



North London  
**Mental Health  
Partnership**



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

The North London Mental Health Partnership

# Our Five-Year Strategy



May 2023

Better Mental Health. Better Lives. Better Communities

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# Executive Summary

The North London Mental Health Partnership, [the Partnership of Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) and Camden and Islington NHS Foundation Trust (C&I)] has developed this Strategy. It outlines our ambition to offer cutting-edge local, preventative, co-produced, person-centred mental health and wellbeing support to our service users and communities. We are committed to working with service users, carers and partners to improve the mental health of everyone in North London. This will mean supporting people to be resilient and have good mental health, and we will offer early intervention for those with mental health problems to prevent these problems worsening.

We are working within a difficult context: demand for mental health services has soared; there is a national shortage of skilled staff to meet this demand, and there is huge variation in outcomes between communities in North London. We need to think differently to meet these challenges. We are better able to address these challenges through our two Trusts working more closely together, building on the good work that has already occurred in recent years. This is also NHS England's national direction of travel towards partnership working. The Partnership will create a united and powerful voice championing mental health and mental health services within North London and highlighting the rights and needs of our service users.

We have heard from our service users, carers, staff, partners and our local communities that we need to be clearer on what this partnership working means in practice. We have therefore developed this five-year Strategy, with their input, to set our priorities over the next few years. It is summarised in the diagram below.



# National context

The NHS has faced unprecedented challenges in recent years with mental health services facing an overall increase in demand due to:

- The impact of Covid-19 and the cost-of-living crisis on people's mental health and wellbeing
- Deteriorating children and young people's mental health, often made worse by social media
- An increasingly fractured society, resulting in greater levels of loneliness and social isolation
- An ageing population, with increasingly complex care needs, including mental health needs from conditions including dementia

These challenges have been intensified by:

- Health and social care staffing shortages due to staff leaving and limited numbers in training, resulting in competition for staff across the country
- Financial pressures resulting from the cost of responding to Covid-19 and wider economic situation nationally

Overall, this has resulted in frustration among local residents, service users and their families, who have experienced limited access to services and inconsistencies in the quality of treatment.

The NHS Long Term Plan made a commitment that funding for mental health services would grow faster than the overall NHS budget, along with a new ringfenced local investment worth at least £2.3 billion a year by 2023/24. This is enabling further expansion and faster access to community and crisis mental health services for both adults and children and young people. The NHS Long Term Plan recognises the importance of research and innovation to drive future advancement in mental health services.

More broadly, NHS England has led a national drive on partnership working, encouraging Trusts to work together. Integrated Care Systems have been established across England, including in North Central London.



# Local context

Barnet, Enfield and Haringey Mental Health NHS Trust (BEH) and Camden and Islington NHS Foundation Trust (C&I) are the major mental health service providers in North London. We provide care and support to a population of 1.6m people in North London and also provide a range of more specialist mental health services to a wider population across London, surrounding counties and some national services. They include: General Adult Services (Inpatient Services, Crisis Services, Community Services, Talking Therapies), Rehabilitation Services, Children and Young People Mental Health Services, Older Adult Services, and Learning Disabilities and Autism Services. Our specialist services include Forensic and Prisons Services, Substance Misuse Services, the Perinatal and Maternal Mental Health Service, Specialist Eating Disorders Services, and Veterans' Mental Health Services. We are starting from a good place with both of our organisations having been rated as 'Good' during our latest Care Quality Commission (CQC) inspections.

We provide services to an extremely diverse population across the five boroughs of North London, each of which contains a range of population groups and communities, with different needs and different preferences on how they engage with services. The wider socio-economic determinants of health vary significantly, for example in housing, education, and employment status, all of which we know influence mental health. As a consequence, our communities face unequal health and wellbeing outcomes and overall life expectancy.

Reducing these health inequalities is a key focus for this Strategy. We want to be known for our local preventative work with communities to improve the mental health of everyone in North London. This will mean supporting people to be resilient and have good mental health, and we will offer early intervention for those with mental health problems to prevent these problems worsening.

Like many parts of the NHS, we face major challenges in recruiting and retaining the staff needed to provide great care. The people who depend on our services tell us that the quality of our staff and the nature of their work and the relationships they build are the most critical thing to high quality care. This Strategy aims to help address the workforce challenges we face so we can continue to improve our services for those who use them.

# Why a Partnership Strategy?

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, although the roots of collaborative working go back much further. Much good work has been done jointly to drive improvements in mental health care across North London. The two Trusts are already sharing best practice across teams and services. The voice of mental health in North London has been strengthened, bringing additional focus across the system and additional investment. We have a single Chair, Chief Executive and Partnership Executive Team, and they regularly meet as a Partnership Senior Leadership Group with senior clinicians and managers from across both Trusts.

The scale of the challenges we face, and the national direction of travel mean that we need to build on these successes and extend our partnership working. Our Partnership can bring the best of both worlds: operating at scale to ensure efficiency, spread best practice and create a stronger voice for mental health, while also empowering local teams to deliver responsive services for local people in each of the five boroughs.

By working even more closely together, our two Trusts can:

- Improve outcomes for our service users, sharing best practice to improve the quality of care and ensure our services are delivered consistently in each borough
- Remove competition between the Trusts to address mutual challenges collaboratively
- Become a united and powerful voice, nationally and locally, to champion mental health and mental health services in North London, and be at the forefront of national policy developments to highlight the rights and needs of our service users
- Provide more career development opportunities for our staff through our bigger scale and greater range of services
- Provide a single leadership team that works with all of our stakeholders at System, Borough and Neighbourhood level
- Create a new, shared culture and set of values, aimed at providing care that is preventative, compassionate, personalised, and trauma-informed
- Make efficiencies through economies of scale, sharing services and reinvesting resources where they are most needed

By working together more closely, our two Trusts can achieve more for our service users, their carers, our staff and our local communities than we can by working separately.

Through our engagement to develop our Strategy, we know that there are challenges to be overcome as we develop further. Local people are concerned, for example, about ensuring access to local services in each of the five boroughs, which are tailored to the specific needs of each borough. To help us address this, we commit to involving local people in co-designing how our services are developed. As a point of principle, we expect most of our services to be delivered locally in each borough.

# What will the Partnership look like?

People have asked what our Partnership will look like in future. This Strategy will make clear what the Partnership will stand for, and the key impact we want to make.

We plan to call ourselves the **North London Mental Health Partnership**, a name that aims to reflect our identity and purpose. We would like to engage our service users, carers, staff, partners and local people in co-producing the culture of the Partnership, taking the best of both organisations and building something new together.

We will work through what is the most appropriate organisational form for our Partnership which best helps us deliver our ambitions for our service users and staff set out in this Strategy.



# Development of this Strategy

We have sought to build on co-production with service users, staff and stakeholders, over recent years, with further, extensive additional engagement, to develop this Strategy. This has involved:

- Distributing online surveys to gather views from service users, carers, staff, partners and the general public;
- Holding a series of engagement sessions with service users and those members of the public who are involved in the work of both Trusts;
- Undertaking a session with C&I Governors;
- Directly involving the Boards of both Trusts, the Partnership Executive Team, and the Partnership Senior Leadership Group;
- Holding a number of all staff sessions;
- Leading sessions with leadership teams from each of the eight Divisions and Corporate Services;
- Undertaking sessions with the different professional groups that work within both Trusts;
- Engaging our Staff Inclusion Networks and
- Holding individual interviews with external stakeholders including all five local authorities, local MPs, the Integrated Care Board, representatives of primary care, and colleagues involved in academic research.

Throughout these engagement sessions, a number of key themes have emerged. We have taken into account this feedback in the development of our Strategy, as summarised below:

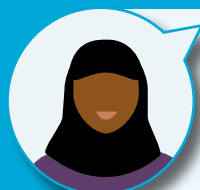
## You said



We must support the health and wellbeing of the people of North London in a holistic way.



People using our services and their carers must be more involved in developing our services.



We need to do all we can to help close the gap in health inequalities in the communities we serve.

## We will

We have committed to working with partners to identify people's holistic needs and support them with their housing, employment, education, social and economic needs, which all impact on their mental health. Read more on page 11.

We have committed to accelerating our approaches to involving experts by experience and service users and peer support workers in the development of our services. Read more on page 11.

We will improve our understanding of, and connections with, the communities we work with, building on the use of data, and putting in place a framework for action. Read more on page 12.



## You said



Staff need to have the right skills: kind, compassionate, building strong relationships and understanding needs.



We must focus on the basics to support our staff and give them the time they need to deliver the care that they would like to.



We need to improve staff recruitment and retention across the Partnership.



We want more opportunities for staff to progress in their careers.



We should be sharing more information including data and best practice, across the Partnership.



We want to see more research and innovation and give greater opportunities for our staff to get involved.



Our Partnership should tailor its approach to reflect the unique nature of each borough.

## We will

We have committed to providing compassionate care and being a trauma-informed organisation, recognising that previous traumatic experiences can contribute to mental and physical health problems. Read more on page 11.

We will look at improving practical things, such as better IT systems and processes, and easier staff recruitment and onboarding processes. Read more on page 13.

We are proactively working to resolve challenges our staff face and improve their work environment. Our culture and behaviours must support our values. Read more on page 13.

Every employee will have a tailored development plan, appraisal, and supervision support. We will also invest in a training academy for our workforce. Read more on page 13.

We will improve our systems, including digital, to integrate easier information-sharing and interoperability. Read more on page 14.

We have committed to investing time in developing the clinical practice of our staff, encouraging them to become actively involved in the latest research and innovation within their field. Read more on page 14.

We will provide leadership and collaboration with partners in each of our five boroughs, developing service delivery models that respond to the needs of diverse communities. Read more on page 12.

# Our role in North London, our Boroughs and Neighbourhoods

Reducing health inequalities will require us to work with all our partners at every level: System, Place (Borough) and Neighbourhood. Our partners include: local authorities, the voluntary and community sector and primary care in each borough and neighbourhood, the police, housing associations and employment services providers, and other NHS providers of both mental healthcare and physical healthcare.

Many of our services are already well-integrated with local authorities in the five boroughs. Our core community teams are based locally in neighbourhoods aligned with Primary Care Networks, with teams set up to work flexibly with local partners and communities. We want to be outward facing, inclusive and collaborative, further building our reputation as a trusted partner within the system. We will invest the time of our leadership and staff in doing this.

Each of our five boroughs, and the individual neighbourhoods and communities within those boroughs, are unique. We want to ensure that high quality care is delivered consistently across North London but recognise each of the boroughs will have the flexibility to develop services that meet the needs of their local communities. In particular, this work will focus on early intervention and prevention: undertaking outreach and a range of lifestyle interventions to support mental health and wellbeing. The diagram below outlines how we see our role at System, Place (Borough) and Neighbourhood over the next few years.

## System

We will be a system leader in North London, filling a key role as the major voice for the rights and needs of those with mental health conditions, and ensuring this voice is heard across the Integrated care System. We will work with system partners to ensure outcomes are consistent across the system, narrowing gaps, and that the North Central London Core Offer is delivered. We will create a service framework so service users can expect the same consistency of outcome across North London – but how this is done may differ in each borough. Information sharing between partners, and use of public health and a multi-agency approach to identify those in need of targeted support, will be critical.

## Borough

We will provide strategic and operational leadership and collaboration with partners in each of our five boroughs, supporting the local population's mental health and well being. We will develop service delivery models that respond to the needs of and connect with, diverse communities and individual residents, and allocate resource to do this effectively. We are committed to working with partners to offer early intervention and prevention activities that enable people at risk of mental health issues to stay well at home. Our aim is to support the broader ambitions for socio-economic development in each of our five boroughs, including through offering career opportunities to local residents.

## Neighbourhood

We will be an active voice in improving mental health and wellbeing, focusing on early intervention and prevention at the most local level. Building lifestyle interventions and a strengths-based approach are important here; we will work with local communities, the voluntary sector and primary care to do this. We will use our assets differently in different neighbourhoods: making our estate available to other local teams, or building integrated neighbourhood teams with different partners. These teams will be built around PCNs so that GPs have access to the skills that they need, and know their local staff by name.

As our Partnership develops, we want to develop our role as the lead provider of mental health services for all ages across North London. We will be discussing this further with the Integrated Care System and other partners.


# What do we want to achieve?

The diagram on page 3 summarises the Purpose and Vision of the new **North London Mental Health Partnership**.

This shows what our Partnership wants to be known for, and the impact we want to make.

## What will we do?

This section of the Strategy aims to explain what the Strategic Aims mean in practice, and what we plan to do differently to achieve them.

**Aim 1** **We will provide consistently high-quality care, closer to home.** 

We want to deliver high quality mental health services to our service users and communities across North London. There are some key aspects here that have been guided by conversations with service users as part of developing this Strategy.

First, care must be developed together with those who need it. We plan to accelerate our approach to involving service users, carers and our communities in co-producing services, increasing our peer support workers and experts by experience, providing robust career development paths, and ensuring their voices are heard at all levels of the Partnership.

Second, the location of care is important. It should be delivered in people's homes and communities, wherever possible. Our community mental health services will be strengthened: new pathways will be developed for services such as eating disorders and our core community mental health teams will take a multi-agency, multi-disciplinary approach, and be easily accessible in neighbourhood communities.

Third, the type of care is hugely important. Empathy, kindness and compassion will be our watchwords and we will adopt a strengths-based approach, focusing on what people and communities can do to support their own wellbeing, reducing harm and promoting healing. We are committed to being a trauma-informed organisation, recognising that adverse childhood events and previous experiences in adulthood can contribute to mental and physical health problems.

Fourth, we know we must focus on access – we want to eliminate out-of-area inpatient placements and ensure waiting times are kept as short as possible. We have heard from service users that too often people do not know where to go for help. We will work with the voluntary and community sector as a partner that is often more trusted by local people, to tackle this through more outreach and signposting work.

Fifth, we want to focus on enhancing our support for children and young people. We have a responsibility to ensure everyone has the best start to life with a focus on developing good mental

health and wellbeing into adulthood. We will work with children and young people, parents, carers, families and partners in health and education to improve the mental health and wellbeing of children and young people.

Finally, we will strengthen our specialist services, continuing to develop collaborative models and innovative approaches such as the North London Forensic Consortium.

### How we will achieve this Aim:

We will deliver our community mental health services transformation programme. We will support patients in their own home or in a facility within their borough. We will provide safe and welcoming therapeutic spaces for receiving care and improving patient experience. We will improve access to care, aiming to ensure that all those we serve can access treatment in a facility in North London, and that access times reduce. We will focus on continuity of care and improve transitions from children's services to adult services.

We can make a greater impact in this area by combining our resources across the Partnership and the five boroughs, making efficiencies that can be used to improve patient care. We can also bring the best experiences from both organisations, increasing standards across the five boroughs.

**Aim  
2**

**With our partners in North London and each Borough we will ensure equity of outcome for all.**



This Aim is at the heart of our five-year Vision. We must tackle health inequalities. This means working with individual people to support their wellbeing, including addressing housing, employment, education, social and economic circumstances. It also means focusing on outreach and prevention work including lifestyle interventions, social prescribing, and support for physical health and wellbeing and reducing social isolation. Service users and communities tell us that these kinds of services are critical to supporting their mental health and wellbeing.

We will work more closely with local charities, community groups and other partners across North London to strengthen provision in these areas. This will be driven at the neighbourhood level by our integrated community teams built around Primary Care Networks. Each Borough and neighbourhood team will have clear aims to reduce inequalities and deliver equitable outcomes, and how they achieve these will be co-produced with local people and service users.

We will work closely with our partners at a local level, taking a multi-disciplinary team approach to discuss those at risk and support them to manage their own health and wellbeing. We will make more use of our peer support workers – providing them with supervision, training and support to take a leading role in supporting people to look after their own health and wellbeing by attending appointments, seeing someone friendly, eating healthily and doing exercise.

As part of this work, we know we need to focus on specific areas of inequality. For example, we want to work on the over-representation of some ethnicities, such as Black men, in the use of the Mental Health Act and other restrictive practices. This kind of work requires partnership working with the police, local authority and voluntary sector among others; it requires understanding cultural differences and local communities and responding, and it requires proactive work in schools and the community.

As a result of this work, we expect to reduce the gap in health outcomes between people from different backgrounds.

## How we will achieve this Aim:

We will focus on improving our understanding of and connections with the communities we serve, building on the success stories we have developed in recent years to target specific communities, such as working with barbers to identify and support young Black men suffering with mental health problems. To do this, we will build strong relationships with local community and voluntary sector groups and improve our knowledge of the health of our different populations with the best use of data.

We will strengthen our links in our communities with local authorities, social care, police, PCNs and voluntary sector partners to help our service users access education, housing, and vocational support, and build social networks. We will support the voluntary sector to develop more outreach services focusing on physical and mental wellbeing. We will link our peer support workers into different care settings such as supported housing.

### Aim 3

**We will offer great places to work, providing staff with a supportive environment to deliver outstanding care.**



We know from our service users that achieving our Strategic Aims begins with our staff. We are therefore committed to supporting them to reach their full potential and have a rewarding career in healthcare, in the knowledge that this will underpin the delivery of high-quality care, as well as being the right thing to do.

We will proactively work to resolve challenges our staff are facing, offer environments in which staff can work effectively and safely and securely, and provide compassionate support for our people and their wellbeing. We will increase our flexibility as an employer, particularly around important areas like shift patterns.

Our staff tell us they face huge difficulties at the current time. The high vacancy rate makes it more difficult to deliver services, increases reliance on agency staff and affects team morale. We will improve staff recruitment and retention across the Partnership. There are practical factors that can help here, such as improving our recruitment and staff onboarding processes.

Overall, we want to create a culture to be proud of, creating a fair, diverse, and inclusive place to work. Our culture and behaviours must reflect our Values. Our focus on Equalities, Diversity and Inclusion (EDI) is paramount. We want to have leadership and management teams and a whole workforce that represent the communities we serve. To do this, we will take positive action, focus on management and leadership development and promote our Staff Inclusion Networks. We want all our staff to feel safe, respected, and able to be their authentic selves at work.

We will develop our staff, providing opportunities to engage with learning and the latest research and innovation within their field and ensuring that all staff within our Partnership have the opportunity to learn from each other through the sharing of best practice and collaborating with colleagues. We will be a training centre of choice, so that those doing their placements with us want to stay and we attract more recruits overall. We want students and universities to be recommending us as offering great places to work.

We also want to provide job opportunities for local people and work with the local education sector to achieve this, a key part of our ambition is to be an anchor organisation in each of our

five boroughs. By this, we mean that we want to play a big part in our local communities, using our staff and workforce, spending power and estate to do this. For example, by supporting local people to enter fulfilling careers in mental health services, we can deliver care for local communities by local people and invest in the social and economic development of North London.

### How we will achieve this Aim:

We develop and implement a three-year People and Organisational Strategy (2023-2026) – ‘Creating Great Places to Work’, which will identify and address areas for improvement through the entire employment lifecycle. The Strategy and associated Plan will cover attraction; recruitment; onboarding; learning and development; reward, recognition and benefits; progression and performance; retention and exit, with equality, diversity and inclusion being promoted at every stage of the employee lifecycle. We will respond to what our staff say in Staff Surveys and through other engagements, agreeing areas for change. We will adopt a learning culture, including a training academy to develop our workforce and attract new recruits by building stronger links with the education sector and universities. We will ensure staff benefit from the opportunities of working across both Trusts’ full range of services.

We will expand our apprenticeship programme, employing local people from North London. We will actively engage ex-service users and individuals formerly in foster care in employment opportunities. We will ensure our leadership team is diverse and representative of North London.

Ultimately, we want our staff to enjoy working for our Partnership and to feel valued by their colleagues and leadership.

## Aim 4

**We will be more effective as an organisation by pioneering research, Quality Improvement and technology.**



Research already forms a strong part of our identity. It allows us to improve our clinical practice and deliver more for patients. We want to build on this strength and expand our research capabilities across the Partnership. We will encourage teams to undertake research and quality improvement (QI) activities and provide the tools to put this into practice across services. There are some practical steps we can take here: establishing a service innovation fund, for example; introducing our own QI academy; and increasing the number of nurses and allied health professionals involved in research. Everyone taking ownership in making our services better allows us to evolve and build resilience for the future. We are committed to building and sustaining a culture that encourages appropriate risk-taking, effective performance management and organisational learning to improve the quality of services we provide.

We also want to make better use of technology, but first we need to create a strong foundation that supports our teams to work effectively. Getting the basics right will ensure we future proof our Partnership and provide a platform for subsequent innovation. Our systems and processes must allow us to share information quickly and easily across our teams and with our partners.

Digital technology will play an important role in how we improve care delivery and access for the people of North London. We will engage specific population groups such as children and young

people through this medium, not forgetting the importance of human interaction in our service users' recovery. Digital will be used to complement existing practice rather than replace it.

Data plays a crucial part in how we understand need and deliver mental health services. The way we collect, report, and analyse this information provides our staff with the intelligence to make data-driven improvements and decision-making. We understand the scale of data our organisations work with can be burdensome and often resulting from historical data collection. For this reason, we want to simplify our data management approach, and improve visibility, reliability, and security of data across the Partnership.

By undertaking this work, we can ensure that the care we offer will use the latest best practice to improve outcomes for all.

### How we will achieve this Aim:

We will build our relationships with local universities and education providers to further develop our research offerings for staff. We will invest time in developing the clinical practice of our staff, allowing them time and space to become actively involved in the latest research and innovation within their field. This will enhance the calibre of staff within our partnership which will have a direct and positive impact on care. We will involve more nurses and allied health professionals in research, as well as medics.

We will also incorporate digital innovation into our services to facilitate care in new and innovative ways. We will deliver our Brilliant Basics programme, ensuring devices, connectivity, and systems are fit for purpose. We will improve our systems and digital architecture, making information sharing and interoperability easier across the partnership. We will simplify our data management and reporting processes, underpinned by a single IT infrastructure and Electronic Patient Record.



# Enabling Strategies

There are a number of key supporting factors that are critical to enable the delivery of our vision and aims. This section provides a short overview of these.

## Clinical Strategy

We want to provide high quality, trauma-informed, safe and innovative care to our patients and their families. Over the next few years, as a Partnership, we will continue to develop a model of integrated core community mental health services and to improve patient flow and experience.

We understand that our service users and carers want services to be more responsive, accessible and tailored to individual needs with a focus on overall wellbeing. We want to ensure that service users and carers are:

- Given an active role in their care and the delivery and running of the organisation.
- Given continuity of care from clinicians and teams that they get to know.
- Less dependent on inpatient services, receiving earlier interventions at home or in the community.
- Treated by skilled mental health professionals that are representative of their community.
- Supported in excellent therapeutic environments.
- Afforded integrated care that is joined up with other services

Our proposed model requires investment to grow our teams in primary care to embed core community mental health teams that are multi-agency, multi-disciplinary, and accessible in neighbourhood communities. Mental, physical and social support and interventions will be holistic and joined up. We will use a strengths-based approach that will require detailed knowledge of community resources that people can be linked into.

Evidence-based mental health interventions will be fortified with clinicians that specialise in interventions for people with complex conditions. This model includes borough-wide intensive teams to work with people with very complex needs.

We will ensure strong co-operation and easy flow between the intensive and core teams with an emphasis on population health approaches. Our emphasis on community services will have a stronger focus on prevention and recovery which is delivered closer to home.



## People and Organisational Strategy

We will create a sustainable workforce model that ensures the Partnership becomes an excellent employer and place to work. This includes two key workforce priorities.

First, we will transform our workforce through the following actions:

- We will work together to address the external challenges facing the mental health workforce and will adapt to the evolving needs of our staff. This covers the whole employee life cycle from supporting local routes into employment, creating clear opportunities across career pathways for new and existing staff to support retention.
- We will embed leadership and management development opportunities to create a workforce that is empowered to innovate and improve the health outcomes of our service users as well as creating a flexible working environment for our staff.

Second, we will create a just, fair, inclusive and compassionate culture:

- We will develop a culture of fairness, openness, compassion and learning, as well as being an inclusive place to work. Managers will be supported to create an open culture and staff will be encouraged to speak up when things go wrong.
- Equality and inclusion will be at the heart of our culture, and we will champion the diversity in our workforce, treating everyone fairly and compassionately, whatever their background or circumstances.

## Our Green Plan

We will be at the forefront of innovation in sustainable mental healthcare, building on our reputation as leaders in innovation and research. Our new buildings and facilities will be community assets of the highest environmental standards, providing care which ensures service users, carers and our staff can thrive now and in the future.

Our ambition is to achieve the following:

- Achieve Net Zero by 2030
- Continually improve the resilience of our buildings and facilities to weather extremes; improve air quality for our patients and residents
- Implement an effective package of measures to assist our suppliers, partners, staff, and peer organisations to reduce their carbon emissions.
- Reduce need for acute services and potentially some medications by provision and referral to community and nature-based services and resources. Social prescribing will also be an important part of our holistic and personalised approach to mental and physical health.

## Equality, Diversity and Inclusion (EDI)

To achieve our Partnership Aims and to make a difference for our service users, staff and communities, we need to place deliberate consideration of EDI at the heart of our culture. It is important to us that the Partnership moves beyond just complying with our duties to being even more proactive and ensuring EDI is evident in all that we do.

We make the following commitments for our service users, staff and communities:

- Our services, both patient-facing and corporate, will be supported and developed to consciously consider the diverse needs of our service users, their families and carers and our staff in everything they do.
- Our leaders will be visible, committed to the EDI agenda, and actively engaging and listening to service users, staff and our communities, fostering collaboration in the co-production and decision-making about our services.
- We will take steps to enhance our understanding of our EDI practice.
- We will take positive steps to improve representation of diverse groups in our workforce and will ensure barriers to progression for staff in these groups are identified and removed.
- We will continually monitor progress and incorporate national benchmarking to improve our understanding of service users, staff and communities.

## Digital

Our digital plan aims to develop services to support service users and empower staff to deliver care through effective use of systems, technology and data. The digital plan recognises that data and systems will be at the heart of the care we provide, improving and optimising clinical workflows, culture, and delivery. Our digital plan will support the Partnership to have responsive and dynamic platforms that enhance the way our staff work and improve the care received by our service users.

Over the last two years we have invested in upgrades to our infrastructure and key applications, but we recognise that there is a lot more to be done.

The Partnership's digital ambitions can be set out under the following areas:

- Brilliant Basics: "We want everyone to be confident that our digital services are reliable and work consistently on demand, any time and every time."
- The right tools for the job
- Improving our use of data
- Ensuring digital innovation for all

## Finance and Estates

Our financial strategy will enable the Partnership to continue delivering sustainable and high-quality mental health services with our partners.

Detailed objectives will support the delivery of the financial strategy which will be reviewed annually. They will include cost improvement initiatives; a Partnership innovation fund to improve efficiency; proactively working with the Integrated Care System and other external partners to plan services within available resources across the System, creating a culture of individual and collective responsibility for financial improvement, and improving our back-office value by increased use of technology and Partnership shared services.

Our St Pancras Transformation Programme and a new Partnership Estates Strategy that includes plans to improve inpatient facilities at the Chase Farm and Edgware sites, will improve our staff and service user facilities, with similar improvements planned for our community mental health services.

## Conclusion

Our ambitious Strategy sets out the direction of travel for our Partnership over the next five years. It will continue to evolve as our Partnership develops further but we hope it gives you an overview of our future together as we work with our service users, carers, staff, partners and local people to deliver each of its aims.



# Year One Breakthrough Objectives for 2023/24

In year one of this Strategy, we plan to make a meaningful impact.

Therefore, we have defined a set of breakthrough objectives for 2023/24 that will kick start our progress towards the impact we would like to make.

These breakthrough objectives are outlined below, including the metrics and deliverables that will measure whether we are successful:

## Aim 1: We provide consistently high-quality care, closer to home

Strategic Objective for 2023/24	Deliverables for 2023/24
We will provide high quality inpatient care in facilities in North London to any service user who needs it	<ul style="list-style-type: none"> <li>We will reduce acute out of area placements in line with commitments agreed with North Central London (NCL) as a step to eliminating acute out of area placements completely.</li> <li>We will improve the percentage of positive feedback of patient experience as measured by Friends and Family Test (FFT) to the national target of 90%.</li> </ul>
We will be responsive, co-producing care with all our service users and carers, and ensuring all service users have ease of access to the care and support they need	<ul style="list-style-type: none"> <li>We will increase use of Dialog+ to 80% of defined service users under our care.</li> <li>Once baseline agreed with NCL partners, we will improve access and reduce wait times relating to referral to treatment by 30% from our baseline for individuals receiving treatment within four weeks within our transformed community mental health services incrementally by Q4 2023/24.</li> <li>We will increase the numbers of peer support workers and experts by experience employed.</li> </ul>
We will lead the improvement of children and young people's mental health care with partners across North London	<ul style="list-style-type: none"> <li>We will implement a standardised screening, triage, and access model across all NCL providers and services, with re-designed Neurodevelopment Disorder (NDD) pathways.</li> <li>We will implement a Patient Tracking List (PTL) across NCL to reduce waiting times and offer choice.</li> <li>We will increase to 85% the satisfaction of children and young people, parents and carers with their children and young people's mental health care in BEH as defined by FFT.</li> </ul>
We will have buildings and estate that provide the most therapeutic environments for care and treatment of service users and for staff to work in	<ul style="list-style-type: none"> <li>We will develop a new Partnership Estates Strategy including plans to improve inpatient facilities on the Chase Farm and Edgware sites and improve community services facilities.</li> <li>We will refurbish Eden Ward on the Chase Farm site to create additional inpatient capacity for the Partnership</li> <li>We will open new facilities as part of the St Pancras Transformation Programme, including:             <ul style="list-style-type: none"> <li>Community centre at Lowther Road</li> <li>Inpatient unit at Highgate</li> <li>Mental Health Crisis Assessment Service at Highgate</li> </ul> </li> </ul>

## Aim 2: With our partners in North London and each Borough we will ensure equity of outcome for all

Strategic Objective for 2023/24	Deliverables for 2023/24
<p>We will extend our work with local communities and voluntary groups to address health inequalities and improve population health</p>	<ul style="list-style-type: none"> <li>• We will establish new partnerships with VCS partners in every borough, increasing our preventative offer and community connectivity.</li> <li>• We will increase the physical health checks for people with Severe Mental Illness (SMI) from 58.5 % to 75%.</li> <li>• We will improve representation from culturally diverse groups in line with demographic need in our Children and Adolescent Mental Health Services (CAMHS) and urgent care pathways by 25%.</li> </ul>
<p>We will improve outcomes for everyone who uses our services, reducing unwarranted variation and ensuring consistency in the delivery of care</p>	<ul style="list-style-type: none"> <li>• We will have developed and agreed a Partnership Clinical Strategy.</li> <li>• We will increase to 60% the number of defined service users will have personalised plan through DIALOG+ by borough and demographic breakdown.</li> </ul>
<p>We will reduce disparities in care delivery, such as the over-representation of some ethnicities in the use of the Mental Health Act and other restrictive practices</p>	<ul style="list-style-type: none"> <li>• We will reduce by 20% (broken down by ethnicity) the disproportionate use of use of s136 through our community transformation and work with police.</li> <li>• We will reduce and look to eliminate the disproportionate use of restraint/prone restraint/seclusion for young Black men.</li> </ul>

## Aim 3: We create great places to work, providing staff with a supportive environment to deliver outstanding care

Strategic Objective for 2023/24	Deliverables for 2023/24
<p>We will create a culture where staff are able to bring their authentic self to work and feel truly supported with learning and career development opportunities</p>	<ul style="list-style-type: none"> <li>• We will increase to 62.8% the number of staff who would recommend us as a place to work (to be quantified from Staff Survey metrics).</li> <li>• We will establish a new induction and onboarding process.</li> </ul>
<p>As a local anchor institution, we will work with partners, such as educational providers, and our communities to facilitate routes into jobs with us for local people</p>	<ul style="list-style-type: none"> <li>• We will increase to 47.5% the number of staff employed from a postcode within the five boroughs.</li> <li>• We will offer support for care leavers to help them become 'work ready' and apply for roles within the Partnership.</li> <li>• We will increase to 9% (225) the number of apprenticeships, targeting local people to undertake an apprenticeship.</li> </ul>
<p>We will make demonstrable progress towards having leadership and management teams that represent the communities we serve</p>	<ul style="list-style-type: none"> <li>• We will increase to 38% the number of under-represented staff with protected characteristics in Band 8+ / Very Senior Manager (VSM) roles (measured by the Workforce Race Equality Standard, Workforce Disability Equality Standard, and gender pay gap metrics).</li> <li>• We will implement a Positive Action development programme to support staff from under-represented protected characteristics to progress to more senior roles.</li> </ul>

## Aim 4: We will be more effective as an organisation by pioneering research, Quality Improvement and technology

Strategic Objective for 2023/24	Deliverables for 2023/24
<p>We will create a learning culture, empowering our teams to undertake research and QI projects and convert these into the delivery of best practice, developing innovative services, and enabling local patients' access to the latest treatment options</p>	<ul style="list-style-type: none"> <li>• We will establish a service innovation fund.</li> <li>• We will introduce our own QI academy.</li> <li>• We will increase to 30% the proportion of staff and service users involved in QI.</li> <li>• The partnership will increase by 10% the proportion of staff and service users recruited to interventional research projects.</li> <li>• We will implement new evidence-based practice based upon research we have conducted.</li> </ul>
<p>We will transform the delivery, efficiency and effectiveness of our organisation through the use of data, technology and implementation of best practice</p>	<ul style="list-style-type: none"> <li>• We will deliver the Brilliant Basics programme.</li> <li>• We will deliver a common data platform and take a leadership role in developing capabilities to support the use of population health insights in service design and delivery.</li> <li>• We will pioneer a First of Type implementation of a Patient Held Record solution for Children and Young People.</li> <li>• We will implement a common bed management solution.</li> </ul>

Following on from our year one initiatives, the Partnership will continue to build on improvements important to our staff and service users.



# Medium and Long-term Objectives

The objectives below are what our Partnership will seek to achieve in the medium and longer term. Given that some objectives will require more complex actions, these will require lengthier timeframes to achieve.

- 1.** Strengthen our approach to co-production with service users, carers and communities, including looking at expanding the roles of peer support workers and experts by experience, and developing a programme to review our services in conjunction with service users.
- 2.** Develop our framework to reduce gaps in outcomes, including looking at ways to build new outreach and prevention services with the voluntary sector and our communities.
- 3.** Improve the experience for staff by building our joint culture and identity as a Partnership, improving our staff recruitment and onboarding processes, developing our training academy, ensuring all staff have a personalised development plan, and expanding research opportunities.
- 4.** Continue to redevelop our estate to provide safe and welcoming therapeutic spaces for receiving care and great working environments for our staff.
- 5.** Establish a digital innovation programme, incorporating new technology into our practice.





The North London Mental Health Partnership, May 2023

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**Better Mental Health. Better Lives. Better Communities**