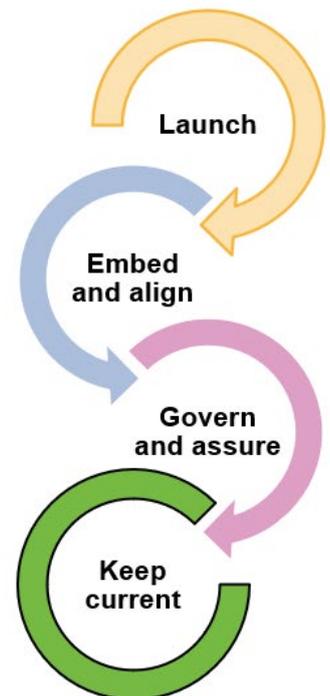
- Consideration of our governance meetings, structures and systems, how our #allofus strategy maps across and any changes required to structures, responsibilities, report structures and agendas
- Clarifying roles and accountability to deliver our strategy
- Collaboratively developing further measures to track improvement with a schedule of reporting frequency to maximise effective monitoring and a mechanism for escalation so we respond quickly to signals that we are off track
- Consideration of performance management and improvement systems and how this is impacted by the new strategy
- Clarifying how we provide assurance to trust board on progress and how we communicate this to our service users, patients, carers, and staff



Keep current

Our deployment plan for keeping our #allofus strategy current includes:

- An annual analysis of our strategic position with a subsequent check of our strategy
- Alignment of the strategy with the annual planning cycle, with the annual plan containing more details of the specific areas of focus in a given year
- The flexibility within the strategy to identify areas of focus, within year, should issues emerge



Conclusion and next steps

This deployment plan has been developed to ensure that our strategy is fully embedded into the way we work moving forward. We will identify how and when the areas will be achieved along with the person responsible for the delivery.



South West Yorkshire Partnership NHS Foundation Trust
Dr Mehmet Serrefoglu
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Clive Age Pregnancy Unit
Presley Unit
NHS

If you require a copy of this information in any other format or language please contact the Trust.

إذا كنت تحتاج إلى نسخة من هذه المعلومات بأي تنسيق أو لغة أخرى، فيرجى الاتصال بـ Trust. (Arabic)

اگر شما به یک نسخه از این اطلاعات در هر قالب (فرمت) یا زبان دیگری نیاز دارید، لطفاً با بنیاد (Trust) تماس بگیرید. (Farsi)

Ha a jelen információk másolatát más formátumban vagy nyelven szeretné megkapni, akkor kérjük, hogy lépjen kapcsolatba a tröszttel. (Hungarian)

ئەگەر پوونوووسی ئەم زانیاریانەت بە هەر زمان یان فۆرماتیکی دیکە پێویستە تکایە لەگەڵ ئیمە پێۆهندی بگره. (Kurdish Sorani)

Jeśli potrzebują Państwo uzyskać kopię niniejszej informacji w innym formacie lub języku, prosimy o kontakt z Funduszem Zdrowia. (Polish)

Se necessitar de uma cópia destas informações em qualquer outro formato ou idioma, entre em contato com a Fundação. (Portuguese)

جے تہانوں ایس جانکاری دی اک کاپی دی کسے ہور فارمیٹ یا بولی وچ لوڑاے تے مہربانی کر کے ٹرسٹ نال رابطہ کرو۔ (Punjabi Pakistani)

Dacă aveți nevoie de o copie a acestor informații în orice alt format sau limbă, vă rugăm să contactați Trustul nostru. (Romanian)

اگر آپ کو اس معلومات کی ایک کاپی کی کسی دوسرے فارمیٹ یا زبان میں ضرورت ہو تو براہ مہربانی ٹرسٹ سے رابطہ کریں۔ (Urdu)