

Introducing People at our heart

We have called our new vision and strategy: 'People at our heart'.

It has been developed with the involvement of more than a thousand colleagues, service user and carer representatives, volunteers and others. This means we are confident that it reflects the needs of the people we serve, as well as the people who work for our Trust.

This simple guide explains what our new strategic direction means.

Our Vision

Our vision statement sets out what we want to achieve over the next five years:

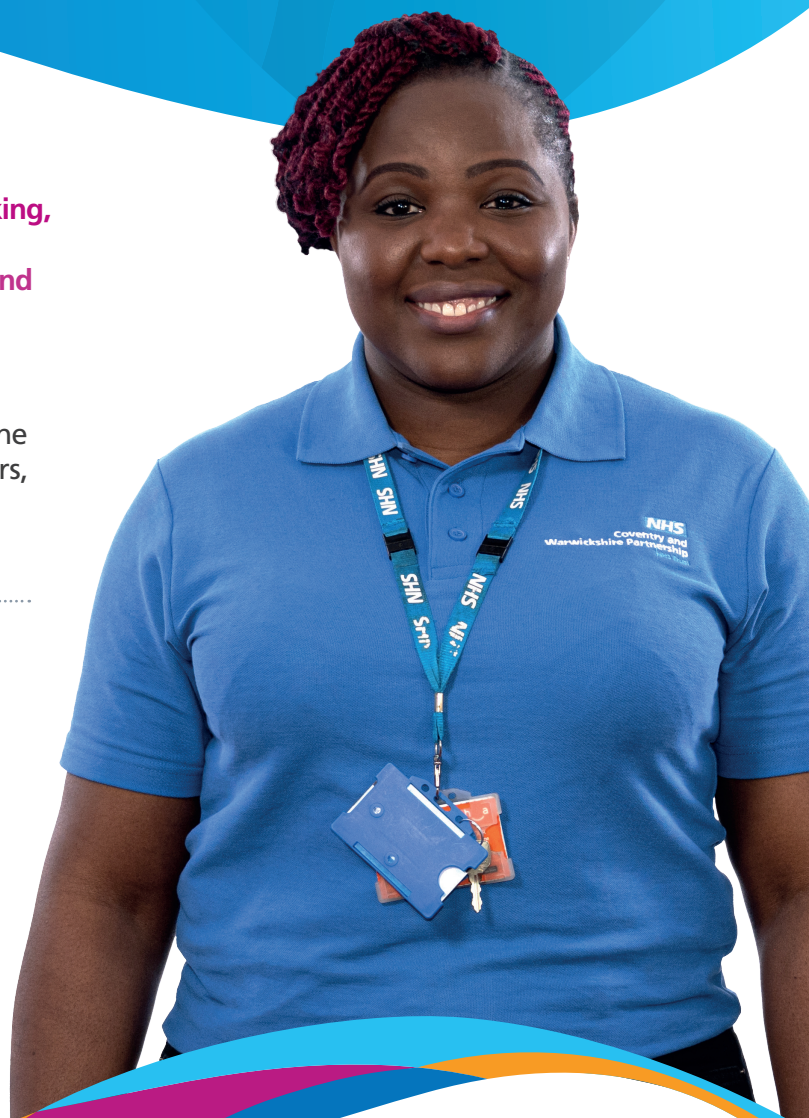
We will become an innovative, forward-thinking, and inclusive teaching organisation, enabling us to provide consistently high quality, safe and compassionate care.

Among other benefits, becoming a teaching organisation will enable us to attract the best clinicians and other professional staff, improve the quality of the care we provide to our service users, and offer greater opportunities to participate in research and innovation.

Our Core Purpose

To make a positive difference to the health and wellbeing of people and communities who need our services.

Our core purpose is at the heart of everything we do. Colleagues involved in the engagement programme agreed that this is the fundamental reason why we come into work every day. No matter what our role or contribution, we are all here to ensure the Trust is providing excellent care and making a real difference to the lives of local people.



**People at
our heart**

Our values

Our values underpin everything we do and how we do it. They reflect how we act, think and treat others, and they set us apart from other organisations. Whether you are working for or with us, or being cared for by us, our five values represent the attitudes and behaviours that our service users, colleagues, partners, and others can expect from us.



Compassion

We are compassionate, kind and caring to everyone, including people who use our services and people we work with.

Respect



We are civil and respectful. We celebrate diversity and always appreciate the views of other people.

Excellence



We always do our best and seek to achieve excellence in all we do. We innovate and try out new things, and when things don't go to plan we embrace this as an opportunity to learn and improve.

Collaboration

We take pride in involving people and working together as an inclusive team, both within our organisation and in co-production with service users, carers, partners, local community groups and others.



Integrity



We do the right thing and people can trust us. We are open, honest and transparent, even when things go wrong.



Our strategic priorities

Our extensive engagement over recent months has pinpointed five key strategic priorities. We believe these are the most important areas for us to focus on. Achieving these priorities over the next three to five years will directly contribute to fulfilling our overarching vision.

We have set ourselves 'bold goals' and measures for each priority, so we can map our progress and stay on track. Everything we do as an organisation will be aligned with at least one of these priority areas.

Our Care



People who use our services are supported and empowered to reach their full potential and to achieve the best possible health and wellbeing for them.

- Eliminate inappropriate admissions and out-of-area placements, e.g. reduced inappropriate mental health **Out of Area** bed days
- Reduce avoidable harm, e.g. reduction in wound care incidents, medication errors and patient safety incidents
- Improvement in patient outcomes and experience, e.g. more than 90% of service users would recommend our services in the Friends and Family Test
- Carers feel valued and engaged, e.g. Two stars **Triangle of Care** achieved

Our Colleagues



People working here feel empowered, valued, respected, engaged, safe and healthy, and are developed and supported to do a great job.

- Colleagues feel empowered, valued, involved, engaged, safe and healthy, and part of a single CWPT team, e.g. percentage of staff who recommend CWPT as a place to work
- We have a modern and sustainable workforce able to deliver great patient care, e.g. reduction in agency usage, reduction in sickness absence
- Our workforce is diverse and represents the communities we serve, e.g. percentage of staff employed from under-represented groups
- Better access to opportunities for under-represented groups, e.g. percentage of staff who believe that the Trust provides equal opportunity for career progression or promotion
- Use of new roles is optimised, e.g. percentage of staff in new HEE roles who are still employed within the Trust 12 months after their training ends

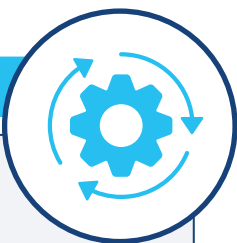
Our Leadership



Compassionate, inclusive and accountable leaders at every level, who enable personal growth and development for everyone.

- Leaders who foster and nurture an environment that is psychologically safe, with a 'just culture', e.g. percentage of staff who feel their concerns are acted upon
- Good leadership is felt at all levels, e.g. increase in our **Compassionate Leadership** staff survey scores
- Leaders who are inspired, motivated, accountable, responsible and empowered to innovate and drive change, e.g. percentage of staff who report they feel empowered to make changes within the scope of their role

Our Organisation



Creating an environment which inspires shared learning, innovation, improvement, inclusion, co-production and sustainability.

- To become a successful **Teaching Trust**, e.g. Teaching/University status achieved
- Delivery of our Green Plan ambitions, e.g. reduced carbon footprint, percentage of appointments delivered virtually
- Return to recurrent financial balance by March 2025, e.g. reduction in underlying deficit
- Red tape and bureaucracy minimised, e.g. unproductive staff hours released

Our Partnerships



Collaborating with others to improve the health and wellbeing of people and local communities, because the whole of a person's healthcare journey matters.

- An influential leader within the Coventry and Warwickshire Integrated Care System (ICS), e.g. achievement of Mental Health Learning Disabilities and Autism (MHLDA) **Lead Provider** status
- Working with partners to address health inequalities within the communities we serve, e.g. delivery of our responsibilities set out within the ICS-wide Health Inequalities Strategy
- Harness the benefits of collaboration with other MHLDA providers across the Midlands, e.g. reduction in use of the independent sector for specialist inpatient treatment, reduction in unwarranted variations in care

How you can contribute?

Everything we do should be contributing to the ambitions and priorities we have set out within the 'People at our heart' strategy.

This might mean stopping or pausing other projects or activities underway. This is because it is important that we focus on doing a small number of things really well, rather than trying to do everything at once. Your leadership team should be having regular conversations with you and your team about what this all means at a directorate, service and team level.

You can contribute to these conversations locally, and you can also share your ideas, comments and feedback by emailing:

communications@cowarkpt.nhs.uk

We will also involve colleagues and talk about the progress we are making, for example, during staff briefings, on the intranet, and in Trust e-newsletters.



Colleagues across the Trust - in all professions and at all levels - are expected and encouraged to challenge what we are doing and why we are doing it, to make sure that we all remain focused on what matters most to us all: putting people at our heart, fulfilling our core purpose, and achieving our vision and strategic priorities.