



Derbyshire Community
Health Services
NHS Foundation Trust

“If it matters to you,
then it matters to us”



Organisational Strategy 2023 - 2028





Tracy Allen - Chief Executive



Julie Houlder - Chair

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Foreword

During the last 12 months, as we have emerged from the Covid pandemic and become part of the Joined Up Care Derbyshire (JUCD) Integrated Care System (ICS), we have worked with our Derbyshire Community Health Services NHS Foundation Trust (DCHS) colleagues, citizens in Derby and Derbyshire, patients and our partners to review and renew our Organisational Strategy.

The last three years have been really tough with the pandemic placing huge demands on everyone. We have seen worsening health inequalities and increasing pressure on the NHS. These demands highlighted interdependencies of the health and care system and the opportunities of working differently with communities and citizens. We have taken the opportunity to reflect and learn from these experiences and think about the role of DCHS within Derby and Derbyshire.

There are nearly 6000 people working in DCHS, all bound together by a passionate commitment to make a difference to health and wellbeing in Derby and Derbyshire. This strategy sets out clearly what is important to us and the communities we work with -

providing personalised, safe and effective community-based services which improve the health of local communities through:

- Working in partnership
- Supporting healthy communities
- Putting people at the centre and
- Looking to the future.

It describes what success in delivering our strategy will look and feel like, what we are going to focus on to make the difference and how we will interact with each other, patients, carers, communities and our partners to deliver this.

We know we play an important part in improving healthy life expectancy and ensuring the sustainability of our health and care system, and we are confident the strategy's delivery supports the overall aims and ambitions of our ICS.

The implementation plan we are developing will make it easy for us to see how we are doing, and for citizens and our partners in Derby and Derbyshire to hold us to account.



Why we wrote the strategy

We face many opportunities and challenges. Our strategy helps us navigate these without losing sight of what matters to people and should guide everything we do in DCHS.

The five-year Organisational Strategy provides clear direction. The strategy helps to ensure everyone in the organisation is working towards the same goals, and resources are being used effectively. The organisation can make decisions based on how they align to the strategy's intended outcomes and goals.

To ensure we are all working towards the same goals

DCHS in numbers



We serve a population of over

1,000,000



We provide jobs for over

5,900

people (including our bank staff)

We provide care from



community hospitals

health centres

GP practices

And schools and care homes

We are rated

outstanding

by the Care Quality Commission

Inspected and rated

Outstanding

Care Quality Commission



In an average day we care for:

Over **2,626**

patients in our community nursing and therapy services

255

people in our urgent treatment centres - of which

97% are treated within two hours

71

people in our community hospital beds and

14 in our older people's mental health beds

NHS Staff Survey

75%

'I would recommend my organisation as a place to work'

84%

'If a friend or relative needed treatment, I would be happy with the standard of care provided by this organisation'

Friends and family

94%

Friends and Family average score for how people rate their experience of services

In an average day we have:

506

patient appointments across our four community general practices

2,350

outpatient appointments

346

children under 5yrs old who are seen by our health visiting service



and

46

children who are seen by our school nursing teams

Summary of our strategy

Our Mission:

Our mission is to improve the health and wellbeing of local people and communities through personalised, safe and effective community-based services.

Our Vision:

Our vision is to see the health of local communities improve through partnership working, putting people at the centre and looking to the future.

Our Values:

To get the basics right - For each other, local people and communities

To value and develop teamwork - With our partners and within DCHS

To act with compassion and respect - For each other, local people and communities

To value diversity and inclusivity - Of each other, local people and communities.

To make a positive difference - For each other, local people and communities

People at the centre

Our Goals:

- Patients and carers experience great care which they actively participate in
- Everyone is treated fairly, feels valued and that their wellbeing matters
- Everyone is involved in improvement and feels able to take their ideas forward
- Everyone feels able to speak up, we listen to and learn from people's experiences and act on what we hear.

DCHS is a great place to work and experience care.

Healthy communities

Our Goals:

- We have trusting relationships with local communities to promote good health for everyone
- Prevention is our starting point, so people stay healthier for longer
- We have high quality information which we use to make good decisions to improve community health
- We focus on those who experience the greatest barriers to good health.

We improve the health of local communities, particularly for those who experience the greatest barriers to good health.

Working in partnership

Our Goals:

- Patients and carers experience great joined-up care, no matter how many people or organisations are involved
- We work in teams centred around patient care rather than organisational boundaries
- We work with partner organisations on shared goals, processes and systems
- Service improvements are developed with the people they affect, using their diverse experiences to lead to better solutions.

We work together in the best interests of people, no matter what organisation or team we are from.

We are sustainable and play our part in meeting the future needs of staff, patients and communities.

Focus on the future

Our Goals:

- We understand how local communities, patients and staff are changing and are ready to adapt, balancing opportunities and risk
- We have a sustainable workforce, offering enjoyable, engaging and manageable careers
- We use money and time well, balancing the requirement to plan for the future against immediate needs
- We consider the environmental impact of everything we do.



What will

Success

look like?

The success of our strategy is measured on the difference it makes to real lives. We especially want to help those who face the greatest barriers. We recognise the value of diversity; and inclusivity will help us to bring the strategy to life.

We have used 'I' and 'We' statements to show what success will look like. We listened to patients, carers,

communities, staff, and partners to understand what matters to them¹. We also made sure our strategy matches the quality statements set by the Care Quality Commission² (CQC).

'I' statements focus on how an individual feels and what they need. 'We' statements focus on what our organisation promises and commits to do.

¹See Appendix A Strategy development

²See Appendix B CQC quality statements against the DCHS strategy



What will success look like to

patients, carers and communities?

- I have knowledge about how to look after my health or the health of the person I am caring for
- I am involved in and informed about my care or the care of the person I am caring for
- I know how to access the services I need
- I have a choice in the care I receive
- I am treated as an individual
- I am listened to by my healthcare professional
- I am involved in making services better
- I feel safe and supported by the healthcare team
- I trust my healthcare team
- I feel my healthcare teams talk to each other
- I know who I need to talk to if I have any questions about my care or the care of the person I am caring for.

I feel safe and supported by the healthcare team



What will success look like to staff?

- I am listened to
- I have a voice that counts, that can make a difference
- I am seen and supported as an individual
- I am supported to do my job well
- I am recognised and rewarded in my role
- I can do my role in a sustainable way
- I am passionate and motivated to make a difference
- I am connected to and supported by my manager
- I am connected to my team
- I have opportunities to work with colleagues outside of my team
- I know what is happening within the organisation
- I can access relevant support for my health and wellbeing

- I help to improve services
- I create opportunities to improve the health of the community as part of my role.

I know what is happening within the organisation



What will success look like to partners?

- We work together to offer high quality care
- We work together on joined up processes, so we can work more effectively
- We work together to ensure we offer value for money
- We work together to make sure people can access the right care at the right time
- We work together to plan and deliver health services, leading to a more responsive and accountable health system
- We work together so that the Derby and Derbyshire population experience improved health and wellbeing outcomes, leading to healthier communities.

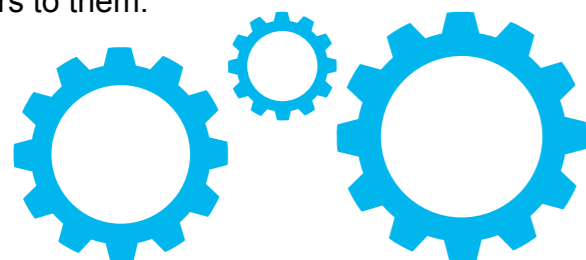
We work together to make sure people can access the right care at the right time





Strategy implementation

Our strategy is both ambitious and achievable. It reflects what patients, communities, staff and partners have told us matters to them.



Reflecting on how the strategy has been developed³, we will work with teams across the organisation and system to develop a five-year strategic plan. The five-year strategic plan describes what we need to do as an organisation to successfully deliver the strategy. It will identify actions that teams can deliver straight away and actions which will require an organisation wide and/or Joined Up Care Derbyshire (JUCD) approach⁴.

Targets and measures in the strategic plan are used to check whether we are on track to achieve our strategic outcomes. This helps us to understand how we are doing and what we need to do next.

DCHS has a structure of quality committees which seek assurance for the delivery of the strategic plan. The committee structure is part of the DCHS Way. This is a promise to everyone that quality is at the heart of everything we do and describes how we work together to develop and deliver services⁵.

³ See Appendix A Strategy development

⁴ See Appendix C How we link to Joined Up Care Derbyshire

⁵ See Appendix D DCHS Way and quality committee assurance



Appendices



Appendix A

Strategy development

- As an organisation, we wanted to create this strategy by listening to people, patients, communities, and partners. We asked them for their opinions and thoughts to understand what we are good at, what we need to improve, and what opportunities and challenges we have. We wanted our strategy to include what matters to them.
- We extended our friends and family questionnaire for a month to understand what patients valued in their care. We connected with the JUCD Engagement Team to help us understand what matters to communities and to make sure we didn't ask the same things more than once.
- We also connected with our colleagues in JUCD to figure out how our strategy can help us work together effectively.
- Other key themes were brought together, from our review of important local and national documents.
- All the information we gathered from staff, Board, patients, partners and within the national documents, helped us to come up with the four themes, goals, and outcomes in the strategy.
- Staff across DCHS are the backbone of our services. They make sure we maintain high quality care. We asked them questions in our first survey called 'If it matters to you, it matters to us,' and they shared 36,000 words with us. Our analysts read every word to make sure we heard everyone's views and experiences.
- We also got feedback from executive drop-in sessions, the Board, senior leaders, and governors. We held focused sessions with a range of leaders, teams, and staff networks. We wanted to understand more about 'how' we can do things differently in the Trust for staff, patients, and communities.

If it matters to you, it matters to us

CQC quality statements against the DCHS strategy

| Safe | Themes |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <p>Learning culture- We have a proactive and positive culture of safety based on openness and honesty, in which concerns about safety are listened to, safety events are investigated and reported thoroughly, and lessons are learned to continually identify and embed good practices.</p> | <p>People at the centre Working in partnership</p> |
| <p>Safeguarding We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.</p> | <p>People at the centre Working in partnership Healthy communities</p> |
| <p>Safe environments We detect and control potential risks in the care environment. We make sure that the equipment, facilities, and technology support the delivery of safe care.</p> | <p>People at the centre Focus on the future</p> |
| <p>Infection prevention and control We assess and manage the risk of infection. We detect and control the risk of it spreading and share any concerns with appropriate agencies promptly.</p> | <p>People at the centre Working in partnership Focus on the future</p> |
| Effective | Themes |
| <p>Assessing needs We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing, and communication needs with them.</p> | <p>People at the centre Healthy communities</p> |
| <p>Delivering evidence-based care and treatment We plan and deliver people's care and treatment with them, including what is important and matters to them. We do this in line with legislation and current evidence-based good practice and standards.</p> | <p>People at the centre Working in partnership Healthy communities Focus on the future</p> |
| <p>How staff, teams and services work together We work effectively across teams and services to support people. We make sure they only need to tell their story once by sharing their assessment of needs when they move between different services.</p> | <p>Working in partnership</p> |

We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this.

| Effective | Themes |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <p>Supporting people to live healthier lives We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce their future needs for care and support.</p> | <p>People at the centre Healthy communities Focus on the future</p> |
| <p>Monitoring and improving outcomes We routinely monitor people's care and treatment to continuously improve it. We ensure that outcomes are positive and consistent, and that they meet both clinical expectations and the expectations of people themselves.</p> | <p>People at the centre Working in partnership</p> |
| <p>Consent to care and treatment We tell people about their rights around consent and respect these when we deliver person-centred care and treatment.</p> | <p>People at the centre Working in partnership</p> |
| Caring | Themes |
| <p>Kindness, compassion and dignity We always treat people with kindness, empathy and compassion and we respect their privacy and dignity. We treat colleagues from other organisations with kindness and respect.</p> | <p>People at the centre Working in partnership</p> |
| <p>Treating people as individuals We treat people as individuals and make sure their care, support and treatment meets their needs and preferences. We take account of their strengths, abilities, aspirations, culture and unique backgrounds and protected characteristics.</p> | <p>People at the centre Healthy communities Focus on the future</p> |
| <p>Independence, choice and control We promote people's independence, so they know their rights and have choice and control over their own care, treatment, and wellbeing.</p> | <p>People at the centre Healthy communities</p> |
| <p>Responding to people's immediate needs We listen to and understand people's needs, views and wishes. We respond to these in that moment and will act to minimise any discomfort, concern or distress.</p> | <p>People at the centre Healthy communities</p> |
| <p>Workforce wellbeing and enablement We care about and promote the wellbeing of our staff, and we support and enable them to always deliver person centred care.</p> | <p>People at the centre Focus on the future</p> |

We treat people as individuals and make sure their care, support and treatment meets their needs and preferences.

CQC quality statements against the DCHS strategy

| Responsive | Themes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <p>Person-centred care We make sure people are at the centre of their care and treatment choices and we decide, in partnership with them, how to respond to any relevant changes in their needs.</p> | <p>People at the centre Working in partnership Focus on the future</p> |
| <p>Care provision, integration, and continuity We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.</p> | <p>Working in partnership Healthy communities Focus on the future</p> |
| <p>Providing information We provide appropriate, accurate and up-to-date information in formats that we tailor to individual needs.</p> | <p>People at the centre Healthy communities</p> |
| <p>Listening to and involving people We make it easy for people to share feedback and ideas or raise complaints about their care, treatment and support. We involve them in decisions about their care and tell them what's changed as a result.</p> | <p>People at the centre Working in partnership</p> |
| <p>Equity in access We make sure that everyone can access the care, support, and treatment they need when they need it.</p> | <p>Healthy communities</p> |
| <p>Equity in experiences and outcomes We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.</p> | <p>People at the centre Healthy communities</p> |
| <p>Planning for the future We support people to plan for important life changes, so they can have enough time to make informed decisions about their future, including at the end of their life.</p> | <p>People at the centre Focus on the future</p> |

We make it easy for people to share feedback and ideas or raise complaints about their care, treatment and support.

| Well led | Themes |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <p>Shared direction and culture We have a shared vision, strategy and culture. This is based on transparency, equity, equality and human rights, diversity and inclusion, engagement, and understanding challenges and the needs of people and our communities in order to meet these.</p> | <p>Organisational Strategy Vision, Mission, Values</p> |
| <p>Capable, compassionate and inclusive leaders We have inclusive leaders at all levels who understand the context in which we deliver care, treatment and support and embody the culture and values of their workforce and organisation. They have the skills, knowledge, experience and credibility to lead effectively. They do so with integrity, openness and honesty.</p> | <p>People at the centre Focus on the future</p> |
| <p>Freedom to speak up We foster a positive culture where people feel that they can speak up and that their voice will be heard.</p> | <p>People at the centre Healthy communities</p> |
| <p>Workforce equality, diversity and inclusion We value diversity in our workforce. We work towards an inclusive and fair culture by improving equality and equity for people who work for us.</p> | <p>Trust values People at the centre Working in partnership Focus on the future</p> |
| <p>Governance, management and sustainability We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.</p> | <p>Working in partnership Healthy communities Focus on the future</p> |
| <p>Partnerships and communities We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.</p> | <p>Working in partnership Healthy communities</p> |
| <p>Learning, improvement and innovation We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research</p> | <p>People at the centre Working in partnership Healthy communities Focus on the future</p> |
| <p>Environmental sustainability – sustainable development We understand any negative impact of our activities on the environment, and we strive to make a positive contribution in reducing it and support people to do the same.</p> | <p>Focus on the future</p> |

We foster a positive culture where people feel that they can speak up and that their voice will be heard.

How do we link to Joined Up Care Derbyshire (JUCD)?

DCHS is part of the Joined Up Care Derbyshire (JUCD) Integrated Care System⁶. JUCD⁷ creates partnerships between health, social care and voluntary organisations.

JUCD is one of 42 Integrated Care Systems across England. JUCD’s priority is to make improvements to the Derby and Derbyshire populations’ life expectancy and healthy life expectancy levels compared to other parts of the country. It aims to reduce the health inequalities that are driving these differences.

Below is a matrix of how our goal statements map to the JUCD strategic aims from the Integrated Care Partnership Strategy⁸.

| | Joined Up Care Derbyshire strategic aims | | | |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Prioritise prevention and early intervention to avoid ill health and improve outcomes | Reduce inequalities in outcomes, experience, and access | Develop care that is based on the strengths of people and communities, and which is personalised | Improve connectivity and alignment across Derby and Derbyshire, to ensure people experience joined up care, and to create a sustainable health and care system |
| Patients and carers experience great care which they actively participate in | | | ✓ | |
| Everyone is treated fairly, feels valued and that their wellbeing matters | | ✓ | ✓ | |
| Everyone is involved in improvement and feels able to take their ideas forward | ✓ | | | |
| Everyone feels able to speak up, we listen to and learn from people’s experiences and act on what we hear | | ✓ | | |
| Patients and carers experience great joined-up care, no matter how many people or organisations are involved | | | | ✓ |
| We work in teams centred around patient care rather than organisational boundaries | | | ✓ | ✓ |
| We work with partner organisations on shared goals, processes and systems | | | | ✓ |



| | | | | |
|-------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|
| Service improvements are developed with the people they affect, using their diverse experiences to lead to better solutions. | | ✓ | | |
| We have trusting relationships with local communities to promote good health for everyone | ✓ | ✓ | ✓ | ✓ |
| Prevention is our starting point, so people stay healthier for longer | ✓ | | | |
| We have high quality information which we use to make good decisions to improve community health | | ✓ | | ✓ |
| We focus on those who experience the greatest barriers to good health. | ✓ | ✓ | ✓ | |
| We understand how local communities, patients and staff are changing and are ready to adapt, balancing opportunities and risk | ✓ | ✓ | ✓ | ✓ |
| We have a sustainable workforce, offering enjoyable, engaging and manageable careers | | | ✓ | ✓ |
| We use money and time well, balancing the requirement to plan for the future against immediate needs | ✓ | | | ✓ |
| We consider the environmental impact of everything we do. | | | | ✓ |

⁶For more information on Integrated Systems see: [NHS England » What are integrated care systems?](#)

⁷For more information about Joined-Up Care Derbyshire and partners in the Integrated Care System, see [About Us » Joined Up Care Derbyshire](#)

⁸For more information about the Derbyshire Integrated Care Partnership Strategy see: [Our strategy » Joined Up Care Derbyshire](#)



How the **DCHS Way** supports implementation of our strategy and plans

The DCHS Way is our promise to everyone that quality is at the heart of everything we do. It provides a guide for how we work together to develop, deliver, and improve services. The DCHS Way is also about how our vision and values shape how we run the organisation.

Our Vision

Our vision is to see the health of local communities improve through partnership working, putting people at the centre and looking to the future.

The DCHS Way is more than just a set of words on a page. It is a way of life for our organisation. We are committed to living our values every day.

The DCHS Way is supported by three quality committees:

Our Values

- To get the basics right - For each other, local people and communities
- To act with compassion and respect - For each other, local people and communities
- To make a positive difference - For each other, local people and communities
- To value and develop teamwork - With our partners and within DCHS
- To value diversity and inclusivity - Of each other, local people and communities.

| We Are | The 'DCHS' Way |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quality Service | To deliver high quality and sustainable services that echo the values and aspirations of the communities we serve. |
| Quality People | To build a high-performance work environment that engages, involves and supports staff to reach their full potential. |
| Quality Business | To ensure an effective, efficient, and economical organisation that promotes productive partnership working and which offers good value to its community. |



The quality committees are an essential part of the DCHS Way. They help to make our organisation better.

The following table shows the focus areas for each of the quality committees. This is followed by the goal statements that each quality committee seeks assurance for. This helps to make sure we are meeting the outcomes of our strategy.



| | Quality Service Committee | Quality People Committee | Quality Business Committee |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| People at the centre DCHS is a great place to work and experience care | X (Patients and carers) | X (Staff) | |
| Working in partnership We work together in the best interests of people, no matter what organisation or team we are from | X (Patient focused partnerships of clinical and front-line services) | X (Shared goals and processes) | X (Business focused partnerships with other organisations) |
| Healthy communities We improve the health of local communities, particularly for those who experience the greatest barriers to good health | X (All statements) | | |
| Focus on the future We are sustainable and play our part in meeting the future needs of staff, patients, and communities | X (Changing communities and patients) | X (Changing staff and sustainable workforce) | X (Using money and time well, balancing future against immediate needs, considering the environment), |



Quality committee assurance



Quality Service Committee

People at the centre

- Patients and carers experience great care which they actively participate in
- Everyone is treated fairly, feels valued and that their wellbeing matters
- Everyone is involved in improvement and feels able to take their ideas forward
- Everyone feels able to speak up, we listen to and learn from people's experiences and act on what we hear.

Working in partnership

- Patients and carers experience great joined-up care, no matter how many people or organisations are involved
- We work in teams centred around patient care rather than organisational boundaries
- Service improvements are developed with the people they affect, using their diverse experiences to lead to better solutions.

Healthy communities

- We have trusting relationships with local communities to promote good health for everyone
- Prevention is our starting point, so people stay healthier for longer
- We have high quality information which we use to make good decisions to improve community health
- We focus on those who experience the greatest barriers to good health.

Focus on the future

- We understand how local communities and patients are changing and are ready to adapt, balancing opportunities and risk.



Quality People Committee

People at the centre

- Everyone is treated fairly, feels valued and that their wellbeing matters
- Everyone is involved in improvement and feels able to take their ideas forward
- Everyone feels able to speak up, we listen to and learn from people's experiences and act on what we hear.

Working in partnership

- We work with partner organisations on shared goals, processes and systems.

Focus on the future

- We understand how staff are changing and are ready to adapt, balancing opportunities and risk
- We have a sustainable workforce, offering enjoyable, engaging and manageable careers.

Quality Business Committee

Working in partnership

- We work with partner organisations on shared goals, processes and systems
- Service improvements are developed with the people they affect, using their diverse experiences to lead to better solutions.

Focus on the future

- We use money and time well, balancing the requirement to plan for the future against immediate needs
- We consider the environmental impact of everything we do.





**Derbyshire Community
Health Services**
NHS Foundation Trust

Are we accessible to you?

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