

Three Year Strategic Plan

2021/22 – 2024/25



Working together,
we can be
outstanding
for everyone

The background features a network of light blue circles connected by thin lines. Each circle contains a white medical icon, including a cross, a heart with a pulse line, a pill, a stethoscope, a lightbulb, a house with an 'H', a tooth, a footprint, a microscope, and a smartphone with a 'text' bubble.

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Our new three year strategy

This document outlines our revised Berkshire Healthcare Foundation Trust strategy and sets out our vision for 2024. It replaces the earlier three year plan we worked on throughout 2019 to 2020. This strategy will be used to guide our entire way of working over the next three years. It sets out a challenging and transformational change agenda to ensure that Berkshire Healthcare remains a healthy and sustainable organisation into the future.

Why we're revising our plans

Throughout 2019 and early 2020, we worked with our staff and local communities to develop a three year strategy built on our vision and True North Goals. It set out our ambitions, including the transformation of community health services and integrated community and mental health services with primary care networks (PCNs). This was approved by the February Trust Board.

Responding to COVID-19

However, in March 2020, alongside the whole of the NHS, we responded to the COVID-19 pandemic. This meant accelerating our planned transformation of our community and mental health services so we could safely meet the needs of our patients while supporting and protecting our workforce.

We're personally hugely proud at how our workforce responded to the challenges COVID-19 presented and continues to present. We see incredible dedication, innovation and flexibility as teams adapt, finding and developing new ways to care for our patients, including embracing online platforms to maintain care and contact with patients remotely.

Solid platform for development

In the months that have passed since COVID-19 first emerged, we have already adopted many of the longer term strategic initiatives and ambitions set out in our original three year plan.

COVID-19 has both accelerated our planned changes and highlighted their importance. This development of our strategy now includes strong foundations upon which we can build over the next three years.

Our new strategic framework

The new strategic plan continues to reflect our vision and values and will continue to be delivered through our four True North Goals. The detail of delivery has changed to acknowledge the accelerated pace of change responding to COVID-19 has promoted.

Making our vision a reality

Working together across our teams and services, and building on our quality improvement approach, we will continue to transform the way we work and see our strategy become a reality. Community and mental health services will look and feel very different. For example, virtual consultations will play a much larger part in our service offer, allowing our teams to work across geographical boundaries. Support to patients and carers through education and digital platforms is significantly increased. Patterns of work have changed for significant numbers of staff.



Julian Emms,
Chief Executive



Martin Earwicker
Chair

Our starting point

Berkshire Healthcare Foundation Trust

- Rated as Outstanding by the Care Quality Commission
- Provider of community inpatient services in Reading, Newbury, Maidenhead, Slough and Wokingham and mental health inpatient service at Prospect Park Hospital in Reading
- Provider of community physical health services for children and adults across Berkshire and beyond
- Operating specialist clinics for physical and mental health across the county
- Employing around 4,500 staff operating from approximately 100 sites
- An NHS Leader in embedding a culture of continuous Quality Improvement and empowering and giving genuine opportunities for staff and patients to identify areas for improvement and make changes
- Embedding quality improvement methodologies throughout the Trust from ward to Board
- Supporting staff to innovate and develop new ideas
- Adapting to new ways of working necessitated by COVID
- Mature and stable leadership
- Relatively mature relationships with Buckinghamshire, Oxfordshire and West Berkshire (BOB) Integrated Care System and partnerships and Frimley Integrated Care System (for East Berkshire)
- A history of financial sustainability
- An NHS leader in designing, adapting and embedding technology to improve patient care
- Continuing to build on our status as a 'Global Digital Exemplar'
- Working with six Unitary Authority partners delivering services to children and young people in schools and children's centres, providing a range of specialist services and home visits
- Operating in an area where the cost of living is high and chronic workforce shortages in critical services yet low population funding based on population health needs

There is room for improvement in tailoring services to meet local demographic needs



Berkshire is a Global Digital Exemplar and we have an integrated care record called Connected Care, but not all staff have access to the latest IT kit



While staff engagement within the Trust is high, there are reports of increasing stress and long working hours



Patients and carers had access to advice and support predominantly when the service was open



The vast majority of staff feel that the Trust is fair in career progression and promotion, regardless of ethnicity, gender, sexual orientation, age, religion or disability but the % of Black Asian and Minority Ethnic (BAME) and disabled staff reporting harassment and/or bullying from patients and/or staff members is too high

Running services out of over 100 different locations, leading to high costs and a larger carbon footprint



Initial contacts for triage and assessment were face to face appointments taking up patient and staff time for travel



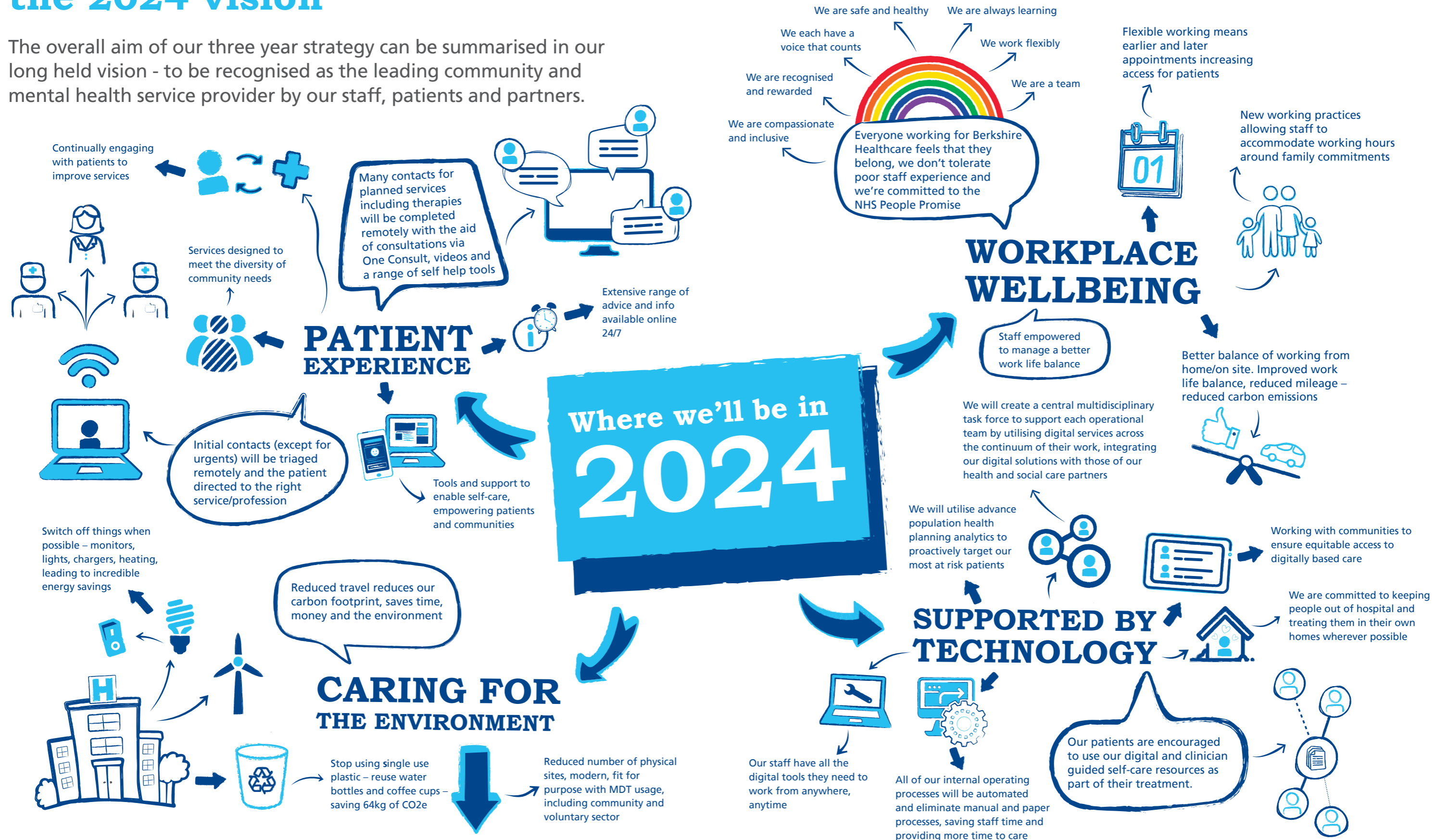
Patients have to travel to and from sites which increases the likelihood of missed appointments. Regular travel also adds to increased carbon emissions



Services such as District Nurses work in localities. Some are hosted in GP Practices others in Berkshire Healthcare sites working with other partners as required

Where we want to get to: the 2024 vision

The overall aim of our three year strategy can be summarised in our long held vision - to be recognised as the leading community and mental health service provider by our staff, patients and partners.



Making our vision a reality

Our vision is supported by our core three values that underpin our approach to how we will make our vision a reality.



Our three strategic objectives

We aim to achieve our vision by focusing on three strategic objectives relating to our patients, population and people.

Over the next three years, we will:

1

Improve access, safety, quality and experience of care for **our patients**

2

Work with partners to deliver integrated and sustainable services to improve health outcomes for **our populations**

3

Build on the Trust's Outstanding CQC rating by striving to make Berkshire 'Outstanding for Everyone' by delivering the best staff experience possible and a sustainable workforce model for **our people**

Our True North Goals

We have four True North Goals. These set the direction of travel for the Trust and are underpinned by a set of outcome measures to enable us to demonstrate our progress. Our outcome measures are listed in our annual operating plan.



True North goal 1: **Harm free care**

- ✓ To provide safe services by eliminating avoidable harm



True North goal 2: **Supporting our staff**

- ✓ To support our people and be a great place to work



True North goal 3: **Good patient experience**

- ✓ To provide good outcomes from treatment and care



True North goal 4: **Money matters**

- ✓ To deliver services that are efficient and financially sustainable



Everything we do is designed to deliver harm free care, support our staff, provide a good patient experience and ensure that we are a sustainable organisation.

How COVID-19 has accelerated change in line with our strategy

Many of the initiatives outlined in our original strategy have been accelerated due to our response to COVID-19, often having a positive impact and delivering benefits for our patients, population and people.



Virtual consultation is now the preferred model for all clinically appropriate contacts

Over 100,000 virtual contacts

As a result of our response to COVID-19, our Clinical Transformation team has worked with our community and mental health teams to deliver a range of appointments and services remotely. Since March 2020, we've delivered over 100,000 virtual contacts. Children's services have delivered over 8,000, community health and mental health services together have delivered over 100,000 virtual contacts.

Benefits of virtual consultation

Online consultations, telephone calls, emails and SMS messages avoid unnecessary face to face contact and removes the need for patients to travel to a site

Healthcare professionals can continue to care for thousands of patients safely in their own homes

Accelerated use of enhanced digital functionality across additional services

Builds resilience in teams and facilitates cross boundary working

New working methods for delivering services

In response to social distance and infection control, we've changed how we provide many services.



Greater flexibility

Since March 2020, for safety reasons, all our workforce (except those on wards and in urgent or essential services) have been working from home. The vast majority of clinics, support services, education, patient and community engagement has moved to online methods, giving patients and colleagues greater flexibility.

Benefits of new working methods

Increased range of treatment options offers greater choice to patients

Greater flexibility in methods of contact has seen more dads and teenagers engaging with our services

Video use for interpreting patients' needs has reduced waiting times

Microsoft Teams enables health and social care professionals to engage faster

Benefits of remote working

Significantly reduced the stress of travel time and costs for thousands of our staff and patients

Enabled our staff to achieve a better work/life balance

Reduced our carbon footprint and our need for office space



Reduced carbon footprint

Remote working has fast tracked the use of Microsoft Teams across the organisation, significantly improving our carbon footprint and reducing our need for back office space.

Supporting staff wellbeing

Our staff are our most important asset, which is why we established, at speed, a new support service to maintain staff wellbeing. All members of staff were able to access psychological support throughout these challenging times. A range of training has been designed and rolled out to support our managers and leaders to help them learn new skills to manage and lead remote teams, with a focus on staff wellbeing.



Psychological support

All members of staff were able to access psychological support throughout these challenging times.

Benefits of supporting staff

Creates a culture where our staff are recognised as central to the trust

Reducing the impact on our staff of the challenging times COVID-19 represents

Creates a resilient workforce reinforcing that Berkshire Healthcare is a great place to work

Offered this expert service to system colleagues and Acute Trusts

Provided Risk Assessments for all BAME and high risk staff to ensure health and wellbeing requirements were discussed with line managers and ensure everyone had exactly what they needed to be safe while at work

Benefits of technology in MDT working

Health and care partners have access to the same digital record and information

Patients and their families and carers benefit from an approach that covers their health and social care needs

Information only needs to be given once

Creates the ability for the MDT to hear different perspectives and improve care offer to patients

Ability to identify and target at risk groups for prevention and care

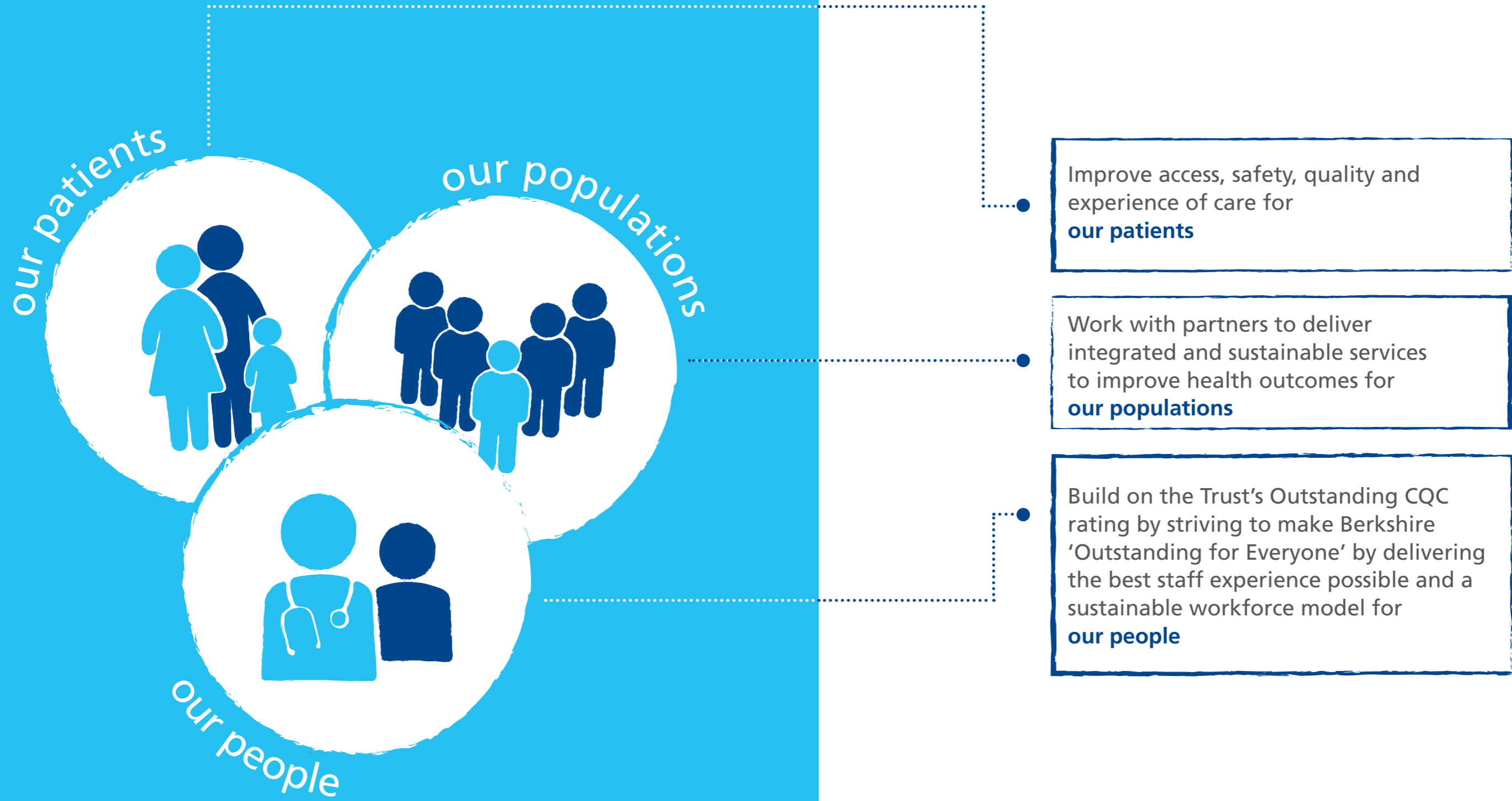


Using technology to support multidisciplinary team working

All services have highlighted the benefits of online technologies in supporting multidisciplinary teams (MDTs) and the Care Programme Approach (CPAs).

Our three strategic objectives

Over the next three years, we're focusing on three strategic objectives.



Our Patients

In achieving our objective to improve access, quality and experience of care for all of our patients, we'll focus on three key areas.

1. Delivering outstanding patient care

We aim to maintain our 'outstanding' CQC rating by embedding our Quality Improvement (QI) approach to service improvements. We'll focus on the four Long Term Plan priority areas – urgent community response and reablement services, integrated community and mental health services with primary care networks, local GP practices and community teams, support for people living in care homes, and supporting people to age well – each designed to transform the out of hospital care landscape.

Continuing to build a culture of continuous improvement

We'll continue to use QI methodology to support service improvements and data and national benchmarking tools such as Getting It Right First Time (GIRFT) to reduce variation and improve outcomes. The accelerated take up of digital opportunities represents a significant opportunity to improve access to our services and the ability to triage remotely. Remote working provides us with the opportunity to provide a greatly enhanced service offer.

2. Improving patient safety

We'll continue to build on our culture across our organisation that encourages staff to report incidents and raise concerns. Our safety culture score is near the top and highest across the local systems. We'll continue to learn from these and reduce potential for future harm. And we'll continue to use 'staff huddles' across our services to improve safety for staff and patients on a daily basis. We'll use digital tools to remove unwarranted variations in clinical practice by delivering automated workflow and decision support, including active alerting to changes in a patient's condition.

Delivering care in a safe environment

Delivering care in a safe environment is a fundamental part of delivering safe care. Our Estates Infection Prevention and Control (IPC) teams will continue to support our staff and partners making our sites safe for patients and providing guidance and training to enable all to follow COVID-19 guidance and procedures. We'll continue to ensure we have the right staff in place to deliver consistently high-quality care using QI methodology to identify areas for action and improvement.

3. Improving health outcomes and experiences

We'll work with patients across our physical and mental health services to enable them to manage their health and wellbeing, and ensure their care is focused on them. We'll do this in partnership with Primary Care Networks, offering bespoke services to communities or areas where the demographic requires. We'll use digital services like Silver Cloud, SHaRON, and other guided self-care methods to provide self-care, and support resilience in communities and for individuals.





Ensuring access for all

We've already increased the use of virtual clinics and significantly extended our remote offer on self-care and self-help. We'll continue to build on this and ensure equity of access for all. Supporting remote and self-care is likely to be the biggest change over the next few years. We'll do this through a range of digital tools supporting remote triage, self-management, education (videos, online courses, etc), information, and peer support. We'll build our self-care offer in collaboration with patients and their carers.

Increasing patient feedback

We've commissioned a dedicated programme of work to establish a systematic approach to securing patient feedback. We'll use this as an important part of the data we consider when focusing on the services to improve. We'll develop new ways of providing digital feedback so we can capture patient experience of our new ways of working.



Measuring our success

We'll know we've been successful because we will:

- Further reduce falls, pressure ulcers, and self-harm in inpatient services and suicide across all of our services
- Proactively recognise and respond promptly to physical health deterioration on our inpatient wards
- Continue to strengthen our safety culture to empower staff and patients to raise safety concerns without fear and to facilitate learning from incidents
- Protect our patients and staff from contagious diseases by making sure our staff have received all relevant immunisations, including COVID and the flu vaccine
- Increase the Friends and Family Test patient and carer reported satisfaction rate
- Use patient and carer feedback to drive improvements in our services
- Manage patient flow effectively with minimum delays so that patients stay within our services for no longer than is clinically appropriate

With our health and care partners, we'll redesign and integrate services to improve patient experience and outcomes.

Our Populations

In achieving our objective to work with partners to improve the health outcomes of all of our populations, we'll focus on three key areas.

1. Providing integrated care closer to home

Working with Primary Care Networks

Working with Unitary Authority partners, we'll deliver integrated health and social care services to people in their own neighbourhoods. We'll use the Connected Care shared record and the national spine records to synchronise our patient demographic data with the GPs to ensure patients only have to give their information once and all professionals have the latest patient information to hand. We'll support integrated services with digital technologies and new job opportunities.

Transforming community and mental health services

We'll deliver an integrated community physical and mental health offer for neighbourhoods aligned to Primary Care Networks. Community services will provide a rapid response service for those in need and work with social care to provide reablement services. We'll work with our hospital services to ensure timely discharge of patients to community services supported by integrating digital records and care transfer from acute to community settings. Community health services will offer remote consultations providing greater choice and ease of access. Working virtually also creates resilience in our services and enables us to work across boundaries. Working with our Unitary Authority partners and Primary Care Networks we'll embed an integrated approach to children's and young people's services at the neighbourhood level.

2. Improving the health and wellbeing of our communities

Taking a Population Health Management approach, we'll work with health and care partners to ensure equity of access to services and offer bespoke services to communities and neighbourhoods where there are variations in outcomes. Population Health Management also provides us with digital analytics from the shared care records that support community based bespoke care. We'll work with our communities to establish service delivery models that build community and individual resilience.

Addressing health inequalities

COVID-19 has highlighted the impact of structural inequalities on health. We'll work with partners to take a system wide approach to reducing these inequalities. We have a new Equalities, Diversity and Inclusion Strategy within Berkshire Healthcare and have accelerated the work on a BAME people transformation strategy. Working at neighbourhood level with Primary Care Networks, we'll be able to provide services tailored to the need of the local community.

Reducing environmental impact

Our response to COVID-19 included a seismic shift in the number of patients that no longer have to travel to clinics. This created a significant drop in our carbon footprint through reduced travel and reduced paper and office waste. We'll continue to keep our impact on the environment as low as possible by using digital opportunities where possible and appropriate.



3. Delivering sustainable services

We'll make the best use of our resources to ensure sustainability. Working with our Integrated Care System (ICS) and Integrated Care Partnership (ICP) colleagues, we'll develop and maintain a sustainable health and care system. We'll make the best uses of our financial resources, making investment decisions aligned to our strategic priorities.

We'll secure new appropriate business and make the most of our assets and estates. At service level, we'll ensure we continue to focus on delivering best value for patients by improving our efficiency and productivity.



Measuring our success

We'll know we've been successful because we will:

- Achieve better coordinated, integrated care across community, mental health and primary care
- Contribute to reducing health inequalities locally
- Increase our contribution to the environment
- Achieve our budget for the year
- Make all our services more efficient and reduce waste
- Continue to reduce our reliance on agency staff
- Deliver further efficiencies in corporate and support services

With our health and care partners, we'll improve efficiency and reduce waste through collaboration.



Our People

In achieving our objective to make Berkshire Healthcare a great place to work for all our staff, we'll focus on four key areas.

1. Looking after our staff

Focusing on staff wellbeing

We want everyone at Berkshire Healthcare to feel positive about themselves and their work and for this to be an outstanding place to work for everyone. Therefore, we focus specifically on the actions we must all take to keep our staff safe, healthy and well – both physically and psychologically. We'll do everything we can to provide the best experience possible. We'll ensure our people and their families continue to have access to a comprehensive wellbeing offer. We'll continue to embed compassion into our leadership behaviour. And we'll focus on a team-based approach where everyone works together to build and maintain a culture of wellbeing.

Developing fulfilling careers

We want our staff to stay and grow with us. Our strategic initiative on recruitment, retention and development will help us better understand what our staff want, why they leave and what we can do to address underlying problems. We'll focus on supporting new members of staff in their first 12 months. We'll improve their onboarding experience to build early engagement and loyalty. And we'll provide a better work/life balance for everyone through more flexible working options.

2. Belonging to the Trust

Valuing our diversity

We're proud of the diversity of our 4,500 staff and want everyone to feel valued and important. It's important that our leaders model inclusive behaviours and take action to create a culture within Berkshire Healthcare where everyone feels they belong. We believe in fairness and equity. We value diversity and aim to provide accessible services that respect the needs of individuals and exclude no one.

We'll continue to strengthen a just culture where everyone is respected equally, where everyone feels able to give feedback and that their ideas and concerns will be listened to and acted upon. We want to create an outstanding culture for everyone and see tackling pockets of inequality and discrimination as a top priority.

This commitment is reinforced in our Equality, Diversity and Inclusion Strategy, which includes a number of equality improvement plans and supports three staff networks: BAME for Black and Minority Ethnic staff; PRIDE for Lesbian, Gay, Bisexual and Transgender staff; and the Purple Network, which promotes understanding of disability, carers, mental wellbeing and challenges such as homelessness. We're proud of our staff networks and those members of staff who come forward to lead and support the work of our BAME, PRIDE and Purple networks.

3. New ways of working and delivering care

Building teams fit for the future

Our response to COVID-19 has accelerated a range of new ways of working based on digital technology. During the early months of COVID-19, many of our staff were redeployed and trained in new roles with new skills. Looking to the future, we'll create new roles that support more flexibility and variety. We'll provide greater deployment opportunities and support the learning of new skills across our organisation. We'll be proactive in designing the workforce of the future, looking at skill mix changes, growing apprenticeships and supporting our staff through appropriate training and development.



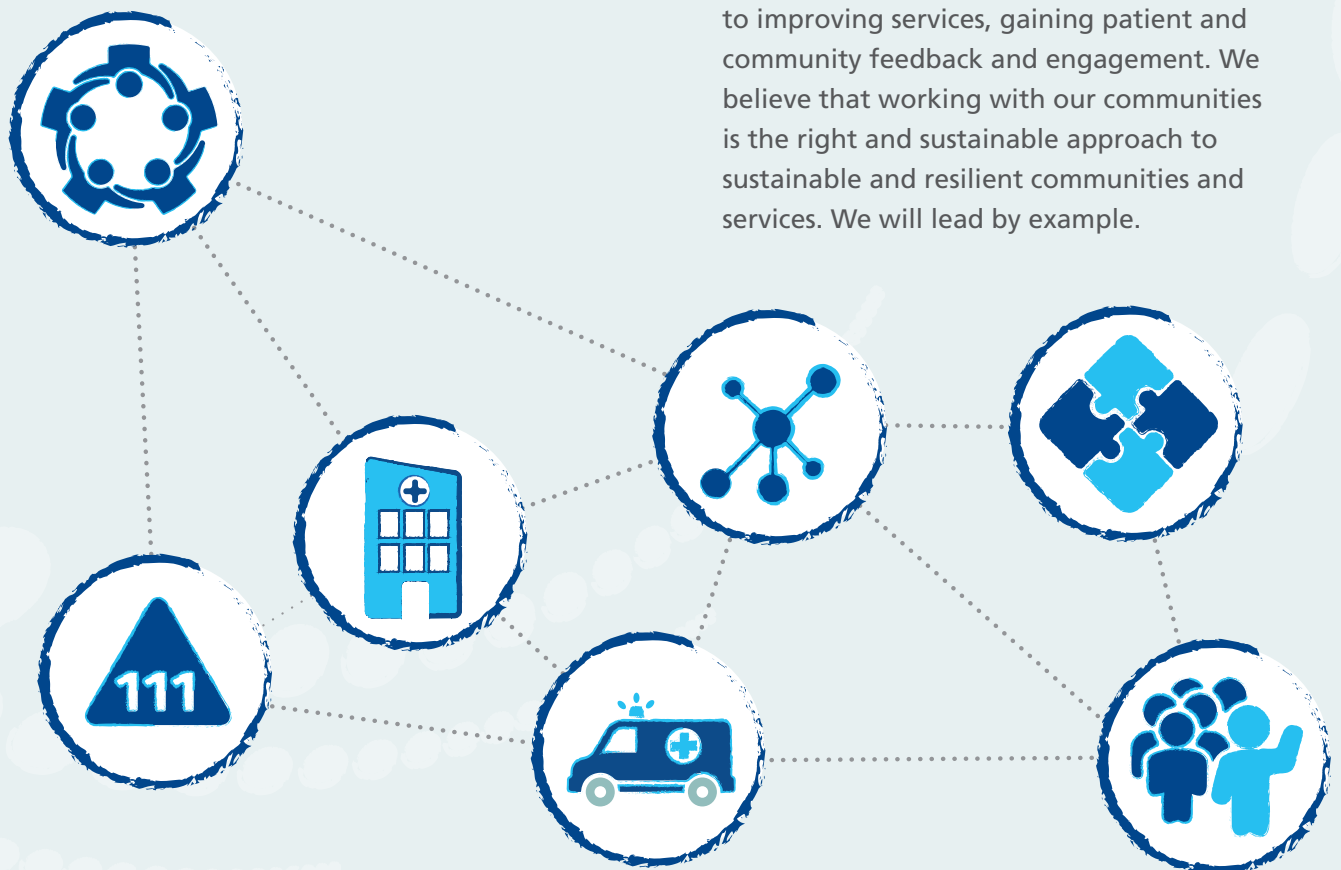
Growing for the future

Recruiting and retaining a solid workforce continues to be one of the biggest challenges we face at Berkshire Healthcare. We know that appointing the right staff in the right numbers is key to sustaining our services, which is why we not only seize the opportunity to recruit directly into entry-level clinical roles, apprenticeships and non-clinical roles but also look at how we can offer clear ongoing pathways for career development once we have recruited new staff. We consider and review our HR policies on recruitment, training and development through an Equality, Diversity and Inclusion lens. And we proactively update our policies to reflect our commitment to actively promoting equality and diversity.

4. Collaborating across our health and social care systems

We continue to work in collaboration with our local health and social care systems, including BOB, Frimley, the six Berkshire Unitary Authorities and the Berkshire Primary Care Networks. We support system approaches to workforce planning, recruitment, retention, leadership, development, talent management and wellbeing, and we learn from and support each other.

Collaboration and co-production are broader than the traditional health and social care partners. We've worked hard to establish strong links with our local communities and will build on these links to provide a solid foundation for a co-productive approach to improving services, gaining patient and community feedback and engagement. We believe that working with our communities is the right and sustainable approach to sustainable and resilient communities and services. We will lead by example.





Measuring our success

We'll know we've been successful because we will:

- Maintain high levels of staff engagement across all our services
- See an increase in the number of staff who feel they have an influence on how we work and make decisions
- Achieve year on year improvement in our Workforce Race and Workforce Disability Equality Standard surveys results
- See an increase in the number of staff recommending us as a place to receive care and treatment
- Improve recruitment, retention and satisfaction of our staff
- Improve the health and wellbeing of our staff and reduce sickness absence
- Have zero tolerance to bullying and harassment
- Reduce violence and aggression towards our staff
- Receive strong, positive feedback from our community partners that engagement and co-production is real and making a difference

With our health and care partners, we will enhance career development opportunities and collaborate with our partners to identify ways we can work together to plan for and address our workforce and skills needs.

Working with our local communities we will strengthen our community offer and deliver services that respond to local community needs.



Our partnerships

We'll continue to work with our numerous healthcare partners across Berkshire, Buckinghamshire, Oxfordshire and Frimley to deliver the best integrated care possible across community, mental health, hospital and social care. We'll continue to build interoperability across the various systems, use analytics to understand our patients and outcomes, and support digital pathway management across sectors. We'll work with our communities, patients and carers to build resilient communities.

Our local communities

We'll strengthen our approach to community engagement and proactively work with communities to co-produce services that meet the needs of local people.

Primary Care Networks

Our partnerships with Primary Care Networks across Berkshire will enable us to deliver integrated community physical and mental health services at neighbourhood level. Working in partnership assists the transformation of community and primary care services. This holistic approach allows multidisciplinary teams to provide support to elderly people and those living with long term health conditions at home and in care homes.

Royal Berkshire & Frimley Hospitals

Our partnerships with the Royal Berkshire and Frimley Health Hospitals help provide rapid discharge for both Trusts for patients who don't need to stay. We'll continue to deliver integrated care pathways to ensure patients can move easily between different departments and providers.

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System

Our partnerships with community providers and local authorities across Buckinghamshire,

Oxfordshire and Berkshire West (BOB) will help us deliver the Ageing Well transformation for community services, aiding significant changes in rapid response and reablement services.

We'll continue to work with health, social care and voluntary sector partners across BOB Integrated Care System (ICS) to deliver integrated care for people in Berkshire West. We also collaborate across Berks West Integrated Care Partnership (ICP), working with colleagues in local government, primary care, and other health care and community providers to improve care for our local populations.

Frimley Integrated Care System

Working with the health, social care and voluntary partners across Frimley Integrated Care System, we provide integrated care for people in both Berkshire West and East, including neighbourhoods in Bracknell Forest, Slough, Windsor and Maidenhead.

Berkshire unitary authorities

West Berkshire, Windsor and Maidenhead, Wokingham, Bracknell Forest, Reading and Slough are key partners in delivering a range of care and services to the population of Berkshire. This covers children's services through to services for the frail elderly. Our approach to integrated health and social care services is at the forefront of innovation and is making a real difference to thousands of children, young people and adults. We will continue to work with our unitary authority partners at Place (Local Authority geography) and play a leadership role in bringing community health, mental health, social care and primary care together in multidisciplinary team located in primary care networks.

Thank you



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Populations



People

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Published by Berkshire Healthcare NHS Foundation Trust 2021

BHC219 v1.0 (Feb 2021)