



Barnet, Enfield and Haringey
Mental Health NHS Trust

Camden and Islington
NHS Foundation Trust

Our Partnership Strategy

Barnet, Enfield and Haringey Mental Health NHS Trust
Camden and Islington NHS Foundation Trust

January 2023

Better Lives. Better Communities.

Contents

Foreword	3
Our Vision	5
Our Strategic Aims	5
Enabling Strategies	10
What will the partnership look like?	11
Conclusion	11

Foreword

The partnership between Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) and Camden and Islington NHS Foundation Trust (C&I) was established in 2021. Since then, much good work has been done to work together to drive improvements in care across North Central London (NCL).

We think we can do more. We know the citizens of NCL do not always receive the care they need. There is too much variation across our five Boroughs. We want to tackle this inequality faced by different communities in access to mental health services.

We also want to improve wellbeing and tackle the inequalities faced by people with mental illness. We will work with all of our partners to tackle the broader factors that negatively impact health. We will ensure that everyone has the same opportunities to take care of themselves. And we must take care of our staff, so they can take care of our patients, service users and carers.

We believe that that by working together, our two Trusts can achieve more for the residents of North Central London and our patients than we can by working apart. We can:

- Create a greater sense of wellbeing for our service users and communities
- Tackle the health inequalities faced by people with mental illness
- Ensure that our patients and local communities receive equity of outcome and equality of access
- Create a safe, healthy place to work
- Use data and information to better understand our residents' needs
- Dedicate more resources to research and innovation
- Improve our joint estate to create therapeutic environments
- Do more for the environment.

We can do more in each of these areas together, than alone.

We can share best practice and the best ways of working.

We can bring together larger numbers of clinicians to share ideas and develop the best of them.

We can give our staff more opportunities to provide the care they want to for our patients and communities.

We can make efficiencies and reinvest resources where they are most needed.

All of these advantages of scale will help us to improve our services for local people and communities. We therefore strongly believe in the benefits of the partnership between our Trusts for local people, and how it can accelerate the ambitions of both Trusts to improve wellbeing.

We also think the partnership can bring the best of both worlds: operating at scale to ensure efficiency and spread best practice, and creating a shared identity and brand and compassionate, trauma-informed culture across North Central London, but also empowering local teams to deliver for local people in each of the five Boroughs, being responsive to need.

Therefore we have developed this ambitious strategy to show what the partnership of our two Trusts plans to achieve, and how it will achieve it.

This will include working with a range of partners across North Central London. Our two organisations alone cannot deliver our strategy – we will work with others both in the mental health sector and more broadly.

Having a strategy is only the beginning. There is a great deal of work to follow to implement our aims. Our strategy will continue to grow and evolve as our organisations continue to work closer together and build a new culture and identity.

Together we can do more, be more, and bring more for our communities.

Our Vision

Leading our communities to better mental health

For Citizens

We will work with partners to improve the health and wellbeing of the people and communities who depend on us, wherever you are and wherever you are from.

For Staff

We will be the best place to work: a diverse and inclusive partnership where people develop and excel in their chosen career

Better Lives. Better Communities.

Our Strategic Aims

Our strategy is based around four main strategic aims:



Our aims are built upon the views of patients, service users and carers, staff, and partners across both organisations and will form the basis of the work required to deliver our vision. The strategic aims are interconnected, and therefore the partnership must deliver improvement in all areas to fulfil our joint vision. More detail on these aims is provided overleaf.

How we will achieve our strategic aims

Aim 1:

We deliver the best quality and most effective care and treatment for our service users, consistently closer to home.

The primary aim of the partnership is to deliver high quality services to our patients and service users, supporting people to live their best lives.

Quality care, closer to home, is therefore at the heart of this partnership and is what defines us, particularly for those specialist mental health services that only we can provide.

We will identify and standardise world-class clinical practice, to provide outstanding care.

- We will ensure services operate seamlessly and support people on their journey to better wellbeing.
- We will consistently provide services that support people in their own homes and communities.
- We will embed a culture of continuous learning and quality improvement at every level of our partnership.
- We will ensure services across the five Boroughs have the resources they need and are as productive as possible in using those resources.
- We will bring the best of both organisations, raising standards to ensure everyone gets the best possible service.
- We will improve access to specialist services for people that need them.

By working in partnership, we can bring the best experiences from both organisations, increasing standards across the five Boroughs

We will work with patients, service users and carers to co-produce services, putting them at the heart of what we do.

- We will root our services in communities and use outreach opportunities proactively.
- We will improve our care delivery by engaging patients and others who have recent personal experience of our services, including carers, families, and friends.
- We will focus on engaging young people through a Junior Board.
- No decisions about a patient's care will be made without them.

Aim 2

We ensure equity of outcome, regardless of where people live and their background.

We must tackle health inequalities: both the inequalities faced by people with mental illness, but also the inequalities faced by different communities in access to and outcomes from MH services. To do this it is essential we work closely with a wide range of partners to identify needs and provide care earlier and closer to home, focusing on the things that can improve people's wellbeing. Our partnership offers the largest mental health service across the region and therefore provides the resources and opportunity to make a positive impact in this area.

Local communities will get the right care and treatment for their needs.

- We know that the nature of the NCL population is extremely diverse. We will use data, outreach and insight from other system partners to create a clear, live picture of the NCL community and its needs.
- Our clinical models will use this insight to drive down variation and improve wellbeing.
- We will support all our citizens in accessing care and equity of outcome, irrespective of background or geography.

We will work with partners to improve wellbeing for people suffering from mental illness.

- We know that to improve wellbeing, we need to work with a range of partners. We will engage with the Place Based Partnerships in each of our Boroughs to understand and tackle the wider determinants of health, including housing, education and employment.
- We will focus on Place-based care and support by building up networks at neighbourhood level closer to where people live.
- We will work with the voluntary and community sector to understand our communities, collectively meet the needs of a person, and to tackle discrimination and stigma.
- We will be an active and trusted partner across the system.

We will invest in outreach and prevention.

- We will develop clearly defined treatment pathways, shifting the focus from inpatient to prevention and community care.
- We will empower patients and service users to manage their own care needs and reduce deterioration earlier.

We will be a trauma-informed organisation.

- We will recognise the impact of traumatic events in people's lives and will incorporate knowledge about trauma in all aspects of the partnership,
- We will provide environments where people feel safe enough to disclose what has happened to them and create conditions that reduce harm and promote healing.
- We will ensure that the key message of 'what has happened to' rather than 'what is wrong with' a person is fundamental.

By working in partnership, we will ensure that local people receive equity of outcome and equality of access and waiting times, no matter where they are from

Aim 3

We are an employer of choice, giving our staff time and space to deliver outstanding care.

Achieving our aims begins with our people. We are committed to supporting our staff to reach their full potential and have a fulfilling career in healthcare.

We will create a culture to be proud of

- We will create a just, fair, and anti-racist culture focusing on diversity and inclusion.
- We will prioritise a friendly, caring and supportive work environment for our staff.

We will reduce staff vacancies and increase retention

- We will create more opportunities for our staff to train and develop in their careers, and create competitive employment offers.
- We will develop a clear workforce plan and create a training academy to support its delivery.
- We will deploy resources across the partnership in a flexible and agile manner – providing the right care at the right time, in the right place.
- We will ensure that our staff have the tools they need to do their jobs properly: the right systems, data and IT.

We will be an anchor organisation for our local communities.

- We will recruit and train people from local communities through our academy and ensure that our workforce reflects the population as far as possible.
- We will give opportunities to local small businesses to be part of our supply chain.

By working in partnership, we can give staff a wider range of opportunities to develop their careers

Aim 4

We will be bold in embracing innovation and digital care delivery.

We will transform the culture of our services to empower service users to manage their own mental health and wellbeing.

- We will take a strengths-based approach.
- We will provide the digital tools to empower service users to self-manage and regulate their own mental health and wellbeing.
- We will provide digitally enabled care to offer greater access, especially for young people.
- We will do more outreach into the places that people naturally go: school, work, gyms and supermarkets.

We will be leaders in mental health research and innovation.

- We will facilitate research that establishes cutting-edge clinical practice, enabling our staff to improve the quality of care for patients.
- We will become a centre of excellence with top class research and education facilities, and a reputation for clinical innovation, with new clinical practices.
- We will push boundaries on treatments and personalisation of care for service users.
- We will embed a culture of continuous learning and quality improvement at every level of our partnership.

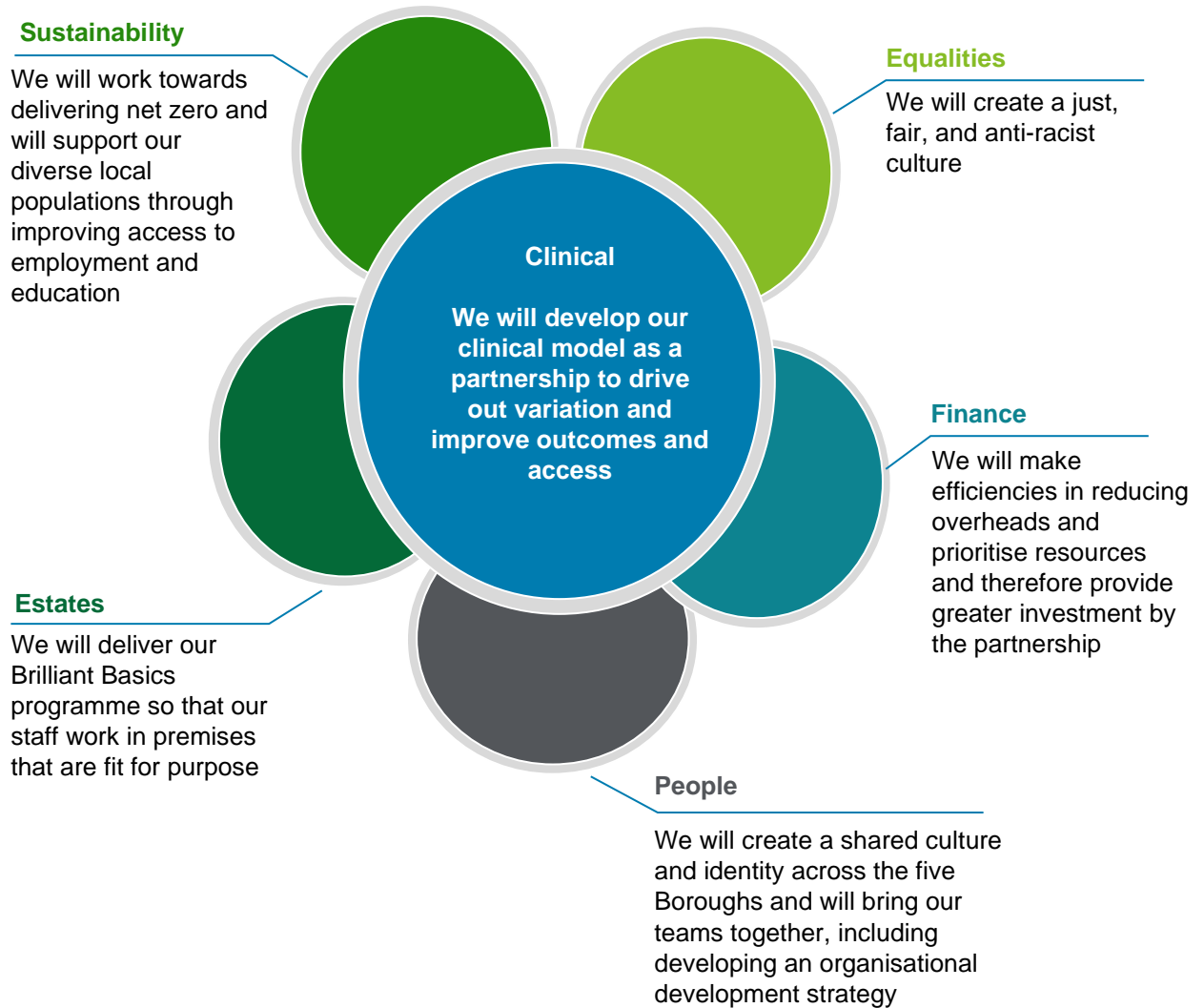
We will be the all-age mental health provider in North Central London

- We will expand our general and specialist services where we can help more people – including looking at commercial opportunities to provide earlier help.
- We will forge new partnerships to grow our service base where appropriate.

By working in partnership, we can be bold and invest more heavily in digital transformation and research and innovation, even if things do not work at first

Enabling strategies

To deliver on the strategic aims outlined in the previous sections, the following enabling strategies will be required:



In particular, we know that a clearer clinical vision and strategy is needed across the range of services we provide.

These strategies will be developed in the months to come.

What will the partnership look like?

We strongly believe in the benefits of the partnership between our Trusts for local people, and how it can accelerate the ambitions of both Trusts to improve wellbeing.

We also think it can bring the best of both worlds: operating at scale to ensure efficiency and spread best practice, but also empowering local teams to deliver for local people in each of the five Boroughs, being responsive to need.

We intend to work through how we get the right balance in these important areas.

In this context, we will explore the options for what the partnership might look like in the future. We will develop these with our staff and stakeholders.

Conclusion

This paper is only a first draft based on very early engagement.

Significant further work is required to engage the full range of internal and external stakeholders to gather views, fill in details, and amend as necessary.

For example, work will be required on the work programmes and roadmap, the enabling strategies, how the partnership will have an impact, and how success will be measured.

When this work has been completed, the final strategy will be produced.