

# For a Better Life

SABP Our Strategy



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# Our Goals, Ambitions, Priorities and Values





Dr Ian McPherson  
Chair

We lead NHS mental health, learning and neurodevelopmental disabilities and drug and alcohol and wellbeing services in Surrey and North east Hampshire and aim to ensure everyone's mental health supports them to live the best life possible.

Our vision is **for a better life**, aimed at removing inequality caused by poor mental health, learning or neurodevelopmental disability, substance misuse, and other forms of disability, long term conditions and prejudice.

Our team is highly motivated and trained across all ages and in all aspects of the services we provide, to offer excellent and responsive prevention, diagnosis, early intervention, treatment and care.

We provide over 460,000 appointments a year in person, in clinics and hospitals, at home and in care homes, schools and on the phone or online. Our crisis and inpatient services operate 24 hours a day, all year round.

We have dedicated services for every stage of life providing expert support in a wide range of areas. We take a whole person and family approach to keep individuals and communities safe and promote good mental health and wellbeing.



Graham Wareham  
Chief Executive

## Values



1. Treat people well



2. Involve not ignore



3. Create respectful places



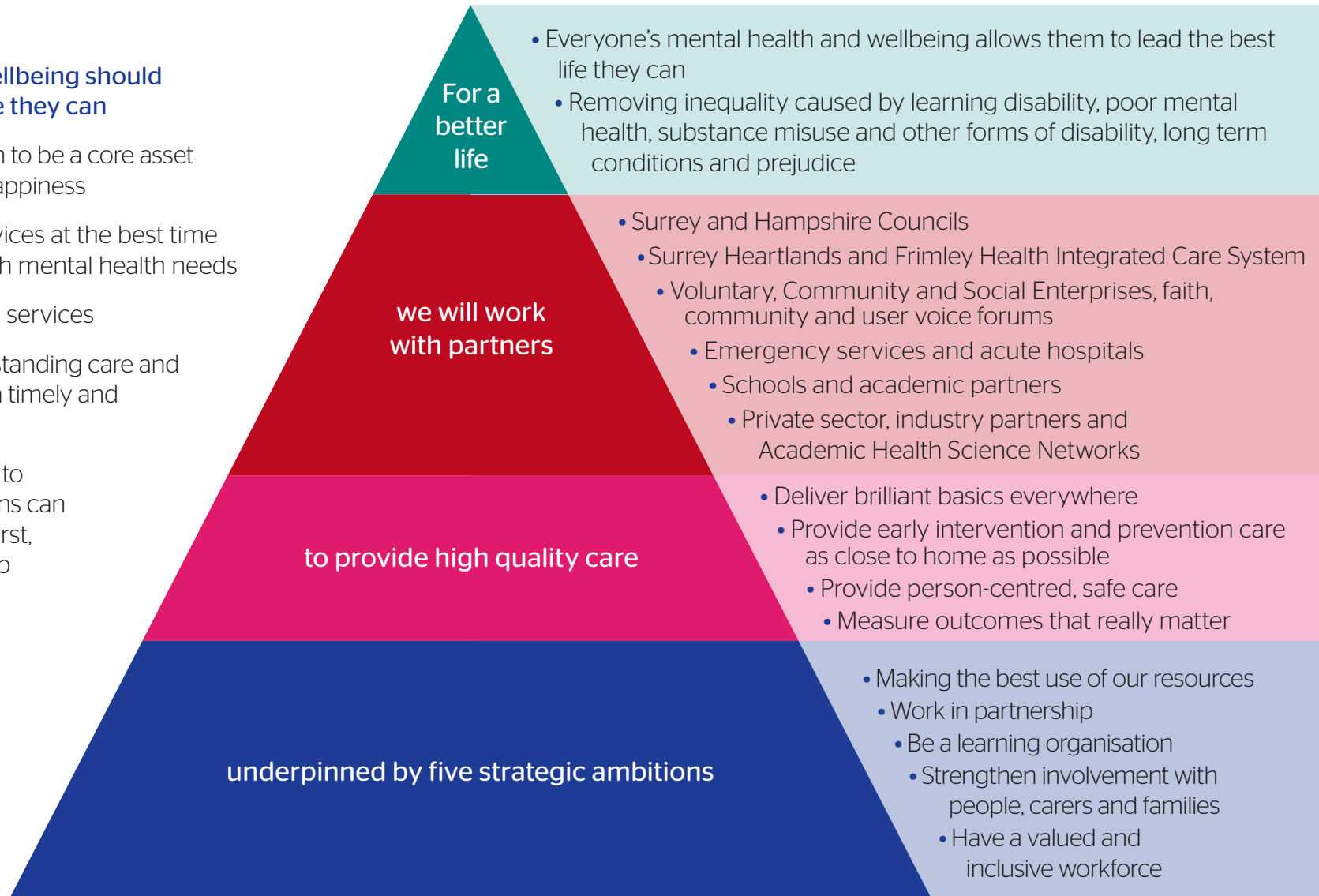
4. Be open, honest and accountable



## Our Manifesto

### Everyone's mental health and wellbeing should support them to lead the best life they can

- We want everyone's mental health to be a core asset to their overall good health and happiness
- We want to provide care and services at the best time so that we can help someone with mental health needs
- We want to provide safe care and services
- We want our services to offer outstanding care and outcomes providing people with a timely and compassionate experience
- We want SABP to be a great place to work, where careers and aspirations can thrive, people's wellbeing comes first, achievement is recognised and job satisfaction is high
- We want to represent the best of Surrey and North East Hampshire as a great place to live and work through the services we offer, the involvement of the communities we serve, the expertise of our staff and across the diversity of people's lives and experience



## 1. Providing high quality care

### Our commitments:

- Deliver brilliant basics everywhere
- Provide early intervention and prevention as close to home as possible
- Provide person-centred safe care
- Measure outcomes that really matter

## 2. Have a valued and inclusive workforce

### Our commitments:

- Be an employer of choice
- Be a compassionate and inclusive organisation
- Promote and support our staff health and wellbeing
- Invest in our talent, support career progression and develop leadership capabilities and capacity

## 6. Be a learning organisation

### Our commitments:

- Be a beacon for innovation, helping staff grow and learn
- Embed quality improvement in all that we do
- Be a UK leader in developing and using innovative clinical and care discoveries

## 5. Working in partnership

### Our commitments:

- Be bold and creative to lead system change with partners
- Reduce health inequalities
- Get the best benefits from collaboration and working together

## 4. Making the best use of resources

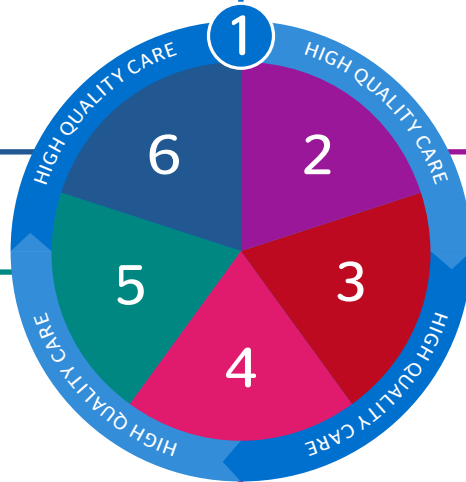
### Our commitments:

- Be financially sustainable
- Be more aware of our impact on - and be kinder to - the environment
- Optimise the use and value of property, technology and equipment

## 3. Strengthen involvement with people, carers and families

### Our commitments:

- Empower people's voices
- Continue to enhance our communications and commit to user friendly and jargon-free documents
- Grow our networks into the communities we serve to enhance the value of engagement and involvement with and for them



# Our Services: A snapshot of some of the services we deliver in partnership

## Early Years

Fetal alcohol spectrum disorder service



Developmental paediatric services  
CFHS

Perinatal services



Maternal mental health services  
With acute trusts

Parent infant mental health services



Primary school mental health teams  
CFHS

Children's learning disabilities service

## Children

Schools and specialist neurodevelopmental teams



Children's Bubble group  
Learning Space

Crisis services



Hope services  
With Surrey county council

Children's eating disorders

Early intervention in psychosis service



Emerald Place



Schools based needs offer (mental health in school)  
Mindworks partners

## Adults

Adult eating disorder service  
Solace - trauma and sexual assault



I-Access Substance misuse services  
Working with SCC and Westminster Drug Project (WDP)



GPIMHS

GP Integrated Mental Health Services

Adult services



Berkshire Healthcare Mental Health  
Integrated Community Support Services



Veterans' services

In partnership with Solent Health care

Adult learning disabilities

Integrated community teams

Adult wards



SHIPP



Psychiatric liaison services  
With acute trusts



Adult crisis services and home treatment teams

Adult ASD and ADHD services

Margaret Laurie rehabilitation unit



Safe havens  
In partnership with community connections



Mind matters IAPT services  
With other providers

Social care residential homes for people with learning disabilities

## Older Adults

Memory clinic

TIHM frailty remote monitoring



Older adults inpatient units

Dementia care & Early onset Dementia



Dementia Research Initiative

Services as of January 2023



# Providing high quality care





# Providing high quality care

We will be getting this right when we can deliver brilliant basics everywhere, providing people with the support they need to keep them safe as early as possible and closest to home. Every individual, carer and family should have a personalised package of care focused on their strengths and needs. Our support will be helping to close the 20+ year life expectancy gap for people with serious mental illness. We will be delivering care in the right environments, using a highly skilled workforce and making best use of technology that will help with people's recovery and wellbeing.

Click the  to find out more about each commitment and click  to hide information

## Our commitments

Deliver brilliant basics everywhere

Provide early intervention and prevention care as close to home as possible

Provide person-centred care

Measure outcomes that really matter





Valued and  
inclusive workforce



# Have a valued and inclusive workforce

We know that we will be getting this right when our workforce say we are a great employer because they feel valued, recognised and listened to and feel supported both with their learning and development as well as their own health and wellbeing. Our workforce will deliver the best quality care by taking a compassionate, kind and inclusive approach.

Click the  to find out more about each commitment and click  to hide information

## Our commitments


Be an employer of choice

Be a compassionate and inclusive organisation

Promote and support our staff health and wellbeing

Invest in our talent, support career progression and develop leadership capabilities and capacity





# Strengthen involvement with people, carers and families



# Strengthen involvement with people, carers and families

We know that we will be getting this right when co-production is deep rooted and part of every day practice at every level across the Trust. The power of people's voices will be driving change. We will be engaging and reaching the people, communities and networks we serve and people will be able to know and access the support we can give.

Click the  to find out more about each commitment and click  to hide information

## Our commitments

Empower people's voices

Continue to enhance our communications and commit to user friendly and jargon-free documents

Grow our networks into the communities we serve to enhance the value of engagement and involvement



# Making the best use of resources



# Making the best use of resources

We will work smartly within our means using digital and data resources to improve care and have the right approaches in place to evaluate value for money. We will continue to work jointly with system partners to secure fairer funding and be bolder around securing the right focus, resources and funding to deliver quality care.

Click the  to find out more about each commitment and click  to hide information

## Our commitments

Be financially sustainable

Be more aware of our impact on – and be kinder to – the environment.

Optimise the use and value of property, technology and equipment



# Working in partnership as a force for good





# Working in partnership as a force for good

We know that we will be getting this right when building respectful and strong collaborations with partner organisations to improve the care and support we deliver to individuals, families and communities. Our partnerships will help us take a whole person, whole family approach and respond more effectively to the many factors that lead to poor mental health outcomes.

Click the  to find out more about each commitment and click  to hide information

## Our commitments

Be bold and creative to lead system-wide change with our partners

Reduce health inequalities

Get the best benefits from collaboration and partnership



Be a learning organisation



# Be a learning organisation

We know that we will be getting this right when we are recognised for our innovation and creativity and not afraid of trying and failing at new approaches. Our staff will be confident with Quality Improvement (QI) approaches which are naturally embedded into every aspect of the way we work. We will have the right data insight and tools to help us continuously improve the care we provide and make best use of our research, innovation and transformation resources.

Click the  to find out more about each commitment and click  to hide information

## Our commitments

Be a beacon for innovation, helping staff learn and develop

Embed Quality Improvement in all we do

Be a UK leader in developing and using innovative clinical and care discoveries



# Appendix

## Printable versions



We will be getting this right when we can deliver brilliant basics everywhere, providing people with the support they need to keep them safe as early as possible and closest to home. Every individual, carer and family should have a personalised package of care focused on their strengths and needs. Our support will be helping to close the 20+ year life expectancy gap for people with serious mental illness. We will be delivering care in the right environments, using a highly skilled workforce and making best use of technology that will help with people's recovery and wellbeing.

## Our commitments

## Our Actions

Deliver brilliant basics everywhere

- Provide people with the safety and help they need at the right time
- Support people in crisis, delivering care as close to home as possible
- Improve people's physical healthcare to reduce the life expectancy gap for people with serious mental illness
- Develop the right physical environments, infrastructure and digital solutions that help with people's choice, recovery and wellbeing
- Ensure we have the right size workforce and mix of skills to best support people's needs

Provide early intervention and prevention care as close to home as possible

- Integrate and spread our teams into local neighbourhoods, closer to where people live, work and learn
- Targeted work with schools, communities and families to improve outcomes
- Embed 'Think Family' principles and approaches across all our services
- Offer choice of how care is offered including digital solutions where appropriate

Provide person-centred care

- Better skilled multi-agency practitioners to meet complexity and diversity in need
- Targeted support for people with complex needs
- Build a formulation based approach within all services to strengthen professional curiosity and help our workforce build a better understanding of people's strengths and needs
- Provide excellent spiritual pastoral and culturally appropriate services to everyone

Measure outcomes that really matter

- Take a population health approach to better understand need, target resources, and reduce inequalities of access to support
- Embed outcomes evaluation framework (and better for every person)

# Have a valued and inclusive workforce

We know that we will be getting this right when our workforce say we are a great employer because they feel valued, recognised and listened to and feel supported both with their learning and development as well as their own health and wellbeing. Our workforce will deliver the best quality care by taking a compassionate, kind and inclusive approach.

## Our commitments

## Our Actions

Be an employer of choice

- Grow our own future workforce by investing in local and international recruitment and apprenticeships schemes
- Develop our talent and support career progression
- Raise our employer profile to attract the right people and skills to deliver the best care
- Refresh and embed our organisational values to drive our strategy and new ways of working and improve workforce experience
- Provide the right environment and tools to give the best staff experience

Be a compassionate and inclusive organisation

- Embed Equality, Diversity and Inclusion throughout the Trust
- Continue to support and develop our staff networks to ensure staff voices are involved in our decision making
- Build skills, expertise, opportunities and a more flexible workforce

Promote and support our staff health and wellbeing

- Develop and promote initiatives that enhance our health and wellbeing
- Enable agile, flexible working to achieve a good work life balance
- Ensure we engage with staff to address concerns and develop initiatives

Invest in our talent, support career progression and develop leadership capabilities and capacity

- Develop clear career paths across all staff disciplines
- Develop leadership skills and structures to empower effective decision making at all levels
- Broaden our talent management and develop our approach to succession planning
- Develop our workforce to make the best use of technology and data

# Strengthen involvement with people, carers and families

We know that we will be getting this right when co-production is deep rooted and part of every day practice at every level across the Trust. The power of people's voices will be driving change. We will be engaging and reaching the people, communities and networks we serve and people will be able to know and access the support we can give.

## Our commitments

## Our Actions

Empower people's voices

- Commit ourselves to those who participate and increase participation of diverse people, carers and families
- Develop our approach to communications, engagement and marketing to more deeply involve our audiences
- Create new lived experience roles at every decision making level
- Recognise and value difference and diversity across our workforce to better meet people's needs
- Give better access to care records to make it easier for those who use our services to shape their care

Continue to enhance our communications and commit to user friendly and jargon-free documents

- Commit to easy read and jargon free communications
- Develop our communication channels to reach varied audiences
- Improve partnerships with faith communities to improve support and access to services

Grow our networks into the communities we serve to enhance the value of engagement and involvement

- Reset our lived experience and carers' network to achieve stronger involvement and diversity
- Provide greater support and reach linking with existing user voice and community groups to better understand local needs and support local community assets
- Strengthen partnerships with different faiths and communities to increase understanding and improve access to services

# Making the best use of resources

We will work smartly within our means using digital and data resources to improve care and have the right approaches in place to evaluate value for money. We will continue to work jointly with system partners to secure fairer funding and be bolder around securing the right focus, resources and funding to deliver quality care.

## Our commitments

## Our Actions

Be financially sustainable

- Enhance budget planning and management
- Invest in new commercial development initiatives to diversify income generation and improve quality care
- Work with our system partners to ensure the right level of funding, focus and parity in our services
- Use our collective resources and wisdom to deliver more effective and efficient care and support

Be more aware of our impact on - and be kinder to - the environment.

- Work towards net zero (carbon) emission to achieve the NHS commitment on sustainability
- Reduce unnecessary or avoidable travel for appointments and meetings

Optimise the use and value of property, technology and equipment

- Make best use of our digital and data resources to improve the quality of care, safety, productivity and efficiency
- Develop collaborative ways of commissioning through provider collaboratives and alliances
- Optimise the use and value of property and capital assets
- Develop evidence-based approaches and processes for evaluating value for money



# Working in partnership as a force for good

We know that we will be getting this right when building respectful and strong collaborations with partner organisations to improve the care and support we deliver to individuals, families and communities. Our partnerships will help us take a whole person, whole family approach and respond more effectively to the many factors that lead to poor mental health outcomes.

Our commitments	Our Actions
Be bold and creative to lead system-wide change with our partners	<ul style="list-style-type: none"><li>• Drive system change through more joined-up working to better support communities and neighbourhoods</li><li>• Eliminate bounce between care pathways and services and ensure that people only need to tell their story once</li><li>• Drive system change through more joined-up working to better support communities at place and neighbourhood</li></ul>
Reduce health inequalities	<ul style="list-style-type: none"><li>• Play a leading role in challenging stigma and tackling inequalities</li><li>• Work with partners to focus more on strengthening our self-help options for people</li><li>• Target our resource to where it is most needed and give equal priority to mental and physical health needs</li><li>• Make effective use of available data to tackle health inequalities</li></ul>
Get the best benefits from collaboration and partnership	<ul style="list-style-type: none"><li>• Be more than the sum of our partnerships</li><li>• Recognise and release each of our partners' strengths</li><li>• Create seamless pathways for people across the networks of care and support</li></ul>

# Be a learning organisation

We know that we will be getting this right when we are recognised for our innovation and creativity and not afraid of trying and failing at new approaches. Our staff will be confident with Quality Improvement (QI) approaches which are naturally embedded into every aspect of the way we work. We will have the right data insight and tools to help us continuously improve the care we provide and make best use of our research, innovation and transformation resources.

Our commitments	Our Actions
Be a beacon for innovation, helping staff learn and develop	<ul style="list-style-type: none"><li>• Celebrate and tell the story of our successes</li><li>• Support staff to develop, learn and innovate</li></ul>
Embed Quality Improvement in all we do	<ul style="list-style-type: none"><li>• Reset our QI approach, priorities and infrastructure to better embed practice into everyday operations to improve, experiment and spread learning</li><li>• Implement more reflective learning, building on lessons from serious incidents as well as internal and external good practice</li><li>• Use data to drive learning and improvement</li></ul>
Be a UK leader in developing and using innovative clinical and care discoveries	<ul style="list-style-type: none"><li>• Seek out new research opportunities</li><li>• Develop meaningful digital and data insight tools to help us learn, know what to focus on and continuously improve</li><li>• Build new innovation networks with industry partners to help develop future healthcare models and challenge the status quo</li></ul>

If you would like this information in another format or another language:  
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