

Report to the Northumberland Health and Wellbeing Board 14 September 2023

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust's new strategy; 'With you in mind'

Background

Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust is a health organisation made up of 9,000 people across our region. We spend more than £500 million each year, providing healthcare across North Cumbria, Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside and Sunderland for:

- People with mental ill-health
- Children and young people
- People with a learning disability
- People with neurodevelopmental conditions
- People who need support from secure services
- People with neurodisabilities
- People with problematic substance use or addictive behaviours

We also provide specialist support such as perinatal, mental health for Deaf people and gender dysphoria services.

This paper introduces the Trust's new strategy, 'With you in mind'. An electronic copy of this strategy can be found [here](#) alongside an easy read version of the document.

Strategy Summary

The strategy sets out our strategic direction. It does not tell us in detail how we will deliver, but sets out our ambition, what we aim to be. It is supported by an operational Annual Plan.

We know that we need to change. Over the years our health and care systems have become competitive, divided and in many ways disjointed. We have also seen funding levels slow and in some sectors decline. And the pandemic has opened great holes where there were gaps in care. This has hit the most vulnerable in our communities harder, at the same time as the gap between rich and poor is growing. Our opportunity now is to think differently, to be bold and radical in our thinking. We

have integrated care systems that bind us together rather than a competitive world that sets us apart. Now is the time for us to build relationships with our partners in primary care, the charitable and voluntary sector, with local authorities and other health providers.

Through this strategy, we intend to work better, simpler, and create time to focus on the things that matter to people. We know that we cannot do this alone, and effective partnership working is the key to change.

To develop this strategy, we asked service users, carers, their families, our staff and organisational partners to describe what matters to them. This extended engagement was called 'CNTW2030', taking place in 2021 and 2022 to develop a set of long-term commitments which form the heart of the strategy. This engagement must continue in the form of partnership working at all levels of the health and social care system.

The strategy includes commitments to:

- Service users
- Carers
- Staff
- Partners and communities

We know that we are not currently achieving these commitments – but we want them to be our guide. We want these commitments to be our inspiration for how we work and how we change over the years ahead. Our aim is to deliver on these commitments every day, in every contact. To develop the strategy, we set out five strategic ambitions, a vision and values to describe how we intend to meet these commitments.

Our five strategic ambitions are:

1. Quality care, every day – We want to deliver expert, compassionate, person-led care in every team, every day.
2. Person-led care, when and where it is needed – We will work with partners and communities to support the changing needs of people over their whole lives. We know that we need to make big, radical changes. We want to transfer power from organisations to individuals.
3. A great place to work – We will make sure that our workforce has the right values, skills, diversity and experience to meet the changing needs of our service users and carers.
4. Sustainable for the long term, innovating every day – We will be a sustainable, high performing organisation, use our resources well and be digitally enabled.
5. Working with and for our communities – We will create trusted, long-term partnerships that work together to help people and communities.

Recommendations

It is recommended that the Health and Wellbeing Board notes the ethos and ambition of the Trust's new strategy, in particular, the commitment to partnership working across the Health and Social Care system.

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