

The logo for 'The Big Conversation' features three speech bubbles. The top-left bubble is black with the word 'The' in white. The top-right bubble is light green with the word 'Big' in white. The bottom bubble is dark green with the word 'Conversation' in white. All text is in a bold, rounded, sans-serif font.

The
Big
Conversation

ELFT undertook a refresh of its strategy in 2021

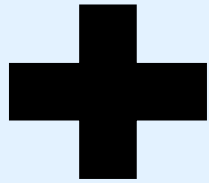
The previous strategy was developed in 2017

The purpose of the strategy was to ensure that we are learning and adapting our priorities in light of:

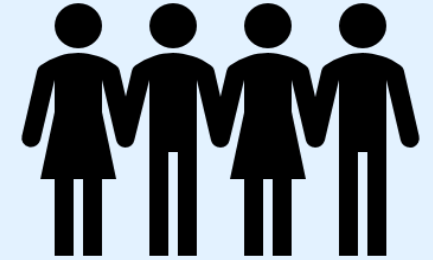
- The progress we've made since 2017
 - The impact of the pandemic
- The advent of integrated care systems and priorities of our system partners
 - The changing demographic and need in our local communities



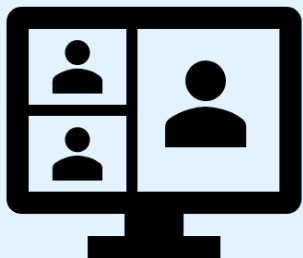
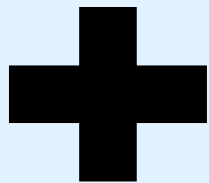
16 online workshops took place across the Trust and with various partners and stakeholders



Online survey sent out to the Trust and stakeholders

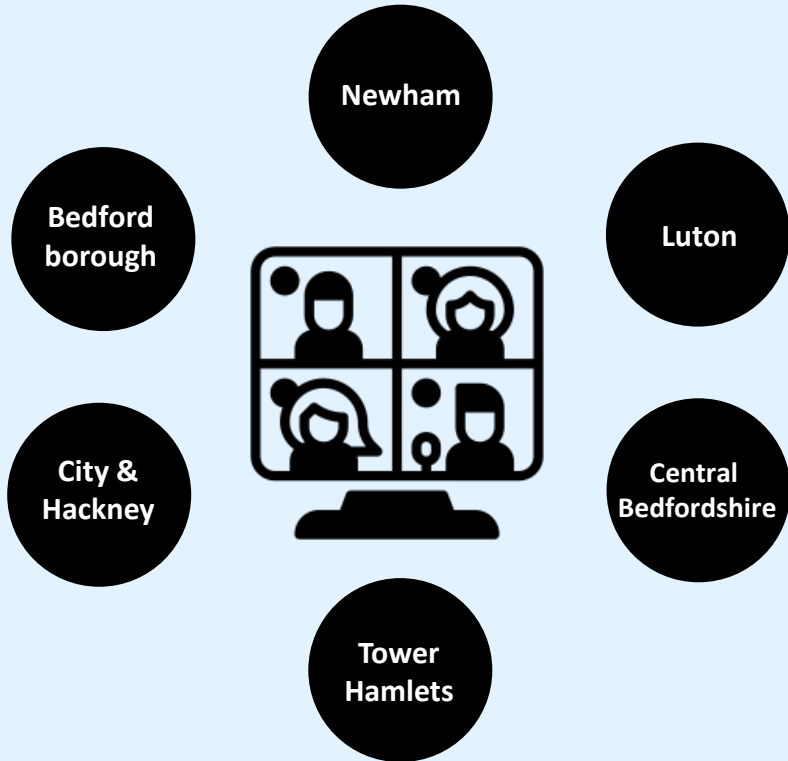


Feedback from over 350 people

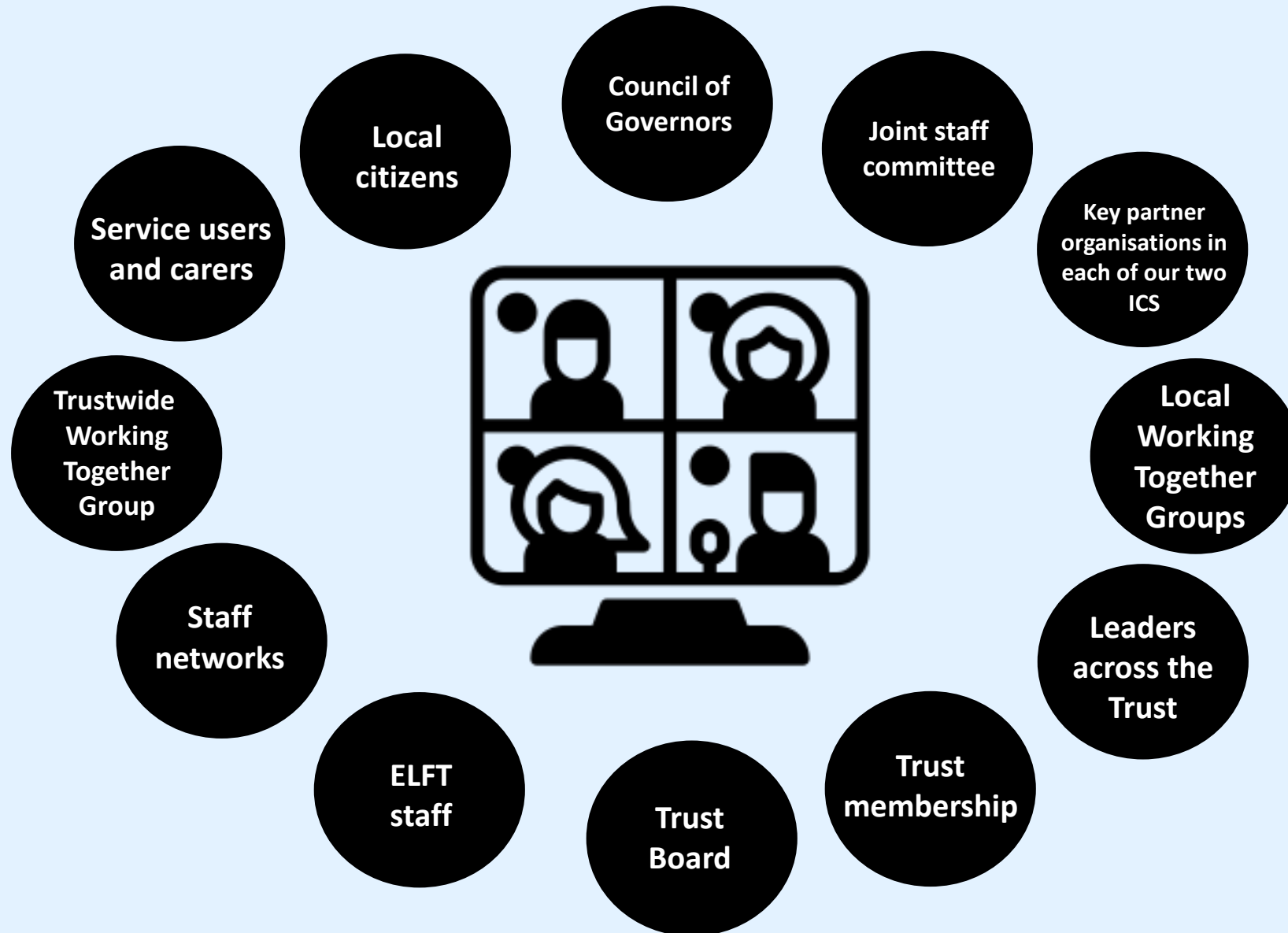


Discussions within existing meetings

Localities we have engaged to help us refresh the strategy



People we have engaged to help us refresh the strategy



Analysis



- **Attendees individually answered questions during an online workshop (using Menti) or in an online survey (on MS Forms)**
- **Thematic analysis was then used on individual responses**
 - **One analyst independently identified themes for each response**
 - **Second analyst checked through and verified themes**
 - **The themes were then tabulated**
 - **Themes that received four or more responses were then included in the bubble chart for the question**
 - **Over 1150 responses thematically analysed**

Questions asked



- 1. What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?**
- 2. What should the Trust focus on over the next 5 years to improve the quality of life for those we serve?**
- 3. What are your hopes for what we will achieve through our strategy over these next 5 years?**

Questions asked



1. **What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?**
2. **What should the Trust focus on over the next 5 years to improve the quality of life for those we serve?**
3. **What are your hopes for what we will achieve through our strategy over these next 5 years?**

1. What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?

"having both access to virtual appointments and face to face"

"interest in, and support for, staff wellbeing"

"Ensure staff represents the communities you serve"

"The flexibility to work remotely from home"



"Supporting creativity and breaking some of the barriers to doing things differently"

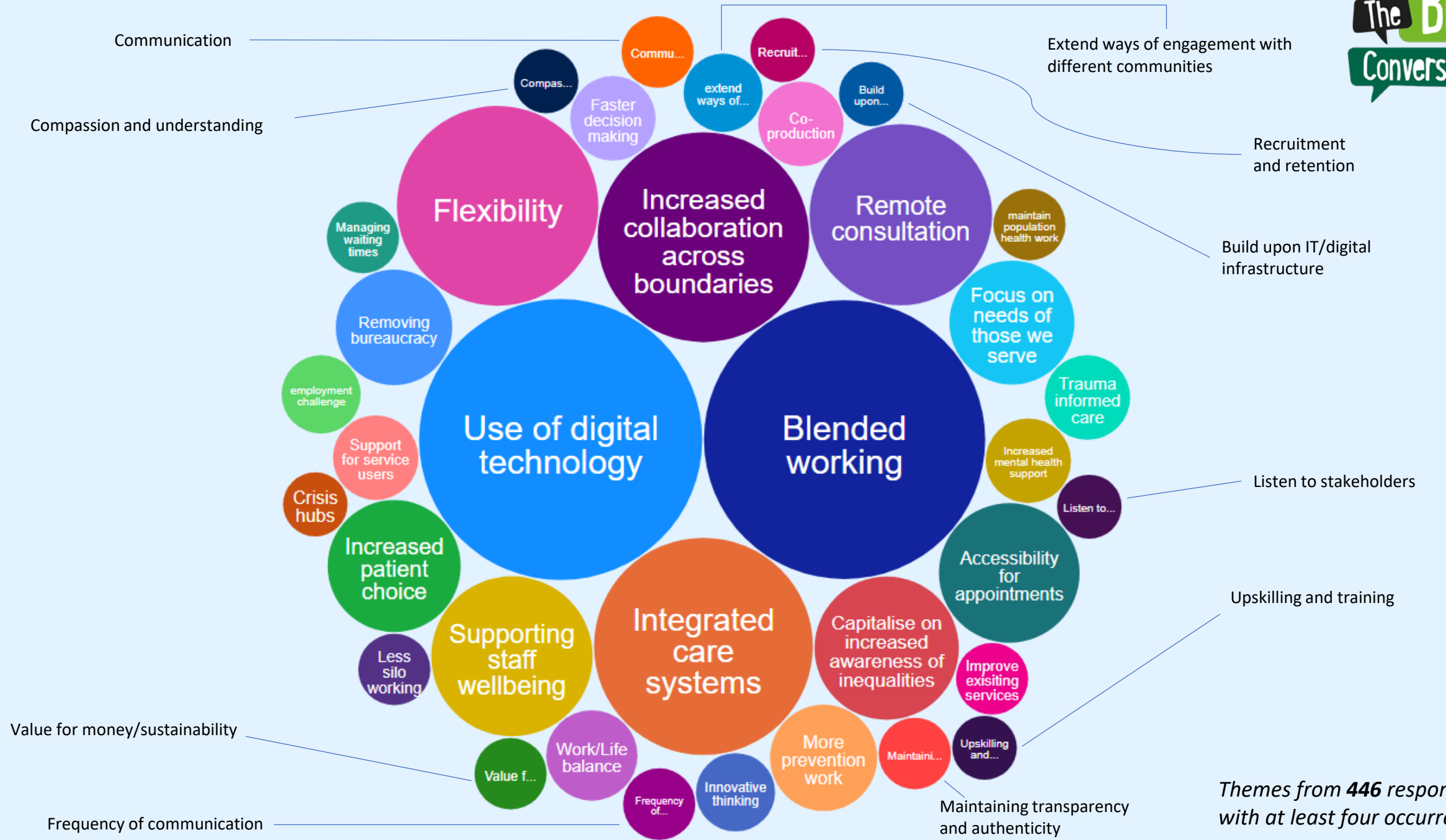
"Supporting people in isolation"

"Digital, collaboration across directorates. The use of Teams has created more opportunities for teams across the 2 ICS systems to work together"

"Increased mental health support"

"Removal of bureaucracy where possible to deliver services"

1. What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?



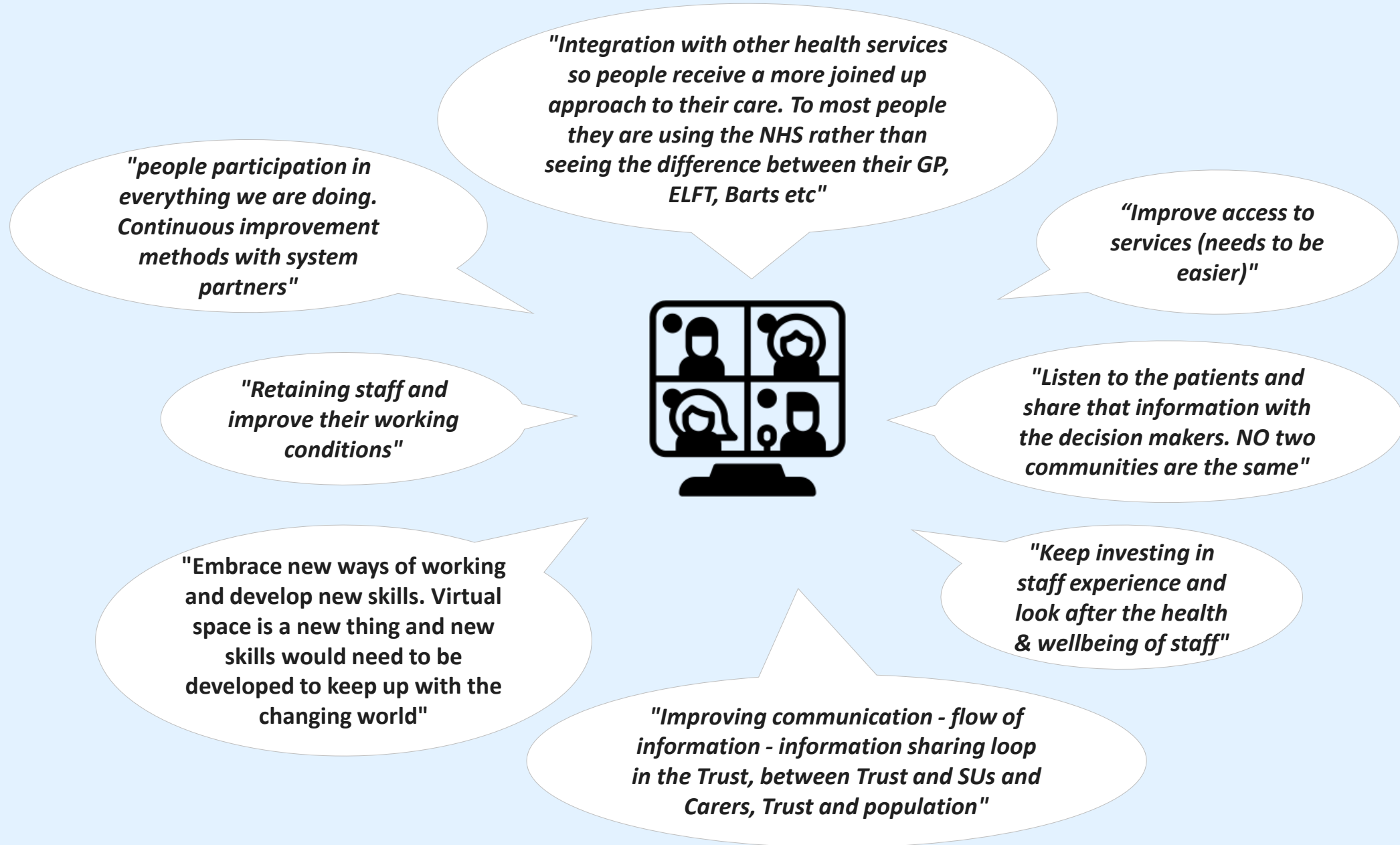
Themes from 446 responses with at least four occurrences

Questions asked



1. What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?
2. What should the Trust focus on over the next 5 years to improve the quality of life for those we serve?
3. What are your hopes for what we will achieve through our strategy over these next 5 years?

2. What should the Trust focus on over the next 5 years to improve the quality of life for those we serve?



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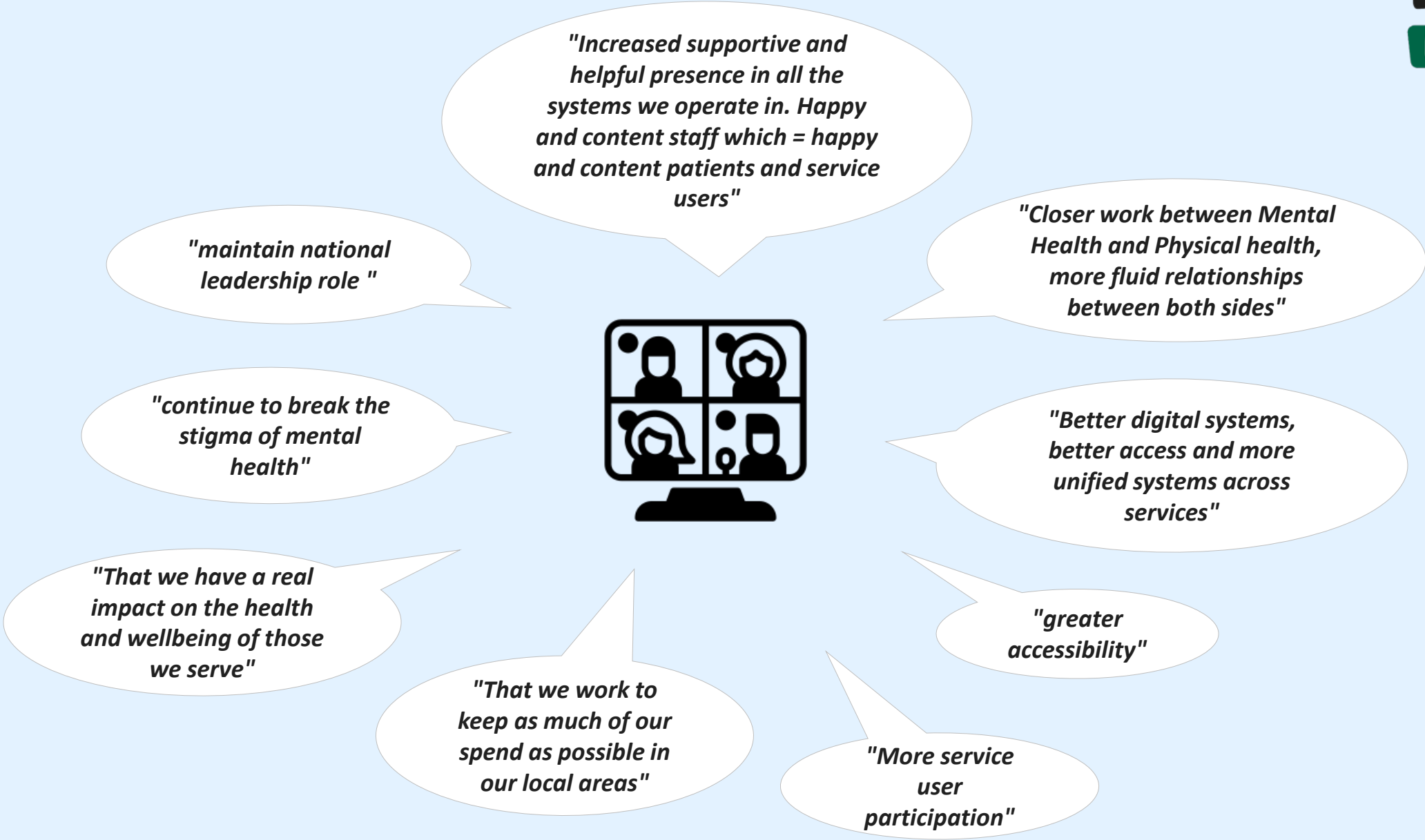
Themes from **421** responses with at least four occurrences

Questions asked



1. **What adaptations and changes brought about by the pandemic should the trust hold on to and build upon?**
2. **What should the Trust focus on over the next 5 years to improve the quality of life for those we serve?**
3. **What are your hopes for what we will achieve through our strategy over these next 5 years?**

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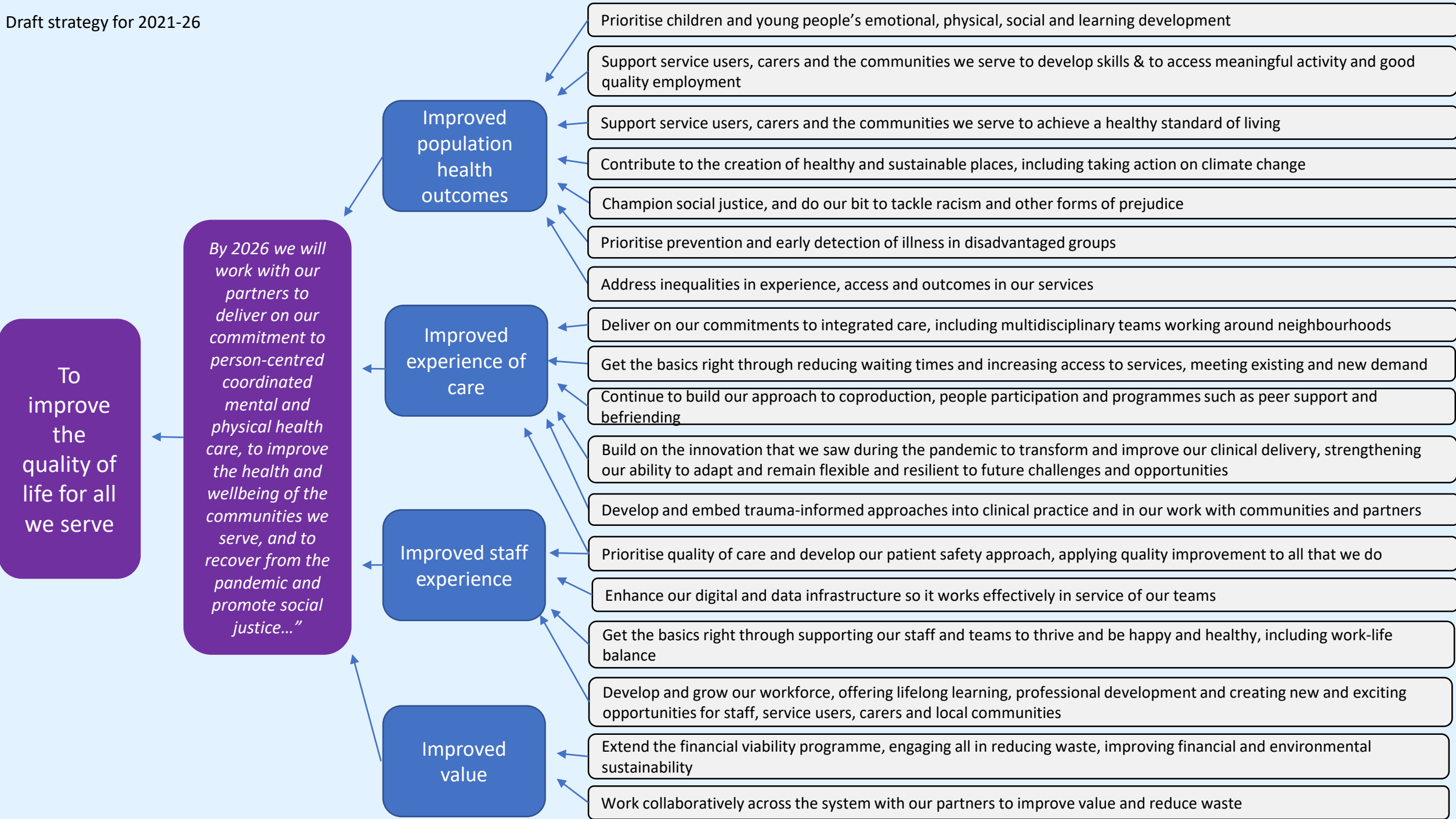


Themes from **315** responses with at least four occurrences

... brought together into a draft new strategy for 2021-25

tested and iterated through presenting to a number of groups:

Trustwide working together group; non-executive directors; executive team; CEO discussion group (senior leaders across the Trust); inequalities workstream; integrated care and commissioning subcommittee of the Board



To improve the quality of life for all we serve

By 2026 we will work with our partners to deliver on our commitment to person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, and to recover from the pandemic and promote social justice..."

Improved population health outcomes

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and do our bit to tackle racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups
- Address inequalities in experience, access and outcomes in our services

Improved experience of care

- Deliver on our commitments to integrated care, including multidisciplinary teams working around neighbourhoods
- Get the basics right through reducing waiting times and increasing access to services, meeting existing and new demand
- Continue to build our approach to coproduction, people participation and programmes such as peer support and befriending
- Build on the innovation that we saw during the pandemic to transform and improve our clinical delivery, strengthening our ability to adapt and remain flexible and resilient to future challenges and opportunities
- Develop and embed trauma-informed approaches into clinical practice and in our work with communities and partners

Improved staff experience

- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
- Enhance our digital and data infrastructure so it works effectively in service of our teams
- Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance

Improved value

- Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and local communities
- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste

... with a refreshed vision

“By 2026 we will work with our partners to deliver on our commitment to person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, and to recover from the pandemic and promote social justice...”

... and a continuing commitment to the way in which we work together

We promise

To work together creatively

To learn ‘what matters’ to everyone

To achieve a better quality of life

To continuously improve our services

#ELFTPromise

***Our
organisational
treasures***

People
participation

Committed and
caring staff

Quality
improvement

Clinically led

Inclusion and
diversity

Mental health and
recovery focus

Expertise in
community health

System leadership
and innovation