



South West
Yorkshire Partnership
NHS Foundation Trust

All of us

Getting to know South West Yorkshire
Partnership NHS Foundation Trust



With **all of us** in mind.



#allofus
our wellbeing at work

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Foreword

Hello, we are Marie and Mark, the chair and chief executive of South West Yorkshire Partnership NHS Foundation Trust.

This booklet is called 'All of us', because we know that to achieve our goals we need the support of everyone. Our staff, service users, carers, families, local people, those with lived experience, and our partners. Everyone has a role to play and everyone should have the opportunity to be involved in how our Trust operates and is run.

When we joined the Trust we both did so because of its values. Our values are embedded in all we do, and give us a strong foundation on which to build a culture of compassionate, effective and safe care for the people we serve. Our people are at the heart of everything we do, and the voices of our staff, our service users, their carers and their families are always in the centre of what we do. Every day we are proud that we lead an organisation in which our personal and organisational values are displayed and demonstrated through all that we do.

We're here to help people reach their potential and live well in their communities. We know that health, wellbeing and recovery looks different for everyone and this is reflected in the breadth of our services. We provide a variety of services across a large geographical area. This includes mental health, learning disability and community services; as well as more general health and wellbeing services. We also provide medium secure services for Yorkshire and the Humber, and local low secure services.

In our Trust we're committed to using and offering creative approaches, including embedding things like arts and crafts, gardening, physical activities, volunteering, peer support and use of lived experience within our services. Our charity, EyUp!, also supports us to help service users and staff with initiatives not normally funded through the NHS.

We know that people need a whole range of support and care, and we provide a rounded offer to our local people to ensure their personal needs are met. We are not just a provider of services, we support people to stay well in whatever way suits them best.

This booklet will provide you with an overview of our Trust, our culture, what we do, how we work, and the approaches we take to support everyone we come into contact with. We hope you find it useful and that it inspires you to get involved in our Trust in any way you can.

Remember what we do is for **'all of us'**.



A handwritten signature in black ink, appearing to read 'Marie Burnham', with a long horizontal flourish extending to the right.

Marie Burnham
Chair



A handwritten signature in black ink, appearing to read 'Mark Brooks', with a long horizontal flourish extending to the right.

Mark Brooks
Chief executive

About us

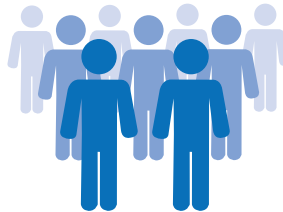
We provide services to **1.2 million** people across **Barnsley, Calderdale, Kirklees and Wakefield.**



We employ around **4,600 staff** and have a budget of **£280m.**



As a Foundation Trust we have over **13,250 members,** including staff.



Service user contacts we make each month:

37,850 mental health	26,200 long-term conditions
3,450 learning disabilities	2,000 children's services
6,500 CAMHS	1,300 health and wellbeing
6,450 community services	



How we govern our Trust

Our Trust Board

Our Trust Board is made up of executive and non-executive directors (NEDs), who bring with them a diverse range of skills and experiences. They work together as a unitary board to lead the Trust, shape our culture, and are accountable for the delivery of safe, high quality care that is person and family centred. Profiles of our Board members can be found on our website:

www.southwestyorkshire.nhs.uk/board-members/



Marie Burnham
Chair



Mandy Rayner
**Deputy chair and
senior independent
director**



Mike Ford
**Non-executive
director**



**Erfana
Mahmood**
**Non-executive
director**



Mark Brooks
Chief executive



Carol Harris
**Chief operating
officer**



Dawn Lawson
**Executive director of
strategy and change**



Greg Moores
Chief people officer



Natalie
McMillan
**Non-executive
director**



Kate Quail
**Non-executive
director**



David Webster
**Non-executive
director**



Dr Rachel Lee
**Associate non-
executive director**



Sean Rayner
**Executive director
of provider
development**



Adrian Snarr
**Executive director
of finance, estates
and resources**



Dr Subha
Thiyagesh
**Chief medical
officer**

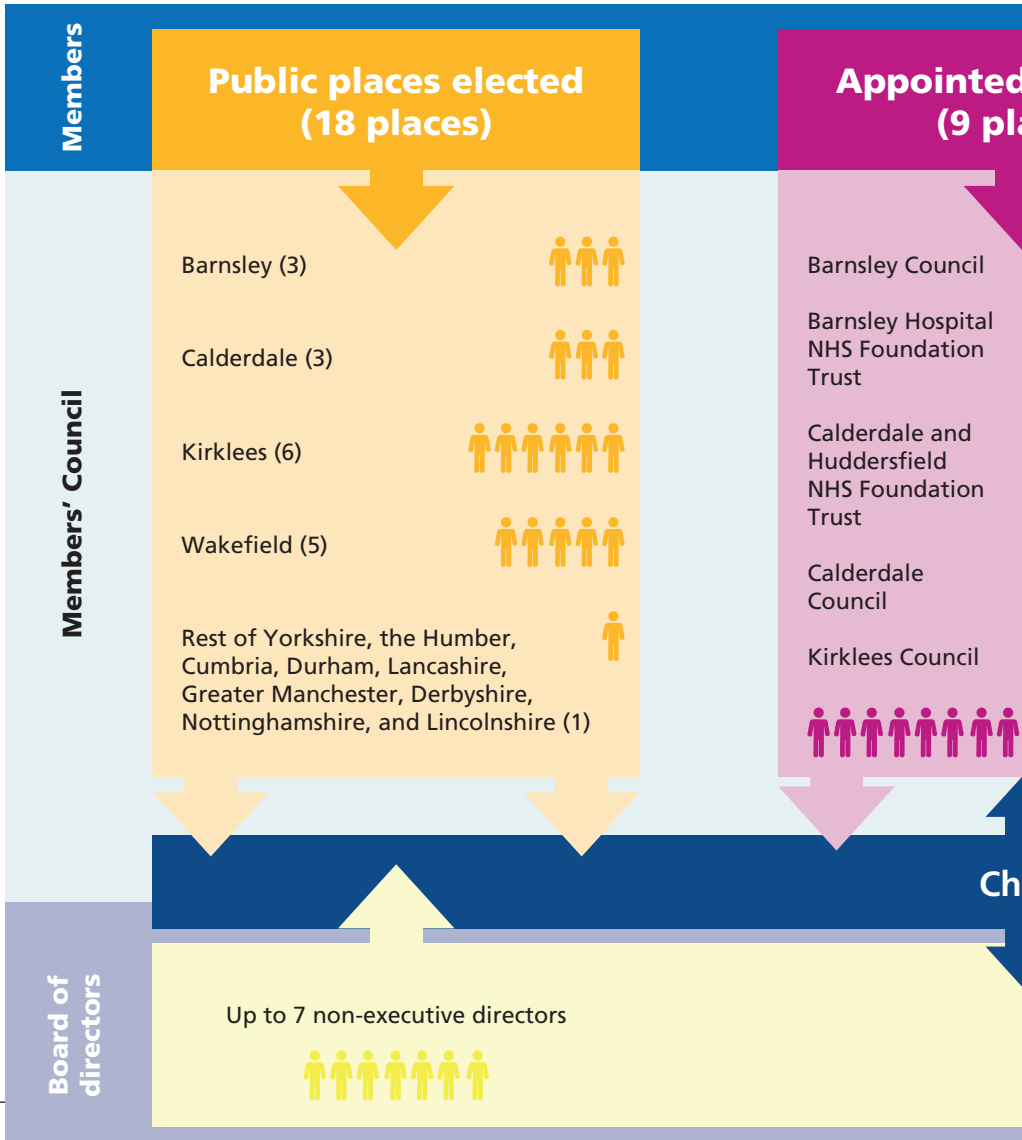


Darryl
Thompson
**Chief nurse and
director of quality
and professions**

Our Members' Council

Our Members' Council (sometimes referred to as our governors) is made up of staff and members of the public who represent the communities that we serve. They are responsible for ensuring that the Trust is responsive to the needs of communities and holds our non-executives to account.

Our Members' Council structure is:



Members (6 places)

Mid Yorkshire Hospitals NHS Trust

Social care staff working in integrated teams

Staff side organisations

Wakefield Council

University of Huddersfield



Staff members elected (7 places)

Allied health professionals

Medicine and pharmacy

Non-clinical support

Nursing

Nursing support

Psychological therapies

Social care staff working in integrated teams



Chair 

Up to 6 executive directors



Our Members' Council

We have 13,250 members, and below is our Council of Governors. Information on our Members' Council, including how to join, can be found on our website: www.southwestyorkshire.nhs.uk/about-us-2/how-were-run/members-council/

Public

Barnsley (3 representatives)



Keith Stuart-Clarke



John Anthony Lycett



Daniel Goff

Calderdale (3 representatives)



Adam Jhugroo



Phil Shire



Christopher Paul Matejak

Rest of Yorkshire and the Humber



Fatima Shahzad

Kirklees (6 representatives)



John Laville

Lead governor



Claire Den Burger-Green

Deputy lead governor



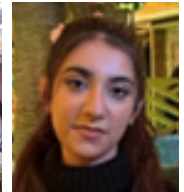
Bob Morse



Tanisha Bramwell



Sara Javid

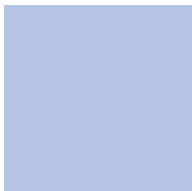


Rumaysah Farooq

Wakefield (5 representatives)



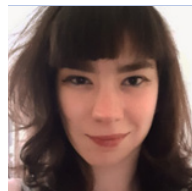
Bob Clayden



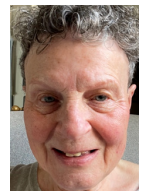
Vacant



Daz Dooler



Rosie King



Reini Schühle

Staff

Allied health professionals



Helen Morgan

Medicine and pharmacy



Ian Grace

Non-clinical support



Leonie Gleadall

Nursing



Jacob Agoro

Nursing support



Laura Habib

Psychological therapies



Nikk Vlissides

Social care staff working in integrated teams



Vacant

Appointed

Barnsley Council



Councillor Sue Bellamy

Barnsley Hospital NHS Foundation Trust



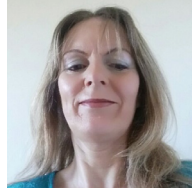
Susan Spencer

Calderdale Council



Councillor Howard Blagbrough

Calderdale and Huddersfield NHS Foundation Trust



Andrea McCourt

Kirklees Council



Councillor Mussarat Pervaiz

Mid Yorkshire Hospitals NHS Trust



Emma Hall

Staff side organisations



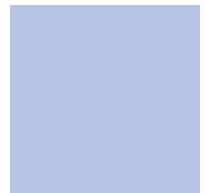
Anne Magee

University of Huddersfield



Warren Gillibrand

Wakefield Council



Vacant

How we deliver services

Our strategy and values

We are proud to describe our Trust as a values-led organisation. Our values are front and centre in the way we work together, how we make decisions at every level, and how we deliver care.



Our vision



To provide outstanding physical, mental and social care in a modern health and care system

Our mission

We help people reach their potential and live well in their community

Our values

We are a values based organisation. This means our values are followed by all of our staff and underpin everything we do:

- We put the person first and in the centre
 - We know that families and carers matter
 - We are respectful, honest, open and transparent
 - We improve and aim to be outstanding
 - We are relevant today and ready for tomorrow
- 
- 

Our strategy and ambitions

Our strategy

We set out our priorities every year, working collaboratively with service users, carers, staff and partners on what we need to achieve to ensure people reach their potential and live well.

Our priorities can be grouped into our strategic objectives, which are:




- Improve health
- Improve care
- Improve resources
- Make this a great place to work

Our strategic ambitions

Our strategic ambitions set out what we want to achieve and be known for as an organisation. By fulfilling our objectives and achieving our priorities we will be:

- A regional centre of excellence for learning disability, specialist and forensic mental health services
- A trusted provider of general community and wellbeing services delivering integrated care
- A strong partner in mental health and learning disability service provision across South Yorkshire and West Yorkshire
- A trusted host or partner in our four local integrated care partnerships
- A compassionate and innovative organisation with equality co-production, recovery and creativity at its heart

Our priorities 2023-24

Golden threads	Strategic objective	Priority
<p>Recovery focused and trauma informed</p> <p>Social responsibility and sustainability</p> <p>Equality, involvement and addressing inequalities</p>	<p>IMPROVING HEALTH</p> 	<p>Address inequalities involvement and equality in each of our places with our partners</p>
	<p>IMPROVING CARE</p> 	<p>Transform our older people inpatient services</p> <p>Improve our mental health services so they are more responsive, inclusive and timely</p> <p>Improve safety and quality</p>
	<p>IMPROVING USE OF RESOURCES</p> 	<p>Spend money wisely and increase value</p> <p>Make digital improvements</p>
	<p>GREAT PLACE TO WORK</p> 	<p>Inclusive recruitment, retention and wellbeing</p> <p>Living our values</p>





Strategy house

This all comes together in our strategy house.

Our v

We aim to provide
physical, mental and
modern health

Our m

We exist to help
potential and live w

Our strateg

IMPROVING HEALTH

Address inequalities
involvement and
equality in each of our
places with
our partners



IMPROVING CARE

Transform our older people inpatient
services

Improve our mental health services
they are more responsive, inclusive
timely

Improve safety and quality



Recovery focused

Social responsibility

Equality, involvement and



We put the person first
and in the centre



We know that families
and carers matter



Our v

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open and tr

vision

Provide outstanding
and social care in a
and care system

mission

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ic objectives

Our strategic ambitions

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IMPROVING USE OF RESOURCES

Spend money wisely and increase value

Make digital improvements



GREAT PLACE TO WORK

Inclusive recruitment, retention and wellbeing

Living our values

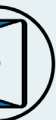


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ity and sustainability

and addressing inequalities

values



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outstanding



We are relevant today and
ready for tomorrow

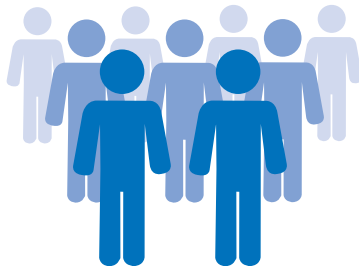
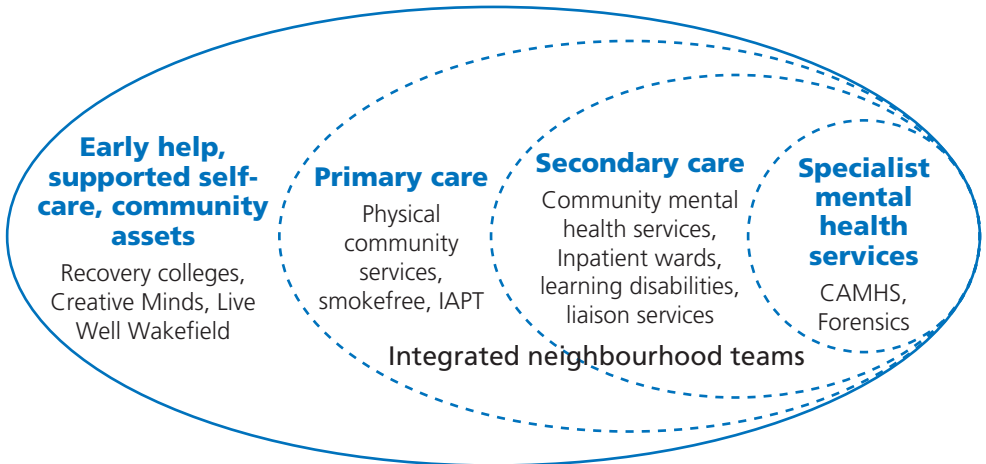


How we deliver through our service model

To fulfil our Trust mission of helping people to live well in their communities we take a holistic and system-wide approach to people's health and wellbeing.

Our service model shows the different types of care we provide. This includes preventative and supported self-care, integrated support in primary care through our physical and mental health integrated community and improving access to psychological therapies (IAPT) services, secondary care in both community and mental health services, our specialist mental health, and our learning disability services.

Our services are place-based and delivered in local communities. With our preventative and supported self-care approach people often don't need to access our primary or secondary care services but can live well independently through self-management and social prescribing. Our community and holistic approach supports people in and out of care with whatever level of support is best for them.



How we deliver care through our care groups

In order to deliver care close to our communities and in the most effective way, our services are arranged into care groups. This places similar services into singular groupings, helping us to work together and share good practice and learning between services and areas. Our care groups also have strong links into our local areas and work collaboratively with partners on the ground to provide joined up care.

Our care groups are:

Adults and older people's mental health.

- » This care group includes all of our inpatient mental health services in Barnsley, Calderdale, Kirklees and Wakefield; and our mental health community services in Calderdale, Kirklees and Wakefield

Barnsley integrated services

- » This care group brings together our general community and physical health services, along with our community mental health services in Barnsley

CAMHS and children's services

- » This care group brings together our children and young people's mental health services (CAMHS), along with other services we provide for children. This includes children's ASD and ADHD

Forensics

- » This care group brings together all inpatient and community forensics services. It includes forensic CAMHS (FCAMHS)

Learning disabilities and adult autism spectrum disorder (ASD) and attention deficit hyperactivity disorder (ADHD)

- » This care group brings together all inpatient and community learning disability services, across all our areas. It includes adult ASD and ADHD services

Our linked charities

- » This care group is for our linked charities and our creative approaches. It includes Creative Minds, the Mental Health Museum, and Spirit in Mind

Information on our care groups can be found on the intranet:

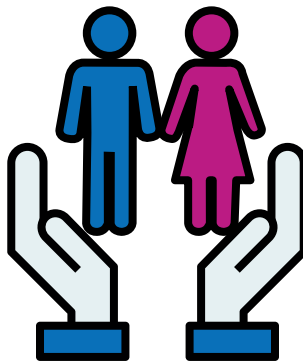
<https://swyt.sharepoint.com/>

Information on the services we provide can be found on our website:

www.southwestyorkshire.nhs.uk/services/

Supporting the care groups to deliver care we have a number of corporate teams and functions located throughout our Trust. This includes our people directorate (formerly HR), finance, estates and facilities, communication and involvement, nursing and quality, information management and technology (IM&T), and our integrated change team. Many other corporate functions support our clinical services too. Information on all our corporate functions can be found on the intranet:

<https://swyt.sharepoint.com/>

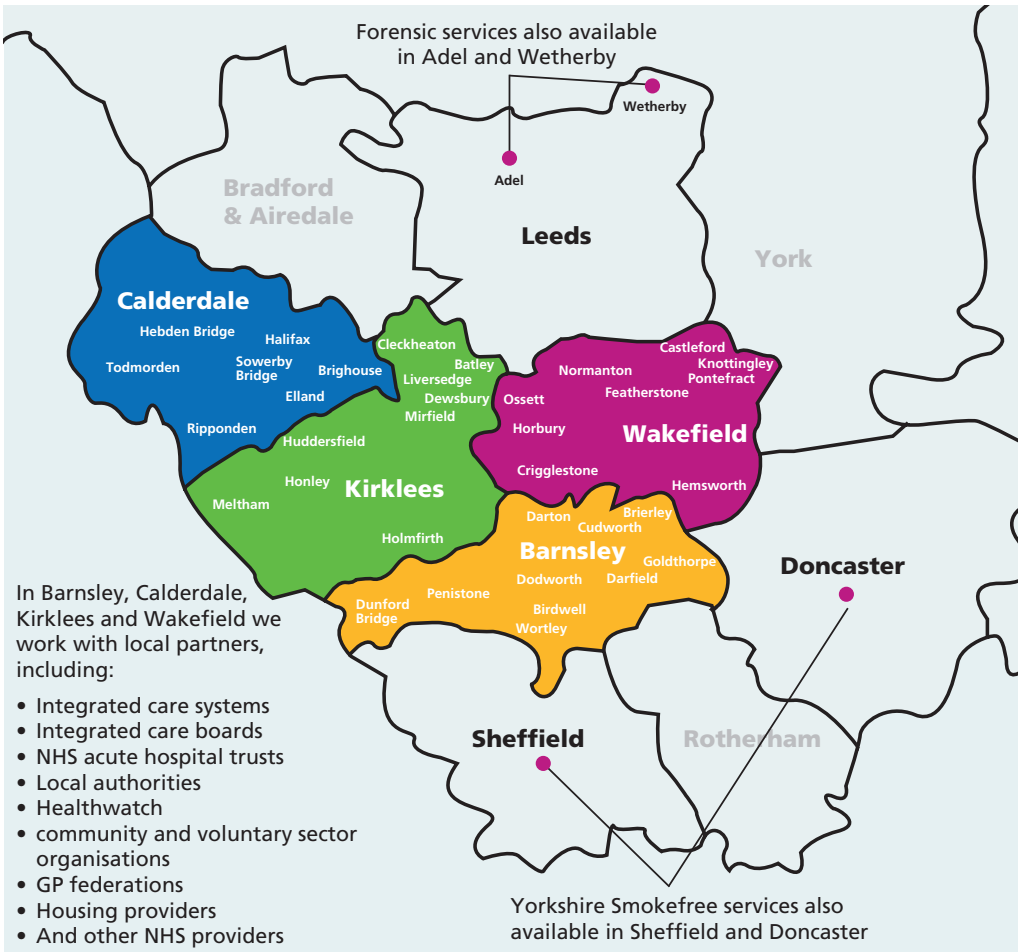


Our place in the health and care systems

We don't operate in isolation – we are part of a wider health and care family, supporting people across West and South Yorkshire and beyond.

To help people live well in their communities we understand that services need to be joined up, responsive and delivered as close to people's homes as possible. We know that to achieve this we need to work together across the whole health and social care sector. We are committed to helping join up care wherever possible, and are working in partnership on a local level in each of our areas to make this happen.

The map below shows the areas we operate in and the partners we work with:



Integrated care systems

We are partners in the West Yorkshire Health and Care Partnership www.wypartnership.co.uk/

and the South Yorkshire Integrated Care System

<https://syics.co.uk/>.

Integrated care systems (commonly referred to as ICSs) are partnerships of organisations that come together to plan and deliver joined up health and care services, to improve the lives of people who live and work in their area.

Integral to the smooth running of ICSs are integrated care boards (ICBs), which provide a local focus and help commission and support local services. We are a part of all of the ICBs in our areas.

Provider collaboratives

We are also a leading partner in a number of provider collaboratives across the ICS areas. These include the:

- South Yorkshire Mental Health, Learning Disability and Autism Alliance
- South Yorkshire Adult Secure Provider Collaborative
- West Yorkshire Adult Secure Provider Collaborative
- West Yorkshire Adult Eating Disorders
- West Yorkshire Children and Young People's Mental Health
- West Yorkshire Mental Health, Learning Disability and Autism Collaborative

Provider alliances

We are committed to the drive to join up care on a local level too, so we're a leading partner in a number of provider alliances across our areas. Provider alliances bring together partners in local areas who are committed to joining up services across different organisations to create a more seamless patient journey.

These include the:

- Barnsley Community Health and Care Alliance
- Calderdale Cares
- Wakefield Integrated Care Partnership
- Wakefield Mental Health Alliance

We work in a partnership system and aim to always be a good partner. Our commitment to working collaboratively with our partners is reflected in our strategic ambitions.

Our priorities in detail

Improving health

Our improving health priority is focused on how we support people in our local areas with their health and wellbeing. It is about working in places to reduce health inequalities, supporting people to be included, involved and have their voice heard, and building a joined up place-based partnership approach that helps people live well in their communities and achieve their potential. It helps us to provide holistic support to local people which supports their health, as well as their general mental and physical wellbeing.

Our improving health priority for 2023/2024 is:

- Address inequalities involvement and equality in each of our places with our partners

Our teams and services develop action plans on how they can help the Trust achieve this priority. A number of workstreams across our Trust also contribute to these aims.

Improving care

Improving care is about making sure our services are safe, effective, well led and that care is delivered with equity, empathy, and compassion. Safety of our service users, carers and our staff is our number one priority. Everyone in our Trust has a role to play in ensuring that safety is the paramount concern in everything we do.

Our improving care priorities for 2023/2024 are:

- Transform our older people inpatient services
- Improve our mental health services so they are more responsive, inclusive and timely
- Improve safety and quality

Teams and services develop action plans and work streams on how they can help the Trust achieve these priorities.

Improving our use of resources

As an NHS foundation trust we are responsible for a large budget, which needs to be used wisely so that we can deliver the care and services we are commissioned to. In addition, we have responsibility for an estate and other resources, which it is important to utilise to maximum benefit.

This priority is about making sure we constantly review all of our resources and identify ways that we can improve how we use them, for the benefit of our local communities and our staff.

Our use of resources priorities for 2023/2024 are:

- Spend money wisely and increase value
- Make digital improvements

Making the Trust a great place to work

Our people make us the effective and successful organisation we are today. We recognise that in order to deliver for our local communities we need a strong, diverse, empowered and inspired workforce. We want to recruit excellent people to work for us, who live our Trust values, who then stay with us to build a career and develop professionally. In order to do this we know that we have to treat our staff well, empower them to have influence and make decisions, and help them to feel safe and supported while at work and beyond. Everyone has a role to play in helping our Trust be a 'great place to work'.

Our great place to work priorities for 2023/2024 are:

- Inclusive recruitment, retention and wellbeing
- Living our values

These priorities will be driven by our people directorate, formerly known as the HR department.

Our golden threads

Our approach to equality and involvement

As a Trust we are committed and continue to meet the requirements of the Public Sector Equality Duty and our legal obligations under the Equality Act 2010 and NHS Constitution. You can read more about this on our intranet:

<https://swyt.sharepoint.com/sites/Equalityandinvolvement>

Our Trust is committed to ensuring that the voices of service users, carers, families and friends, our staff, board members and people who live in the local communities we serve are at the heart of all we do. We take this responsibility very seriously. It is fundamental to how we communicate with, involve, and work alongside everyone.

We want to demonstrate our commitment by ensuring we are inclusive, meet the needs of our diverse communities, and by working in partnership. We know that when we do this, we get our services right, our staff thrive, and our outcomes improve for those people who use our services, their family, friends and carers.



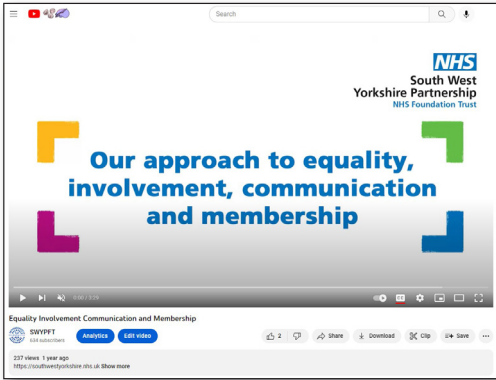
We also know the importance of having a diverse workforce that reflects the communities we serve. Our recruitment process is designed to support equality and promote diversity, and we value the contribution to our Trust of people from different backgrounds, places, and with protected characteristics.

This is embedded in our Trust values and is a cross-cutting theme in all that we do.

More information on our approach can be found in our equality, involvement and communications strategy, available on our intranet and website:

<https://swyt.sharepoint.com/sites/Equalityandinvolvement>

You can watch a film about our approach to communication, equality, diversity and involvement on our YouTube channel:
<https://youtu.be/NjGDVTfAnr4>



Our communications approach

We are committed to ensuring all of our staff are well informed, engaged and have the information they need to do their job and support everything our Trust does. We do this through a number of communication channels:

- Our weekly staff newsletter – The Headlines
- Our weekly blog – The View
- A monthly team cascade – The Brief
- Service level newsletters – The Updates
- Executive and team Huddles
- Our intranet
- The Trust website
- Social media accounts on Twitter, Facebook, Instagram and LinkedIn
- Bluelight and Greenlight alerts (which cascade urgent safety advice)

In addition we send out additional communications when needed, such as the Coronavirus Briefing.

We acknowledge that communication is a two-way process and needs to be supported at all levels. So we also encourage and support conversations and communications at team and service level.

Social responsibility and sustainability

We want to be a truly sustainable organisation that is relevant, that people want to use, that can be accessed by all, and is financially sound. We recognise that to do this we need to ensure we are a socially responsible contributor to our communities and support our staff to consider the impact of our work on local people. Therefore we have developed a social responsibility and sustainability strategy which lays out our future ambitions:

<https://swyt.sharepoint.com/sites/Socialresponsibilityandsustainability>

It is focused on:

- Partnerships, culture and our civic role
- Our role as an employer
- The procurement of goods and services
- Management of environmental impacts, our estate and assets
- Engagement with less advantaged and diverse communities to maximise the responsiveness, value, inclusiveness and uptake of our services

We believe that by focusing on these aims we can deliver social, economic and environmental benefits and reduce health inequalities.

Becoming a trauma informed organisation

The Trust is committed to creating a culture of compassionate leadership supporting all. Trauma informed practice seeks to understand and respond to the impact of trauma on people's lives. It recognises the impact of trauma on the wellbeing of our people, including service users, their carers and families, and our staff. The approach emphasises physical, psychological, and emotional safety for everyone and aims to empower individuals to recover and re-establish control of their lives.

Our Trust is working to become a trauma informed organisation which recognises the role of trauma in people's care and in their recovery journey. More information will be on our intranet as the work progresses.

All of us improve

At our Trust, continuous improvement and innovation really matters to us. We are always trying to make things as good as they possibly can be. We want our services and care to be of the highest possible quality.



Our all of us improve work builds on the principles of change and innovation and empowers all of our staff to identify opportunities for improvement, and then work with our integrated change team and quality improvement team to see them through to completion. Staff are encouraged to identify any potential improvement, no matter how big or small it might be:

<https://swyt.sharepoint.com/sites/Intranet/allofusimprove/Pages/default.aspx>

Our change approach includes listening, building insight, research, and analysing our data and performance information so we are in the best position to enact change and bring about improvements.

This is all supported by our i-hub, an online space where staff can share ideas, suggest and support innovations, collaborate and connect with each other, and kick-start improvement and change:

<https://i-hub.crowdcity.com/>



We continue to support staff to become improvement champions, facilitators and specialists. This includes building a Trustwide group of trainers who will be skilled in supporting projects and initiatives focused on equality, change and improvement. If you would like to join the network of improvement people please contact allofusimprove@swyt.nhs.uk.

Case studies of previous all of us improve initiatives can be found on our website: www.southwestyorkshire.nhs.uk/news-and-events/allofusimprove/

What makes us unique

We know that health, wellbeing and recovery looks different for everyone. Our creative approaches support our services by providing a holistic approach to health and wellbeing.

Our linked charities and creative approaches

EyUp! charity

EyUp! supports and benefits the people who use our Trust services. EyUp!'s funds are not used to support NHS services but to enable the Trust and our staff to provide the extras above and beyond what normal NHS funding allows. These can be extras for inpatient ward areas, such as games and activities, equipment for visiting rooms, resources for sports or creative activities, trips for service users or funding for community groups. EyUp! has three linked charities; Creative Minds, the Mental Health Museum and Spirit in Mind. You can read more about EyUp! charity on our website:

www.southwestyorkshire.nhs.uk/get-involved/eyup-charity/



Creative Minds

Creative Minds' vision is to make creativity and the arts part of mainstream health and wellbeing provision. The use of creative activities in healthcare can have a big impact on a person's wellbeing – whether that be increasing their self-esteem so they feel confident to try new things, developing social skills as they meet new people, or through providing a sense of purpose as they take part in meaningful activities. You can read more about Creative Minds on our website:

www.southwestyorkshire.nhs.uk/creative-minds/home/



Our Trust remains committed to using creative approaches, such as arts, sports, music, recreation and leisure activities, in our delivery of health services. Since its launch, Creative Minds has enabled over 500 projects inside and outside of NHS

services, alongside facilitating over 100 sports events. There are currently over 120 Creative Minds partner organisations from across all our localities. Together the Creative Minds team and partners help support over 10,000 people a year. You can find out more about our creative approaches in this film: https://youtu.be/LPF2x_OdW-I

Mental Health Museum

The Mental Health Museum is based at Fieldhead Hospital in Wakefield. It is home to an extraordinary collection of objects and is a space for broader learning around mental health care history. It helps to promote wellbeing, combat mental health stigma, and be active in social justice. The museum team work together with people who access mental health services, carers, friends and family, staff and visitors to explore mental health histories and challenge beliefs and perspectives. You can read more about the Mental Health Museum on our website: www.southwestyorkshire.nhs.uk/mental-health-museum/home/



Spirit in Mind

Spirit in Mind is an innovative project that brings together community-based spiritual organisations, in collaboration with the Trust. The Trust is always looking for new opportunities to work in partnership with local people, giving them the opportunity to make connections either with us or with others who can offer a source of support. Spirit in Mind is a platform to enable the Trust to do this, with a focus on spirituality. It is a part of our spiritual and pastoral care service, which also oversees the chapel in Fieldhead. You can read more about Spirit in Mind on our website: www.southwestyorkshire.nhs.uk/spirit-in-mind/home/



Recovery and wellbeing colleges

Recovery and wellbeing colleges work in partnership with volunteers and other

supporting organisations to develop and run a range of workshops and courses which promote wellbeing and good mental health. They are open to anyone who wants to improve their own wellbeing and/or the health and wellbeing of someone they care for or support.

Recovery and Wellbeing College

We have a recovery and wellbeing college in each of our local areas - Barnsley, Calderdale, Kirklees and Wakefield. Details can be found on our website:

www.southwestyorkshire.nhs.uk/our-services/our-creative-approaches/

Live Well and social prescribing

We know that the medical approach isn't for everyone, and that some people need different ways to help them live well in their communities.

Our Live Well Wakefield is a social prescribing service which supports adults to access non-medical support in their area, such as on social inclusion, bereavement, caring responsibilities, personal safety and lifestyle advice.

www.livewellwakefield.nhs.uk/



Live Well
Wakefield



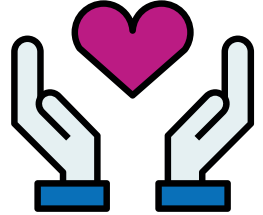
How we ensure we deliver quality care

Patient safety

Our approach to patient safety is about promoting and embedding a Trustwide culture of safety, and trying to reduce incidents of harm and near misses for users of our services and our staff.

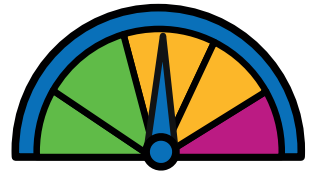
As part of our open and transparent culture, all incidents which occur in our Trust are thoroughly investigated. Investigations are led by our patient safety team and each incident is rated either green, amber, yellow or red – based on their severity, the level of harm identified, and the likelihood that the incident could happen again. Any changes needed and opportunities for learning identified are then cascaded through our Trust, so that services can be improved and potential risks reduced. Our reporting system is called Datix, which helps us to report, categorise and share incidents and any resulting learning. You can read more about patient safety on our Intranet:

<https://swyt.sharepoint.com/sites/Intranet/incident-reporting/Pages/An-introduction-to-patient-safety---Seven-steps-to-patient-safety.aspx>



Risk management

Risk management is the business of all of us. Every member of staff has a role to play. The Trust is committed to an open, just and supportive learning culture, the aim of which is to learn from experience and improve practice accordingly.



To support this, the Trust has sound systems in place for managing risk, on both an organisational level and individually, between service users and their clinicians.

Our Corporate Organisational Risk Register (ORR) records high level risks for the Trust, and the controls in place to manage and mitigate them. The organisational level risks are linked to our strategic objectives; and are then aligned to one of our Trust Board committees. We regularly review our Trust risks to identify measures to mitigate them, support staff to do what is needed, and to maintain quality of care while improving services.

On an operational level, service users should have co-produced risk assessments, which identify individual measures needed to keep them safe and well. The risk assessments are then regularly reviewed and stored in our electronic patient records system – SystemOne.

More information is available in the Trust's risk management governance framework and strategy:

<https://swyt.sharepoint.com/:b:/r/sites/Policy-Documents/Shared%20Documents/829.pdf?csf=1&web=1&e=2CnNWM>

Patient experience

A patient experience approach is used to assess the quality of an existing service and to help staff monitor performance. Patient experience is used to ensure a service is delivering what it should do.



We monitor patient experience through conversations and engagement with our service users, through our compliments and complaints procedure, through the Friends and Family Test, and through our insight reports that capture the voice of our patients and carers. Patient experience surveys are also available in some services through our CHATpads (electronic devices available on our wards).

Our patient experience and involvement toolkit helps staff to find the most appropriate way of seeking patient views:

<https://swyt.sharepoint.com/sites/Qualityimprovementandassuranceteam/SitePages/Patient%20Experience.aspx>

Clinical audit and evaluation

Clinical audit and evaluation is a quality assurance process and is a part of our quality management system. It aims to improve patient care by looking at the care currently provided and evaluating this against set criteria and best practices.



Clinical audit and evaluation activity is going on across the Trust all the time. Many audits are carried out on a yearly basis to continually monitor and maintain standards. New audits are also carried out each year that are commissioned in response to the new guidance, service developments, service modernisation or similar initiatives.

Raising concerns

We want everyone to feel safe, comfortable, and confident to speak up about a concern or issue. This helps us to make improvements and ensure our Trust is a safe and welcoming place to both receive care and to work.

There are a number of ways that staff can report their concerns, whether it be about professional conduct, standards of care, harassment, bullying, abuse, or general workplace issues:

- **Civility and respect champions**, who are focused on how people treat other at work, including bullying, harassment, and unkind behaviours
<https://swyt.sharepoint.com/sites/Intranet/whistleblowing/Pages/Civility-and-respect-champions.aspx>
- **Freedom to speak up guardians**, who provide confidential advice and support on how to raise concerns
<https://swyt.sharepoint.com/sites/Intranet/whistleblowing/Pages/Freedom-to-speak-up-guardians.aspx>
- **Equity guardians** offer support and advice to frontline staff who experience hate crimes and racial abuse whilst at work
<https://swyt.sharepoint.com/sites/Intranet/whistleblowing/Pages/Equity-guardians.aspx>

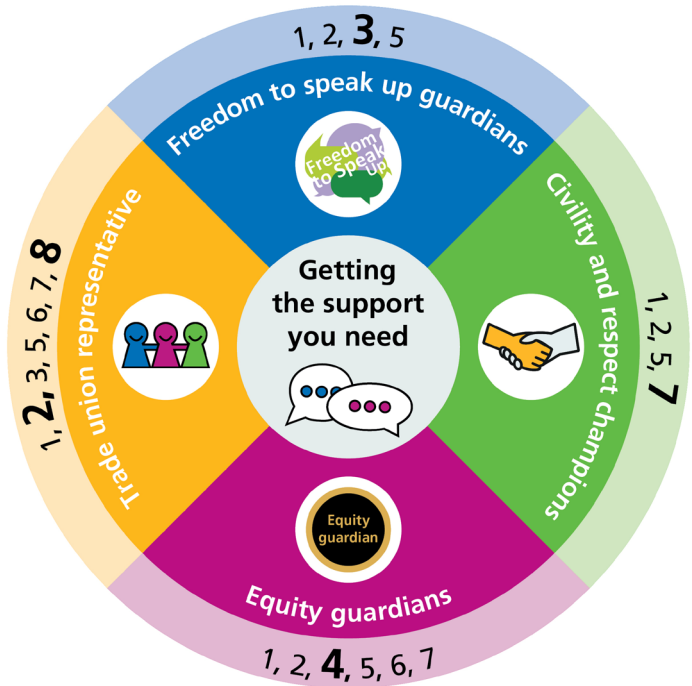
Staff can also raise issues through supervision, professional meetings, university and multi-disciplinary audits, appraisal or as part of our pastoral and spiritual care offer.

A guide on which option is most appropriate, along with information on how to raise a concern is available on our intranet:

<https://swyt.sharepoint.com/SitePages/Raising-concerns-at-work.aspx>

Raising concerns at work

- 1** Support with a confidential conversation
- 2** Someone to help you work through any concern/issue
- 3** Where you can flag the need for an improvement or a change and you will receive feedback on actions
- 4** Reporting patient harassment/abuse of clinical staff
- 5** Someone who can signpost you to support
- 6** Can offer advocacy
- 7** This service is offered with the help of trained peers
- 8** Can represent you in formal and informal meetings



Looking after our staff

All of us

The wellbeing of our staff is very important to us. Our Trust offers a wide range of emotional, mental and physical health support for our employees, through our occupational health and wellbeing team. We call our health and wellbeing offer 'all of us', because it is for us all and responds to the needs of everyone.

Staff who work for us, as well as our volunteers, can access our wellbeing services at any time. These include:

- Occupational therapy
- Fast tracked physiotherapy
- Physical health checks
- Specialist mental health support
- Counselling
- Musculoskeletal (MSK) support
- Stress management
- Vaccinations (including an annual flu vaccination for all staff)
- Rehabilitation support
- A menopause network and support system
- Help with nutrition and dietetics

You can read more about 'all of us' on the Intranet:

<https://swyt.sharepoint.com/sites/Intranet/wellbeing/Pages/default.aspx>

Staff are also able to access the services and support provided by our creative partners, recovery colleges and pastoral and spiritual support. Staff can also access health and wellbeing support provided by our ICS partners.

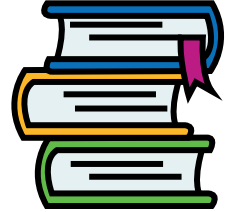
Information on the services available, including how to access support can be found on the intranet:

<https://swyt.sharepoint.com/sites/Intranet/wellbeing/occupational-health/Pages/default.aspx>



Staff learning and development

The Trust is committed to promoting a culture of lifelong learning, in line with our mission, vision, and values. Our aim is to support and encourage staff to access learning and development opportunities which will develop the appropriate attitudes, behaviours, skills and knowledge to uphold Trust values and strengthen our services.



All managers work with their staff to identify any learning and development needs they have, and then work with our people directorate colleagues to find the best way of supporting staff and delivering what is needed. This can be internal courses, external non-professional courses, formal qualifications, shadowing and mentoring, or any other way that the staff member can benefit and professionally grow.

Every year team managers and service leads are required to complete a learning needs analysis of their team to identify development opportunities; and a training and development brochure is available on the intranet if staff wish to seek out training options themselves:

<https://swyt.sharepoint.com/sites/Learning-and-development>

Values-based induction

All our staff have a values-based induction when they join the Trust. This provides information to help the new starter settle into their role, and to build on their skills and experience in line with the values we demonstrate as a Trust. It links directly to our appraisal process and ensures that in the first year of working for our Trust the new staff member has regular reviews to ensure they are comfortable, productive and fully supported. You can read more about our values-based induction on our Intranet:



<https://swyt.sharepoint.com/sites/RecruitmentDepartment/SitePages/Values-Based-Induction.aspx>

Our staff networks

We are committed to creating an inclusive Trust in which everyone feels empowered, involved and a sense of belonging. Our staff networks bring together people with similar experiences and characteristics to address issues that underrepresented groups sometimes face.

They help facilitate learning and development, influence the Trust's direction through sharing experiences, and help shape our culture where we can bring all of us to work using our lived experiences.



The **race equality and cultural heritage (REaCH) staff network** brings together people from different black and minority ethnic backgrounds to provide support to each other and help influence Trust processes and policies. They lead on a number of equality and inclusion initiatives, including supporting the development of equity guardians and the 'Race Forward' network. The network has also been at the forefront of celebrating diversity events, such as South Asian Heritage Month, Black History Month, Bollywood dance classes, and spirituality and faith guidance.



The Trust has a **LGBT+ staff network** which actively promotes LGBT+ equality and diversity across the Trust. It continues to encourage allyship, and promotes and distributes the rainbow flags and rainbow badges seen across the Trust. The network is also supporting the Trust on its introduction of gender-neutral toilets.



We have a **staff disability network** and a disability workforce strategy has been developed. Members played a key role in the development of the staff disability and reasonable adjustments policy. The network is a key stakeholder in developments linked to the Workforce Disability Equality Standard (WDES). The Trust has also recently been awarded 'Disability Confident Leader' status.

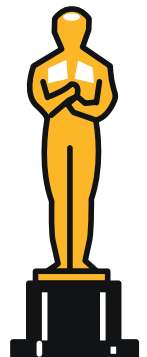
Our **staff carers' network** aims to support and empower staff carers across the Trust, and to raise awareness of the challenges of being a working carer and the advantages of employing working carers. They played a key role in the development and launch of our staff carers' passport, which aims to make it easier for staff with caring roles to talk about the flexibility and support needed to balance their caring role with work. In March 2022, the Trust was awarded the level 2 Carer Confident Accreditation, recognising the support the Trust offered to our staff carers.



Our Excellence awards

Every year the Trust hosts awards to celebrate the achievements of our staff, teams, and volunteers who have excelled over the previous year. The awards are presented to individuals and teams who have demonstrated commitment through their contribution to helping us achieve our Trust priorities.

Individual awards are presented to a rising star, leader of the year, unsung hero, and one for outstanding contribution. Team awards are presented for excellence in improving health, improving care, best use of resources, partnership working, and equality and involvement.



Our winners in 2023 were:

Excellence award winners 2023

Our Excellence awards recognise and celebrate the achievements of our staff, teams and volunteers.



Simon Linford
Unsung hero



Lindzi Eaton-Ward
Leader of the year



Kieran Sullivan
Rising star



Shanique Simpson
Outstanding achievement



Gillian Cowell
Chair and chief executive's award



Berit Ritchie
Chair and chief executive's award

Our winners in 2023 were:

Excellence award winners 2023

Our Excellence awards recognise and celebrate the achievements of our staff, teams and volunteers.



The EPMA team

Electronic prescribing and medicines administration

Chair and chief executive's award



Kirklees physical health and wellbeing team

Improving health outcomes for people with serious mental ill health
Excellence in improving health



Wakefield CAMHS eating disorder team

Delivering family therapy for anorexia nervosa
Excellence in improving care



Calderdale and Kirklees CAMHS ADHD non-medical prescribers

Maximising and streamlining service delivery
Excellence in improving use of resources



Equality and inclusion team and the forensics care group

Forensic animation
Equality and involvement excellence



ADHD and autism service

New autism assessment pathway in Bradford
Partnership working excellence



Mental Health Museum

Our green year
Social responsibility and sustainability excellence

How we ensure we provide value

Finance and procurement

Every year we set a finance plan, which identifies the best way of using the money we have to effectively run our organisation and deliver safe and effective services.

Our financial plan includes investments we intend to make over the coming year, detailed operational costs, risks to delivery and opportunities for efficiencies and savings.



More information on the operating and financial plan, along with our wider finance work can be found on the intranet:

<https://swyt.sharepoint.com/sites/intranet/finance-procurement/Pages/default.aspx>

Estates

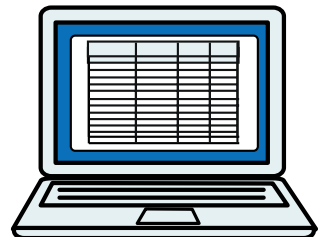
Our estates and facilities department is responsible for the key day-to-day running of the Trust's estate and provide a full estate management service. This also includes health and safety, emergency planning, security, and domestic arrangements.



We regularly review and evaluate our estate and have developed an estates strategy which sets out our ambitions for the future. This is focused on ensuring that our estate supports us to work in the best way possible, and enables us to provide services in the right place for our service users.

Digital innovation

Easier access to information, including through digital technology, is reshaping the way we live our lives, and the way we access and interact with services. One of our values is to be 'relevant today, ready for tomorrow'. This means providing the best services today while at the same time remaining agile in the way we work and being prepared for the next steps.



To support our digital innovation work we have developed a strategy, which identifies what we need to focus on to be ready for tomorrow. The strategy sets out how digital technology will enable us to:

- Provide better experiences for our staff, service users, carers, and communities
- Address digital exclusion and inequalities
- Ensure inclusive developments that reduce inequity
- Improve our digital maturity
- Work in collaboration and partnership to drive forward our digital agenda
- Improve joined up care through shared information and systems
- Improve digital skills and competency
- Work in a more agile and flexible way that supports wellbeing
- Improve productivity and efficiency of services
- Make best use information to support decision-making

We believe our digital ambition will improve services for staff, service users, their families and carers, and our health and care partners.

You can view our digital strategy on the Intranet:

<https://swyt.sharepoint.com/sites/Policy-Documents/Shared%20Documents/1177.pdf>



If you require a copy of this information in any other format or language please contact the Trust.

إذا كنت تحتاج إلى نسخة من هذه المعلومات بأي تنسيق أو لغة أخرى، فيرجى الاتصال بـ Trust (Arabic).

اگر شما به یک نسخه از این اطلاعات در هر قالب (فرمت) یا زبان دیگری نیاز دارید، لطفاً با بنیاد (Trust) تماس بگیرید. (Farsi)

Ha a jelen információk másolatát más formátumban vagy nyelven szeretné megkapni, akkor kérjük, hogy lépjen kapcsolatba a trösztel. (Hungarian)

ئه گهر پوونووسی ئهم زانیاریانهت به ههر زمان یان فۆرماتیکی دیکه پیویسته تکایه له گهڵ ئیمه پیۆهندی بگره. (Kurdish Sorani)

Jeśli potrzebują Państwo uzyskać kopię niniejszej informacji w innym formacie lub języku, prosimy o kontakt z Funduszem Zdrowia. (Polish)

Se necessitar de uma cópia destas informações em qualquer outro formato ou idioma, entre em contato com a Fundação. (Portuguese)

جے تہانوں ایس جانکاری دی اک کاپی دی کسے ہور فارمیٹ یا بولی وچ لوڑ اے تے مہربانی کر کے ٹرسٹ نال رابطہ کرو۔ (Punjabi Pakistani)

Dacă aveți nevoie de o copie a acestor informații în orice alt format sau limbă, vă rugăm să contactați Trustul nostru. (Romanian)

اگر آپ کو اس معلومات کی ایک کاپی کی کسی دوسرے فارمیٹ یا زبان میں ضرورت ہو تو براہ مہربانی ٹرسٹ سے رابطہ کریں۔ (Urdu)