

Supporting you to live well

Our Strategic Delivery Plan for

PSYCHOLOGICAL PROFESSIONS

2018 - 2021



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INTRODUCTION

This booklet summarises the Strategic Delivery Plan for Psychological Professions. It is one of a series that we have produced for each of our core professions. Similar booklets summarise the Strategic Delivery Plans for:

- Medicine
- Nursing
- Occupational Therapy
- Pharmacy
- Physiotherapy
- Social Work.

Multidisciplinary care is a basic foundation of what we do and it is important to note that the core professions listed above do not take account of every professional group within our organisation. We know that many staff outside these groups make a huge contribution to supporting the people in our care – all of them deserve equal credit and are equally important.

Every profession brings with it a unique and valuable perspective on how to help people using our services, their families and each other. We want every professional in our organisation to be able to see and use the unique skills with which their profession has equipped them and to know that their contribution is valued and respected. In due course, each of the professions will be developing forums to advise our Board on professional issues.

Our aim is to make the most of the rich mix of professions that we are so fortunate to have. We should all feel proud to have this range of expertise, and the commitment that underpins it, within our organisation. The Strategic Delivery Plans strive to be a set of 'live' documents that will make sense to staff, users of services and other partners and stakeholders. They will help us to articulate, plan and implement improvements in care.

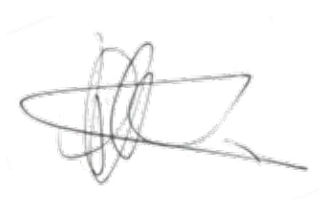
All of the professions share and seek to achieve the key strategic aims and values of our organisation:

- To deliver consistently high quality care and treatment
- To ensure our services are driven by the voices of people who use them
- To build a reputation as a recognised centre of excellence and expertise

- To attract and retain talented people and to create a great place to work, with a shared sense of pride and ambition
- To challenge discrimination and stigma and to champion recovery, inclusion and wellbeing
- To be an efficient, thriving and successful organisation with a sustainable future.

Many of the professions share the same key challenges and priorities, such as recruitment, the need to develop our workforce and to widen our roles and capabilities. Similarly, all of our professional disciplines wish to ensure that their job titles and job descriptions reflect their core discipline.

We have well-established Heads of Profession, some of whom currently sit within directorate management teams. This will be reviewed and a recommendation made to ensure that we have the best structure and most appropriate professional leadership in place to influence and lead in all areas of care as our organisation moves forward.

A handwritten signature in black ink, appearing to read 'Paul Keedwell', is written over a light blue circular stamp. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Paul Keedwell
Director of Nursing and Practice

OUR STRATEGIC DELIVERY PLAN FOR PSYCHOLOGICAL PROFESSIONS

Psychology is central to understanding mental and physical wellbeing and the application of psychological knowledge and skill to all our services is key to ensuring they are effective, efficient, compassionate and respectful. In our organisation, we have the expertise of a range of specialist Psychological professions including Psychotherapists, Arts Therapists, Clinical, Counselling and Forensic Psychologists, and Psychological Therapists.

Our vision is that the complete range of skills and expertise of all Psychological professions are fully utilised in order to support the organisation's strategic aims and to improve the lives of the people we serve. To achieve this, our high-level strategy is to:

1. Maximise access to the full-range of effective, efficient, evidence-based, evidence informed and well-governed Psychological Therapies for the people the we serve.
2. Work in partnership with others to ensure that everything the organisation does is informed and supported by the best available Psychological evidence and practice.

Our strengths

The Psychological professions are a highly skilled workforce with a broad range of competencies which can be applied to both direct and indirect clinical work and organisational work.

Psychological therapies are effective, well-received and form a major part of any evidence-based service. As a staff group we work across most clinical services.

Our weaknesses

Professional governance is fragmented across organisational boundaries and as a result our governance structures are not as consistent or as robust as we would like them to be.

The Psychological professions are not yet well integrated into leadership positions across all areas of the organisation.

We have a lack of coherent career structures for all of the Psychological professions.

Opportunities

There is the opportunity to further utilise our expertise in research, audit and outcome measurement to support the organisation's aims to constantly be improving the quality of our services and become a recognised centre of excellence.

Training and supervision are also likely to be key to the organisation achieving its strategic aims. This provides the opportunity for Psychological professions to further develop and apply their existing competencies in these areas.

Difficulties in recruiting to roles that have been traditionally held by other professional groups are an opportunity for us to demonstrate our full range of capabilities.

There is a large pool of graduate Psychologists who are keen to develop their skills and apply them in mental health services. This presents opportunities for the Psychological professions to find new ways to support the organisation to meet the recruitment and workforce challenges it faces.

Threats

These include difficulties in recruitment, particularly in areas where there is not strong professional governance and in more specialist teams.

Current fragmentation and potential competition between our different Psychological professions may present a challenge to achieving our shared aims.

The following sections set out further details for how the Psychological professions will contribute towards the organisation meeting its strategic aims:

OUR

PSYCHOLOGICAL

PROFESSIONS

STRATEGY

FOR

2018-2021

To deliver consistently high quality care and treatment

We will:

- Maximise access to the full-range of effective, efficient, evidence-based and well-governed Psychological Therapies for the people we serve.
- Work in partnership with others to ensure that everything the organisation does is informed and supported by the best available Psychological evidence and practice.
- Monitor the outcome and patient experience data for our services and use this information both to improve the quality and effectiveness of our services and to feedback to our staff to facilitate development in their therapy skills and understanding.
- Work towards achieving and then maintaining our waiting list targets across all of our services.
- Lead on the development of Psychological skills in the workforce by focusing on the development of robust structures across the organisation to support the provision of Psychological consultation, clinical supervision and Psychological formulation to our multidisciplinary colleagues.
- Respond to advances in the evidence base whilst also generating high quality practice-based evidence ourselves.

To ensure our services are driven by the voices of people who use them

We will:

- Continue to ensure that the expertise of people with lived experience is fully utilised in all our recruitment processes.
- Further develop our ways of engaging people with lived experience in the co-production, development and evaluation of our services.
- Use our expertise in measurement and evaluation in the development and use of patient feedback processes.

To build a reputation as a recognised centre of excellence and expertise

We will:

- Generate, support and contribute to local and national research projects that will inform improvements in our services.
- Provide expert training and advice to other Trusts and agencies based on our own experience and expertise.
- Contribute to the transformation of the organisation's services leading on the Psychological aspects of these developments.
- As a whole staff group lead and contribute to the further development of a psychologically informed culture within the organisation. Working towards ensuring that everything the organisation does is informed by the best Psychological evidence and practice.
- Maintain and further develop our links with local and national university departments, training organisations and professional and accrediting bodies for Psychological practice.
- Continue to provide clinical placements and contribute to the academic training of Psychological professions within the region.

To attract and retain talented people and to create a great place to work, with a shared sense of pride and ambition

We will:

- Work to ensure all Psychological professionals have job plans that reflect an appropriate range of professional activities in order to support the organisation's strategic, operational and developmental aims.
- Further develop the role and function of the Psychological Professions Advisory Committee by clarifying reporting and accountability structures and strengthening Professional governance of training, practice and development.
- Work towards developing more senior professional roles at Director level within the organisation.
- Work to develop new roles for Psychological professionals such as Clinical Associate Psychologists, Clinical Governance Leads, Approved Clinicians and joint clinical-academic roles. Based on clear competencies and job descriptions, these roles will aid recruitment in areas of the organisation where traditional posts are difficult to fill, as well as supporting retention and development of talented psychological professionals.
- Further develop clear professional career pathways for the Psychological professions. These will be based on recognised competency frameworks for all levels from pre-qualification to consultant and director level. These will inform professional workforce and training plans as well as personal development plans for individuals.
- Provide guidance on the supervision and governance that needs to be in place for staff who provide Psychological therapy to ensure high quality and effective therapy services.
- Contribute a Psychological perspective to the strategic development of the organisation's systems and processes with the aim of improving the Psychological health of the workforce, and the Psychological safety of work environments.

To challenge discrimination and stigma and to champion recovery, inclusion and wellbeing

We will:

- Champion personally defined recovery consistent with core Psychological principles.
- Challenge discrimination through the embedding of Psychological principles throughout all our services.
- Identify opportunities for wider community engagement to promote inclusion and Psychological wellbeing across Devon and beyond.

To be an efficient, thriving and successful organisation with a sustainable future

We will:

- Work with others across all clinical pathways, to ensure that they are informed by the best Psychological evidence, principles and values across primary and secondary care.
- Further develop and embed Psychological involvement in MDT assessment, formulation, intervention and clinical decision making throughout all clinical pathways.
- We will continue to support increased access to our IAPT service, in line with national targets, to ensure that people with a common mental health problem are able to easily access a high quality service, including those with a long-term physical health problem. We will ensure this is informed by the evidence base and has fidelity to the IAPT model.
- Further develop the availability of specialist Psychological consultation, supervision, training and governance throughout all services.
- Work with others including the Quality Improvement, Risk, Research and Performance Teams to ensure quality, safety, effectiveness and assurance systems are all informed by the best Psychological evidence, principles and values.
- Work with colleagues in Training and Workforce to support and bring Psychological expertise to staff health and wellbeing initiatives and to develop skills and practice in relation to clinical, managerial and professional supervision and other CPD activity across the organisation

IMPLEMENTATION

The Nursing and Professions Team, led by the Director of Nursing and Practice and the Heads of Professions, is responsible for the implementation of our Strategic Delivery Plans.

Launching the Strategies

The Strategic Delivery Plans as a whole will be launched at an event for all professions in May 2018. Each profession will also have a launch for its own plan.

Implementation

The Strategic Delivery Plans must be accessible and effectively communicated to everyone in the organisation, to service user and carer groups and the wider community. Professional leaders in each directorate will use their Strategic Delivery Plans to inform their priorities for development each year and how these will be achieved.

Monitoring

Our monthly Professions Advisory Committee, chaired on a rotational basis by one of the Professional Leads, will be the forum that takes responsibility for overseeing and monitoring the implementation of the Strategic Delivery Plans. They will provide a report on progress annually, through the organisation's governance processes, to the Trust Board. This will include the use of measurable outcomes as our Strategic Delivery Plans mean nothing if they do not demonstrably improve the experience of people using our services and their families and carers - and the ability of staff to deliver excellent care.

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