

Board of Directors - Public

SUMMARY REPORT

Meeting Date: 25.01.2023
 Agenda Item: 18

Report Title:	Carers and Young Carers Strategy 2022 to 2026	
Author(s):	Jenny Hall, Carer & Patient & Carer Race Equality Lead Teresa Clayton, Head of Service User Experience and Engagement	
Accountable Director:	Salli Midgley, Executive Director of Nursing & Professions	
Other meetings this paper has been presented to or previously agreed at:	Committee/Tier 2 Group/Tier 3 Group	
	Date:	
Key points/ recommendations from those meetings		

Summary of key points in report

Attached is the final draft of the Carers and Young Carers Strategy which has been developed over the past 6 months in broad consultation with a range of carers and carer led partners across Sheffield

Since working on the initial feedback and draft in late 2022 the recent feedback we received was very positive in particular the language and the clear accountability has been commented on "The strategy reads really well, and the language used is very accessible. It also feels accountable and there is a clear commitment to how SHSC will monitor the progress. I particularly like the Work Plan and the `What Will Be Different` pages".

The strategy has addressed how to make collaboration more accessible and ensuring our language is inclusive for the priority themes on the strategy on a page around increasing diversity and inclusion of carer and young carer involvement throughout the organisation.

For transparency, we acknowledged that whilst we did not deliver on all the agreed priorities under the previous strategy, the new strategy is clear about accountability and that progress will be overseen closely with robust governance arrangements in place. We will monitor the delivery plan, evaluate the impact, and continue to make improvements and adjustments as coproduction with all involved is an ongoing process and vital to the success of implementation.

With the creation of the newly formed Carers Action Group, will give opportunities for carers to hold us to account directly on delivering the priorities and further assurance will be overseen by the Lived Experience Coproduction Assurance Group who report to Quality Assurance Committee. We will also continue to work with and seek feedback from other groups involved in the strategy creation over the lifetime of the delivery plan.

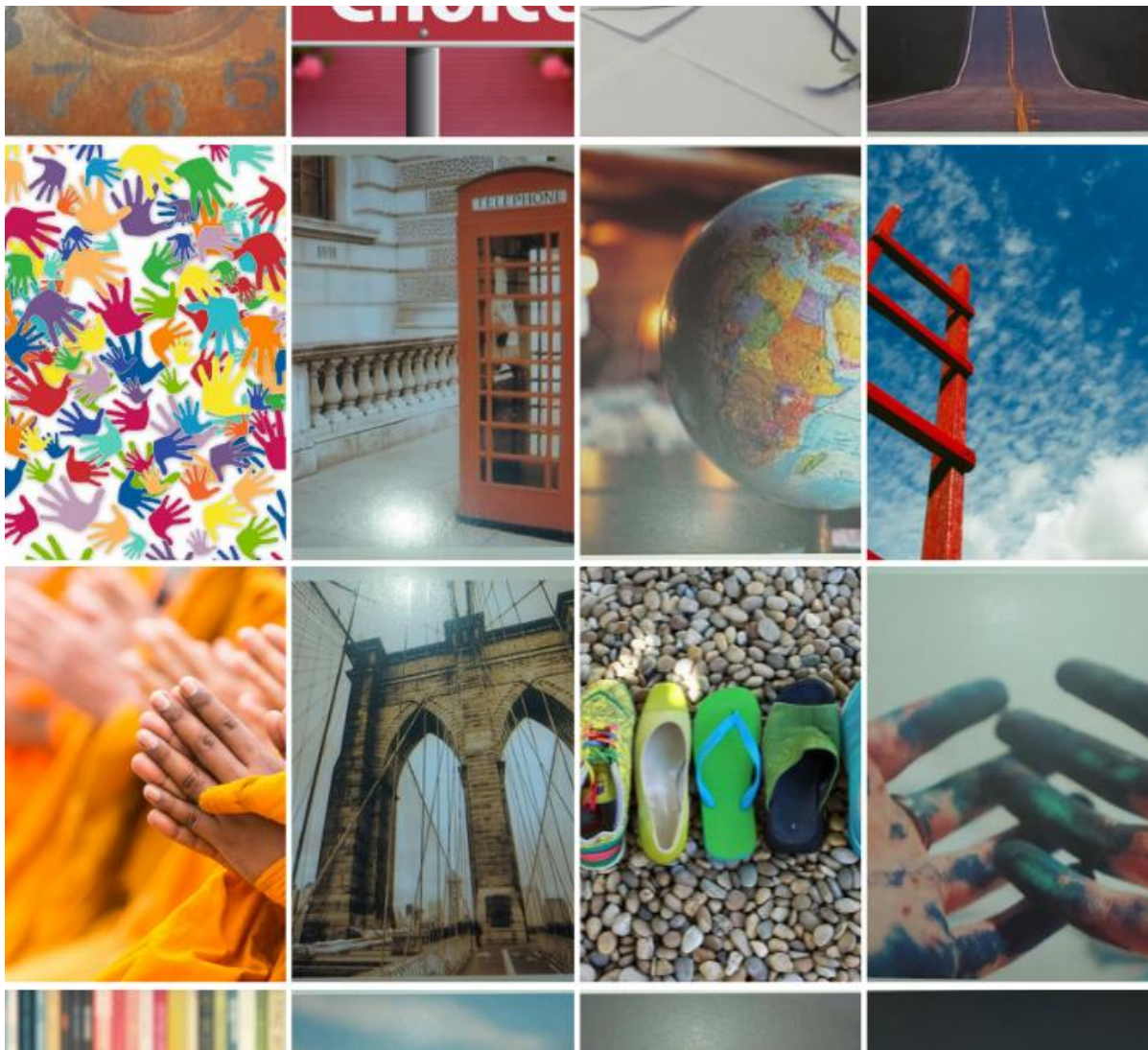
We are seeking approval of the Bard to progress the Strategy for sign off.

Recommendation for the Board/Committee to consider:						
Consider for Action		Approval	x	Assurance	X	Information
From the work undertaken in creating this strategy, the recommendations would be for approval.						

Please identify which strategic priorities will be impacted by this report:						
Covid-19 Recovering effectively				Yes		No x
CQC Getting Back to Good – Continuing to improve				Yes	x	No
Transformation – Changing things that will make a difference				Yes	x	No
Partnerships – working together to make a bigger impact				Yes	x	No
Is this report relevant to compliance with any key standards ?			State specific standard			
Care Quality Commission Fundamental Standards	Yes	x	No		(pls see writers crib sheet)	
Data Security and Protection Toolkit	Yes		No	x	(pls see writers crib sheet)	
Any other specific standard?					(pls specify)	
Have these areas been considered? YES/NO				If Yes, what are the implications or the impact? If no, please explain why		
Service User and Carer Safety and Experience	Yes	x	No		<i>This is an experience strategy.</i>	
Financial (revenue & capital)	Yes		No	X		
Organisational Development /Workforce	Yes	x	No		<i>The strategy recognises the need to train and support the workforce to understand carer needs and how to best work in an inclusive way with carers</i>	
Equality, Diversity & Inclusion	Yes	x	No		<i>Equality, diversity and inclusion is a central feature of supporting and working with our carers</i>	
Legal	Yes	X	No		<i>Our legal duties to support carers are acknowledged in the document</i>	
Environmental Sustainability	Yes	X	No		<i>Sustainability is considered in the ways we engage with carers and young carers</i>	

▶ Carers and Young Carers Strategy 2022 to 2026

Delivering our vision and strategic direction



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Strategy approval

Date ratified by Board of Directors:	January 2023
Name of responsible Committee:	Quality Assurance Committee
Name of responsible Director:	Salli Midgley - Director of Nursing & Professions
Name of author(s):	Jenny Hall - Carers and Patient & Carers Race Equality Framework Lead Teresa Clayton - Head of Experience and Engagement
Date issued:	
Review date:	

Introduction to the strategy

Welcome to our Carers and Young Carers Strategy 2022-2026. At SHSC, by 2025 we want to be 'The Best We Can Be', leading person-centred health and social care across Sheffield and supporting delivery of the Integrated Care System mental health and learning disability priorities.

Our Vision is to improve the mental, physical and social wellbeing of the people in our communities.

Our strategic aims are to

- Deliver outstanding care.
- Create a great place to work.
- Make effective use of resources.
- Ensure our services are inclusive.

Our Clinical and Social Care strategy sits at the heart of all our delivery plans. It is focussed on reducing health inequalities, and delivering care that is **Person-Centred, Trauma-Informed, Evidence-Led and Strengths-Based**.

Our Carers and Young Carers strategy supports the delivery of our aims and our Clinical and Social Care Strategy. It will:

- **Identify & Recognise Carers:** Staff will proactively encourage our service users to identify carers and young carers throughout the patient pathway and ensure Carers' views and knowledge are sought, shared, used, and regularly updated.
- **Improve Carer Involvement:** Seeking out Carer and young carer voices through coproduction throughout SHSC, ensuring care and family perspectives are integral at all levels of SHSC decision making, including our governance policy and practice through robust involvement methodology.
- **Embed the principles of The Triangle of Care into service delivery:** To enable a stronger carer voice and presence.
- **Increase Staff confidence and skills in carer involvement:** Staff are carer aware, receive relevant training and are involved in co-production. Staff are aware of their roles and responsibilities in relation to carers.
- **Strengthen Partnership working:** Pro-actively help to support and engage with independent/ local user-led organisations and initiatives to benefit carer service user outcomes across Sheffield

Our Carers and Young Carers strategy aligns to the enabling strategies working to support the delivery of the Clinical and Social Care Strategy in a coordinated framework.



▶ Our Strategy on a page



Sheffield Health and Social Care
NHS Foundation Trust

Our Carer and Young Carer Coproduction Strategy 2022/23 - 2025/26

OUR VISION: To improve the mental physical and social wellbeing of the people in our communities

STRATEGIC AIMS: Create a great place to work - Effective use of resources - Ensure our services are inclusive - Deliver outstanding care

VALUES: ▶ Working Together for our service users ▶ Respect and Kindness ▶ Everyone Counts ▶ Commitment to Quality ▶ Improving lives

Care that is : Person Centered - Trauma Informed - Evidence led - Strength Based



- Identify Our Carers**
- Carers are identified and have their needs assessed along with the service user.
 - Seeking out and working to increase the diversity of Carer and young carer involvement throughout SHSC.

- Improve Carer Involvement**
- Carers are valued, asked for feedback on services provided as part of monitoring and improvement.
 - Carers' views and knowledge are sought, valued, and Carers are engaged as equal partners.

- Embed The Triangle of Care**
- Embed the Triangle of Care principles across all of our services.
 - Carers routinely given information covering practical matters.
 - Develop a strong culture of working closely with Carers

- Build Staff Confidence**
- Staff training and support to become carer aware.
 - Staff are aware of their roles and responsibilities in relation to carers
 - Receive relevant training and are involved in co-production
 - Develop Carer peer support within teams.

- Partnership Working**
- Increase dialogue and partnership work with our stakeholder partners / voluntary organisations.
 - Learn from good practice elsewhere.
 - Develop a culture of creativity in Carer engagement within and outside the organisation.

Benefits: Embracing Coproduction and Diversity to Improve our Quality of Care
★ Deliver Outstanding Care ★ Create a great place to work ★ Effective use of resources ★ Ensure our services are inclusive



CARERS TRUST

Sheffield Carers Centre

Do you look after someone?

We're here to help you

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Carers



SHSC and Sheffield

Sheffield Health and Social Care NHS FT (SHSC) employs over 2,500 staff and has an annual income in 2021/22 of over £145m. We provide predominantly secondary care mental health, learning disability and specialist services to the people of Sheffield.

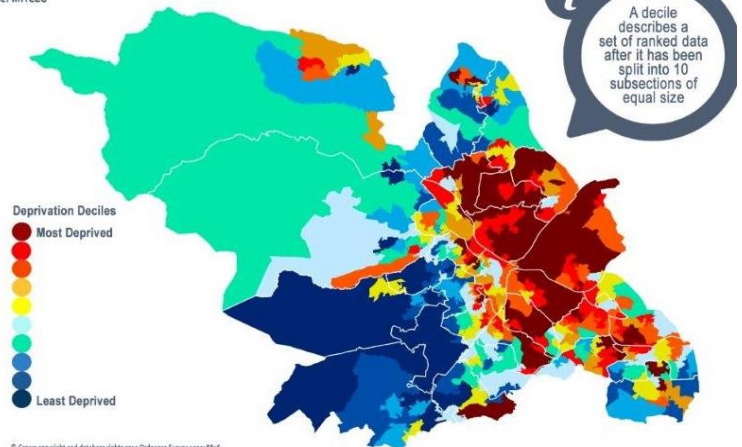
Our strategic direction sets out where we aim to be as an organisation by 2025 and what we need to do to get there, in an increasingly changing world and NHS environment. During the short to medium-term we will be working hard to improve the CQC ratings of our services, whilst also delivering our key strategic transformation projects.

To get there our Clinical and Social Care Strategy and our strategic framework of aligned enabling strategies will build a coherent programme of year upon year of continuous improvement across all our services, departments, and partnerships. Our approach will be underpinned by a strong focus on living our values to support our cultural development and truly inclusive behaviours.

About Sheffield

Sheffield is an unequal city with an 8–10 year life expectancy gap between areas that fall within the 10% most deprived in the country (Burngreave, Firth Park, Southey, Manor Castle, and Park and Arbourthorne) and areas amongst the 1% most affluent in the UK (Fulwood, Ranmoor and Dore).

Index of Multiple Deprivation 2019 in Sheffield LSOAs
Source: MHCLG



We have a high concentration of people seeking asylum and refugee status living in the North of the city; a high population of people over the age of 65 years living in the Southwest of the city; and a high population of students living in the city centre.

We know that people in poorer parts of Sheffield live shorter lives and have worse health than those in more affluent areas. We also see similar disparities affecting groups with specific shared characteristics, such as people from racially minoritised backgrounds, or people with learning disabilities. These differences and disparities are the health inequalities that exist in our city, which we see as unacceptable. We recognise that “one size doesn’t fit all” and our population requires different things of our services.

What has informed our strategy

Our Carer and Young Carers strategy sets out where we aim to be by 2026 and what we need to do to get there. Our strategy is shaped by the national and local context, our current position and the views of service users, carers, our staff, and our partners.

Policy context

It is a key organisational ambition of SHSC to continuously improve our approach to working with Carers and families of the people who use our services and learn from their experiences. The requirement to focus on Carers and Young Carers experience through engagement and coproduction to improve services is a linking thread across SHSC's strategies, working to enable the aims of SHSC's overarching Clinical and Social Care Strategy 2021-2026. The strategy sets out the road map for Sheffield, based on an understanding of local need.

The Sheffield strategy works in line with the key deliverables of the NHS Long Term Plan, that sets out the national guidance for improvements in mental health. It will also help implement the Care Quality Commission regulatory framework as part of SHSC's Back to Good programme. Our approach will also reflect upon and be guided by a number of key standards. These include the key principles of the Triangle of Care framework, Working in Partnership with People and Communities, National Institute for Health and Care Excellence guidelines, Statutory Guidance for involvement and coproduction by NHSE, The NHSE Advancing Mental Health Equalities Strategy, the Patient & Carer Race Equity Framework (PCREF) and the 4Pi National Involvement Standards. The 4Pi standards were developed by NSUN (National Survivor User Network), that provides a simple framework to base standards of good practice for meaningful involvement.

The key principles of the Triangle of Care will interlace as a connective to the Carers/Young Carers Strategy. As an organisation, we are committed to working towards the Triangle of Care membership scheme and its six key standards to ensure families, friends and carers are better involved and informed in the provision of care and supported in their caring role. The NHSE Advancing Mental Health Equalities Strategy and the Patient & Carer Race Equality Framework (PCREF) gives us clear direction to work across racially diverse communities and ensure their voice is heard and acted upon in service delivery. Address health inequalities will run through all activities undertaken under the strategy. These local and national frameworks will work together to increase meaningful coproduction and support continuous quality improvement.

This strategy sits alongside our Service User Engagement and Experience Strategy and supports other key SHSC strategies, therefore any service changes should involve people who use SHSC services, their families, and carers. Our aim is for all involvement to be a positive and collaborative experience. Our strategy will build on the work completed under the Carer and Young Carers Strategy 2016-22, including

the revision made in 2019. Feedback, conversations, and information has been gathered utilising previous strategy themes and priority areas of:

1. Carer/Young Carer/Family identification and recognition
2. Carer/Young Carer/Family Involvement Valuing Carers
3. Supporting and informing Carers/Young Carers/Families.
4. Developing staff to work with Carers/Young Carers/Families.
5. Supporting staff who are Carers.

The vision for Sheffield Health and Social Care NHS Trust is to improve the mental, physical and social wellbeing of the people in our communities.

We will do this by:

- Working with and advocating for the local population
- Refocusing our services towards prevention and early intervention
- Continuous improvement of our services
- Locating services as close to peoples' homes as we can
- Developing a confident and skilled workforce
- Ensuring excellent and sustainable services

'Staff don't understand when to involve us and when not to, so they tend to exclude us'

Carer Governor workshop MS Teams – 2nd February 2022

The care we want to provide.

The bedrock of our Clinical and Social Care Strategy is based on the values of SHSC and the recovery principle, delivering care that is Person-Centred, Strengths-Based, Evidence-Led and Trauma-Informed. Our development plan focusses on:

- **Understanding What Matters to People:** Improving the experience, safety, and quality of care for service users, carers and families through understanding what matters to people and co-producing systems and models of care.
- **Knowing We Make a Difference:** Seeking to help people to live well and reducing the inequalities associated with mental health problems and learning disability through early intervention, prevention and transformation of mental health care to be closer to communities and capturing impact and outcomes. We will develop systems and clinical practice where outcome measures are routinely used with service users to jointly monitor and share progress. We will

develop a person-centred outcomes framework, tailored to what matters to people.

- **Creating Environments for Excellence:** Promoting the development of therapeutic teams through a well-trained workforce, working within with healing-built environments. To create environments for excellence and therapeutic environments that support care, we will develop environments that are safe, therapeutic, compassionate, enable best practice and provide the best for service users. These will be environments where people feel valued and listened to, and staff enjoy coming to work because they are supported to learn and develop together.
- **Transforming Care in Sheffield:** Building further and faster the partnerships and transformation with other organisations to become a more integrated health and social care system with improved outcomes, including a Zero Suicide ambition.
- **Leading the System for Outstanding Care:** Developing system quality networks for MHLDA and building an equitable system in South Yorkshire.

Addressing climate change to improve health and wellbeing.

It is clear to protect our own health and wellbeing, and to protect the existence of future generations, we need to prevent further harm and adapt to an environment that is changing and the pace of change is accelerating. We can no longer let action on climate change be crowded out by other perceived more immediate concerns. We need to be ambitious if we are to meet this challenge and we have established key aims for our Green Plan:

- For the emissions we control directly (our carbon footprint) to be net zero by 2030 and for the emissions we can influence to be net zero by 2045.
- To provide sustainable services through ensuring value for money, reducing wastage, and increasing productivity from our resources.
- Continuously developing our approach to improving the mental, physical, and social wellbeing of the communities we serve through innovation, partnership and sharing.
- We will promote a culture of collaboration, supporting our people and suppliers to work together to make a difference.
- We will innovate and transform to provide high quality care and support as early as possible to improve physical, mental, and social wellbeing.

Enjoying being at work

Our People Strategy sets out our ambition to create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users. Staff who enjoy being at work provide better care, and when staff are more engaged, there is evidence of better service user care and higher levels of service user satisfaction.

Our intention is to build a workforce that is happy, resilient and able to fulfil their potential, as we develop our services and implement our Clinical and Social Care Strategy and our Green Plan. We will ensure our staff experience is a positive one to attract and retain the best people and be able to change and adapt to provide excellent care and meet the needs of our service users. We will do this by:

- Offering choices to keep happy and well at work.
- Attracting, recruiting, and retaining people into roles, with the values and skills required.
- Providing the right jobs to meet service needs.
- Providing development and support to reach their potential.
- Creating a positive workplace culture where staff feel valued and happy, supporting our aim to be an employer of choice.

Where are we now?

In reviewing the Carers and Young Carers strategy 2016 - 2022 (including 2019 revision) it is clear that the strategic themes remain relevant, and progress has been made. Moving forward we need to ensure that we are more ambitious, and we achieve our goals. The intention of this 2022 – 2026 strategy is to progress and build on the established foundations, working in strong alignment with the clinical and social care strategy to ensure that a commitment to coproduction and continuous improvement is at the heart of everything we do.

We know through feedback from complaints, incidents, workshops, and other external partners feedback that some carers and families of people who use our services are dissatisfied with how we have engaged with them, and we need to do more to support and enable their voices to be heard.

What is going well?

Key successes that grew out of the Carer and Young Carers strategy 2016– 2022 include:

- Representation from the Trust to attend the city-wide Carers Strategy Implementation Group meeting. This enables an opportunity to input into the city-wide work.
- Investment in a SHSC specific carers lead supported by the Experience Leads, in post since late 2021 enabling increased capacity to hear our Carers and implement needed changes.
- Further investment in the team has been supported for strategy development with dedicated administration and a Head of Experience who is hosted by local voluntary sector partner Sheffield Flourish. This role has provided extra capacity, coproduction oversight and links into a wider, more diverse group of voluntary and community sector partners.
- A record of support groups external to the Trust available on the Trust website to be reviewed annually.

- Carer Involvement pathways have been reviewed, refreshed and aligned with the Service User Involvement pathways to ensure Carers have Carer specific opportunities to be heard and support positive change in the way that SHSC works with carers.
- Cares Action Group has commenced to ensure accountability directly to carers on work undertaken under this strategy.
- Carers Open door forum will be a new Trust wide carer group providing an opportunity to engage with and amplify the 'less often heard' voices and explore solutions to barriers to engagement and involvement.
- There is an increasing recognition of the value of feedback and how acting on this can make positive improvements to the way we work.
- The SHSC Carers Staff Network Group, values the lived experience and feedback from people who work within SHSC as being equally relevant in the process of co-designing service changes.
- Multi-agency – 'Understanding Carers and Young Carers' training offered four times per year free to all Trust staff via the Sheffield Children Safeguarding Partnership. Trust staff can also access Sheffield Young Carers' e-learning module about identifying and supporting young carers.
- Young Carer identification on Insight there is a pop-up box that asks if the child is a young carer when information is completed on the family.
- A script developed to support staff to ask the question, based on feedback from staff that they were concerned about asking the question and the impact it may have on building a trusting relationship with the adult.
- Carer awareness is now included in the RESPECT level 3 refresher training to highlight the value of carer involvement and offer practical support to staff in hearing and supporting Carers.
- There is a commitment from SHSC to membership of the Triangle of Care and implement the Framework during 2023.

'Embedding the principles of the Triangle of Care in the Carers and Young Carers Strategy, will certainly support Sheffield Health and Social Care NHS Foundation Trust to develop a culture of engagement in all aspects of the Trusts delivery. The clear commitment and senior leadership buy-in will build understanding between carers, staff teams and service users or patients'

Sharon Spurling, Triangle of Care Programme Lead, Carers Trust

What do we need to improve?

Learnings from the Carers and Young Carers strategy 2016– 2022 include:

- There is still a need to ensure that seeking feedback from Carers and families of those experiencing services is prioritised in key areas, for example people seeking to access services, those residing on mental health wards and people subject to restrictive practices. This is particularly important considering the repercussions of the Covid-19 pandemic and current service constraints.

- Increase the number of Identified carers and young carers on Trust records, and record those with protected characteristics.
- Carer and young carer involvement in all appropriate projects and governance initiatives, at all levels.
- Ensure carers and young carers participation is appropriately reimbursed.
- Carers and young carers to be consistently engaged in medication reviews to ensure they can effectively support our service users.
- All Staff are aware of their responsibilities regarding confidentiality and information sharing to enable them to support service users with carers and young carers effectively.
- Support carers and young carers to have the most accurate and up to date information available to enable them to continue caring.
- Trust Induction training to include relevant carers and young carers specific section.
- Have a variety of methods in place to encourage carers and young carers to feedback about their experiences.

What is happening that can help?

The enabling strategies which feed into our overarching SHSC Clinical and Social Care Strategy are in place, in particular Service User Engagement and Experience Strategy which increases our ambitions and commitment to coproduction and involvement, this strategy directly overlaps and supports our Carer and Young Carer Strategy.

This Strategy is also directly aligned to the Quality Strategy the aim of this process is to embed the voices of Carers and service users through coproduction to support a joined-up approach to enable continuous improvement, based on feedback, and break away from 'silo' working. The guidance and work of the Lived Experience Coproduction Assurance Group (LECAG) and the Carers Action Group (CAG) will continue to increase the accountability and effectiveness of our work and keep us on track. The Carers Open Door Group (COD) will increase the number of carer voices which are being heard and offer peer support to our Carers.

Continuing to strengthen and grow our partnerships with user-led organisations and groups is an ongoing priority, for example joint projects with Sheffield Carers Centre and Young Carers, Sheffield Flourish, and the Staff Carer Network, will increase opportunities to work innovatively and effectively.

The carer Lead is supported by the wider Engagement team, and this increases our capacity to reach out to Carers. The work the team is tasked with is to optimise the way we use existing resources and encourage teams to work creatively to explore new ways of gathering feedback and embedding coproduction.

What do we need to pay attention to?

- 'Getting Back to Good' by working alongside and in alignment with the Quality strategy/being agents for quality improvement
- All our working practices need to be guided by best practice in coproduction, using a variety of tools including the '4pi's' of the national involvement standards - 'Principles, Purpose, Presence, Process, Impact (NUSM),' Working in partnership' NHSE and the 'ladder of participation'(Arnstein).
- Feedback from partners including Sheffield Carers centre, Sheffield Young Carers, Healthwatch, Sheffield Voices, Sheffield Flourish, Sheffield African Caribbean Mental Health Association (SACMHA) and other community groups who will often hear experiences of people who use our services that we are unable to connect to.
- Initiation of the Patient and Carer Race Equality Framework during 2022/2023.
- Our language and commitment to accessibility, for example easy read documents, including feedback forms and 'voice enabled' forms; looking at developing creative ways of presenting documents that maximise opportunities for coproduction.
- Carers have asked us to develop ways by which they could become more involved in a range of Trust activities and processes – optimising opportunities to contribute.
- Equality, diversity, and rights-based care need to be incorporated within all the Carer and Young Carer strategy themes, and at all levels.

The views of service users, carers, our staff, and our partners

'Being valued and listened to as we generally know the person best'
Carer workshop Hybrid at The Circle and MS Teams - 31st March 2022

The approach we took in creating our Carer and Young Carer strategy was to build on work undertaken in the construction on the service user Engagement and Experience strategy in 2021/2022. Carer specific workshops were undertaken during 2022 with the aim to engage as widely as possible with carers, staff and partners to listen to experiences, gather ideas about improvements and priorities and bring people on board.

What is important to carers?

Carers are clear that they want to be involved and informed about all aspects of treatment given to people who use our services as equal partners, valued for the care and expertise they input into supporting service users.

Carers have emphasised the importance of relevant training for staff in supporting and involving carers.

*Staff do not understand when to involve us and when not to, so they tend to exclude us'
'Not being able to have respite, whether for a couple of hours or longer, to enable me to rest and have time to do other things'*

'Helpful information and leaflets that explain things in easy-to-understand ways'

Carer Governor workshop MS Teams – 2nd February 2022

Carers feel they have an important contribution to make towards the work of SHSC at all levels which will help us to improve our quality of care.

A recurrent theme highlighted through the workshops is the sense of need for clear communication and a variety of different communication approaches. Carers highlighted 'hard to understand information' is a barrier for both communication and involvement. Carers want to know that their voice is being heard and their feedback counts, and this is then implemented into action wherever possible. Where actions are not possible, it is equally important that the reasons for this are given.

What is important to our staff?

Throughout our co-production workshops feedback from staff has indicated that giving the best possible service to patients is vitally important and the reason they work within SHSC. Feeling part of a strong, supportive team is imperative; that they are able to use their skills and expertise to provide the best possible care to patients, and their achievements and challenges are recognised.

Opportunities to input their ideas and be an active part of coproducing and developing changes and innovations in practice, alongside Carers, Young Carers and the patients they support.

Having the opportunity and space to be supported in developing and growing, being recognised as a 'whole person,' Recognising their lived experience and really valuing this.

Staff have told us they want to be more carer aware. They value carers and the insight and expertise they can offer in improving care for our service users. They want to increase ways in which carers can be involved. Staff are clear carers are a 'Really valuable asset and hold key info'.

Staff who are carers are keen to feed into the wider carers work through the staff carer network group.

Our carer Governors have expressed their keenness to be involved in the development of this strategy and support voices of carers and young carers

'I would like to be involved in developing our Carers and Young Carers Strategy. It is important that our trust, Sheffield Health and Social Care NHS Foundation Trust, remains agile and flexible, able to adapt to new situations as they develop. The central aim of the strategy is to protect young carers from becoming involved in an inappropriate caring situation (NHS England, Young Carers Strategy, 2022). This is to enable them to their full potential, being able to have the same access to opportunities as their non-carer peers. In the main, this would involve empowering young carers to make genuine choices about their caring role, access appropriate services for themselves, alongside supporting the carer and the person they are caring for (Action for Carers UK, 2022).'

Ben Duke, Deputy Lead Governor

What is important to our partners?

Feedback from the coproduction workshops with our partners indicates that the accessibility of working together is important and that understanding and removing barriers will enable this. Being involved from the conception of service developments and coproducing them throughout, being 'equal' partners in joint work.

'The importance of involvement from Carers who are people of colour cannot be over emphasised. To be recognised, included, consulted, and having valid input into this strategy is paramount for carers and must include a seat at the decision-making table. I look forward to working alongside the NHS and partners in being able to deliver a worthwhile service for the city of Sheffield'

Corrine Moss, Community Involvement Worker, SACMHA

Existing partners have commented that there is scope for a larger, more diverse range of partners to be better informed and create richer solutions and wider opportunities for support outside of the Trust for staff, carers, and patients.

How has this shaped our strategy?

'Why is the Carers Strategy important? It will make a difference by using the skills and knowledge in SHSC, working in partnership with Sheffield Carers Centre, to improve life for carers'

Pauline Kimantas, Chief Executive Officer, Sheffield Carers Centre

Carer's consultations were undertaken first and was the lead priority. This identified the key themes which staff and partners then fed into.

The process valued a coproduced approach and embedded a culture that welcomes the contributions of carers, service users, staff and partners working together as 'equal partners' to inform service changes and development. The goal was to inspire innovation and nurture internal and external partnerships.

Areas identified by Carers, staff and partners are the basis for the priorities and goals set within the strategy.





Our priorities

Through the development of the Carers and young carers strategy we have focused on themes that will act as our priorities. These will support us to make lasting improvements to the care we provide and support the delivery of our clinical and social care strategy.

The key themes are as follows:

- **Identify & Recognise Carers:** Staff will proactively encourage our service users to identify carers and young carers throughout the patient pathway Seeking out and working to increase the diversity of Carer and young carer involvement throughout SHSC.
- **Improve Carer & Young Carer Involvement:** Through coproduction Carer and young carer voices are heard throughout SHSC. Ensuring carer and family perspectives are integral at all levels of SHSC decision making, including our governance policy and practice through robust involvement methodology. Carers are valued, asked for feedback regarding the service provided as part of service monitoring and improvement.
- **Embed the principles of The Triangle of Care into service delivery:** To enable a stronger carer voice and presence and ensure our carers are fully supported by team SHSC including support on where to get help on practical matters.
- **Increase Staff confidence and skills in carer involvement:** Staff are carer aware, receive relevant training and are involved in co-production. Staff are aware of their roles and responsibilities in relation to carers.
- **Strengthen Partnership working:** Pro-actively help to support and engage with independent/ local user-led organisations and initiatives to benefit carer service user outcomes across Sheffield.

Priority 1: Identify & Recognise Carers

Why have we prioritised this?

We want to ensure SHSC is **working together for our service users and carers**. At the heart of our coproduction is the involvement of carers, service users, Expert by Experience workers and volunteers. Knowing who our carers are is critical to equity in involvement, it allows us to ensure that all carers have an opportunity to have their voice heard. It is also instrumental in ensuring we are offering the right level of support for our carers.

Our aim is to increase the number and diversity of our Carers involved in the work of the Trust by ensuring recruitment processes will be values based, flexible and imaginative in their design.

We have set the following goals

1. Have a robust system to identify carers and young carers during the patient assessment process

2. Increased number and diversity of Carers involved in the work of SHSC

Priority 2: Improve Carer & Young Carer Involvement

Why have we prioritised this?

We want to facilitate ongoing **coproduction** and ensure our **services are inclusive** by developing better, more diverse methods of communication, opportunities for engagement and dialogue. Our aim is to attune to the needs of our carers and families of our service users; striving to reach and communicate with groups who are currently underrepresented. In enhancing and utilising different mechanisms of communication we want to extend our reach. This will widen opportunities for carers and families of our service users to contribute in different ways and at different levels.

This priority supports the need to facilitate ongoing coproduction across SHSC about the engagement and experience of current and previous service users. Moving forwards, we will take a strategic approach to the services and teams we are supporting through mechanisms such as the Carers Action Group (CAG). This will form an active part of continuous quality improvements and offer an opportunity to build trusting relationships between leaders, staff, carers and families of our service users and act as a forum for celebrating areas of success.

We have set the following goals

1. Seek out carer experience feedback and use this to embed the process of continuous quality improvement.
2. Reach and communicate with groups who are currently underrepresented.
3. Utilise different mechanisms of communication to act as an enabler for inclusion and extending our reach.
4. Build trusting relationships between leaders, staff, and carers.

Priority 3: Embed the principles of The Triangle of Care into service delivery

Why have we prioritised this?

Alongside contributing to the **delivery of outstanding care**, this priority will also ensure our **services are inclusive, everyone counts**. It is important in our ambition to deliver outstanding care to our service users that carers are fully supported, recognised, and valued for their contribution.

We have set the following goals

1. Implement the Triangle of Care standards throughout SHSC services

Priority 4: Partnership Working

Why have we prioritised this?

We want to support the **delivery of outstanding care** and therefore this priority recognises the potential for partnership work to catalyse innovation, increase flexibility and responsiveness. The aims are to increase dialogue and partnership work with a range of community/voluntary sector organisations, especially smaller grass roots organisations, to learn from good practice elsewhere and to actively develop a culture of creativity in service user engagement within and outside the organisation.

We have set the following goals

1. Increase dialogue and partnership work with a range of community/voluntary sector organisations
2. Learning from good practice elsewhere
3. Developing a culture of creativity in service user engagement within and outside the organisation



What will be different?



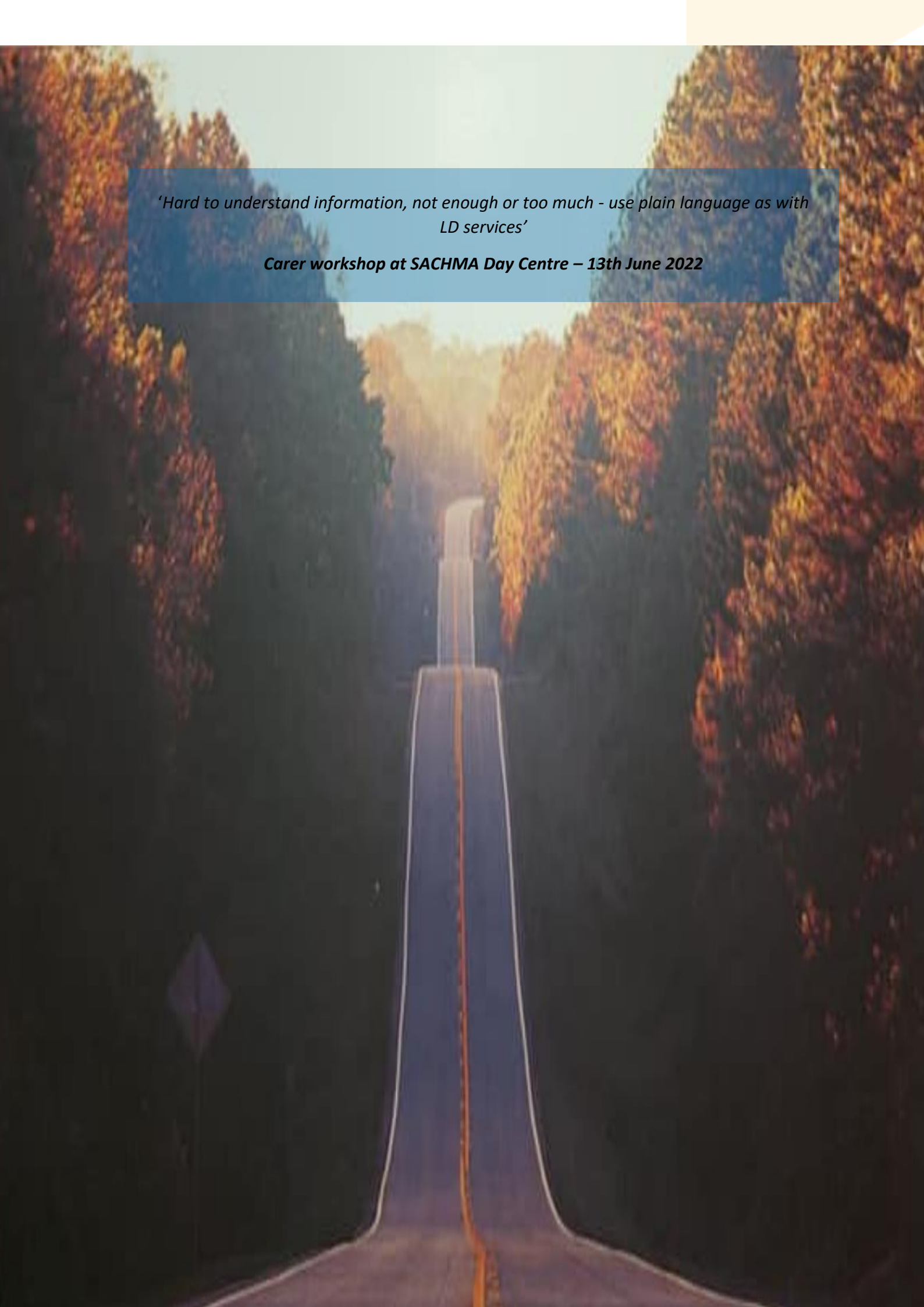
Across our organisation, every day that passes in every service we provide, there exists a rich tapestry of experiences of care received and delivered. We believe that the learning from the experiences from our carers, service users and staff around gives essential insight into the good care that is provided but also the gaps that sometimes exists between care as intended and care as experienced. We will use this insight to evaluate and understand the impact of our Carer and Young Carer strategy.

From listening to our carers, service users, staff, and key partners we are clear about the benefits we aim to achieve from this strategy.

‘Proper recognition of the amount of work that carers can provide’
Carer workshop Hybrid at The Circle and MS Teams - 31st March 2022

Trust strategic aims	Intended benefits
Deliver outstanding care.	<ul style="list-style-type: none"> • Carer experience feedback is embedded in service design planning and changes, leading to more innovative and effective practice • Increased partnership working with a diverse range of partners

<p>Work in partnership for our service users</p>	<ul style="list-style-type: none"> • Carers and Families of our service users as valued partners in the delivery of our care, planning and review processes. • Increased staff satisfaction and retention by feeling part of the process and working with feedback to improve ways of working
<p>Make effective use of resources.</p>	<ul style="list-style-type: none"> • More effective use of feedback systems that result in a closed feedback loop • Wider opportunities for Carers and Families of Service Users to contribute in different ways and at different levels. • Confidence that our resources are going into the 'right things' issues that matter most to those who carer for our service users and service users.
<p>Ensure our services are inclusive.</p>	<ul style="list-style-type: none"> • A wider spread of voices inputting into services, including those communities and groups which are marginalised and have been excluded over time • More diverse methods of communication and dialogue utilised to reach wider Carer and family audiences.

A photograph of a road lined with trees in autumn, with a blue semi-transparent box containing text.

'Hard to understand information, not enough or too much - use plain language as with LD services'

Carer workshop at SACHMA Day Centre – 13th June 2022



Our delivery plans

We recognise that the changes we will implement need to follow the key deliverables outlined within the NHS LTP, meet of those who carer for our service users and their families as well as service users, commissioners, and partners to deliver on the goal of improving quality and reducing health inequalities. We will focus on incremental change, progressively strengthening our partnerships and delivering tangible improvements in health and wellbeing.

Workstream 1

- Identifying carers as a matter of course during the patient assessment process.
- Revisiting, reviewing and encouraging consent in our work with service users

Workstream 2

- Carer and Family experience and feedback is sought out through all levels of the Trust and used to consistently embed the process of continuous quality improvement.
- Input of Carers and families appreciated and embedded in strategic decision making and planning processes throughout all team SHSC, this is clearly mapped and visible and supports the embedding of the Triangle of Care principles.
- Increased numbers and diversity of Carer Experts by Experience workers and volunteers.

Workstream 3

- Increased productive partnership work with a range of community/voluntary sector organisations, sharing practice and experience.
- Incorporated learning from good practice elsewhere, leading on sharing standards for good practice.

Workstream 4

- Developing a culture of creativity in Carer and Family engagement within and outside the organisation

Resource plan

Resources	What is required to support delivery of our strategy
Workforce plan	<ul style="list-style-type: none"> • Robust systems for identifying our cares as routine as a valuable asset to enhancing our delivery of outstanding care. • Importance and benefits of working positively with diversity and coproduction to support the delivery of outstanding care embedded within our values-based recruitment approach, professional and leadership development programmes.
Digital plan	<ul style="list-style-type: none"> • Flexible, responsive and accessible methods of gathering feedback supported by effective use of information to provide insight.
Estates plan	<ul style="list-style-type: none"> • Developing ways of working and resource allocations to improve responsiveness to feedback and identification of improvement needs. • Therapeutic Environment Programme and Community Facilities Programme to benefit from effective engagement in line with the principles and direction of this strategy.
Research & innovation	<ul style="list-style-type: none"> • Evidence base and best practice to inform our range of approaches to effective service user engagement • Coproduction, embedding lived experience carer voices, service user engagement and continual feedback loops.
Quality plan	<ul style="list-style-type: none"> • Coproduction, embedding lived Carer and family experience voices alongside our service user voices. Carer and family engagement and continual feedback loops will underpin our approach to quality improvement.
Finance plan	<ul style="list-style-type: none"> • Need to ensure the leadership and capacity is in place to support the development of our engagement approaches. • Funding to support partnership working and innovative practice ensuring coproduction internally and externally is properly funded and resourced, to ensure that there is a rich mix of diverse views, feedback, and participants in our work.


Milestones

Carer and Young Carer Strategy 2022-2026



Care that is:	Person-centred	Trauma informed	Evidence based	Strengths based
Delivered in:	Primary care	Across the city	The wider system	



A close-up photograph of a map showing the Sheffield region. A large green pushpin is stuck into the map, with its tip pointing to the city of Sheffield. The map is colorful, with various roads and geographical features visible. The text of the quote is overlaid on a semi-transparent blue box in the upper left quadrant.

'Sheffield Young Carers looks forward to working with the Trust to support young carer engagement in the implementation of the Carers and Young Carers Strategy and in future co-production opportunities'

Sara Gowen, Managing Director Sheffield Young Carers

'We've never had any information about who helps our families or been asked how I feel about my caring – workers supporting our families need to include young carers too'

Young Carers feedback - Carers Action Plan Implementation Group, November 2022



Monitoring progress

Monitoring progress

We will review our performance in delivering this strategy. We will monitor the implementation of our delivery plan; evaluate the impact this has and adjust our plans when necessary as we move forward.

We will ensure that our program of strategy implementation is triangulated, aligned and embedded in our annual operational planning process and linked to regular performance reviews. Effective governance arrangements will be important to our success. The delivery and success of our Carer and Young Carer Strategy will be reviewed by the Quality Assurance Committee.

Each year we will set out in our Annual Operational Plan those activities that we will be delivering as part of our strategy delivery. The Annual Operational Plan is monitored through our governance arrangements and progress reports are provided to our Finance and Performance Committee, each quarter.

Any risks relating to the delivery of our Strategic Direction will be escalated from our Corporate Risk Register to our Board Assurance Framework and discussed at Board subcommittees and the Board.

Continuing to develop our plans with our carers

Making effective use of feedback and coproduction is central to the delivery plan, all aspects of the plan are intended to be coproduced. Best use will be made of existing feedback systems i.e., Care Opinion and Family and Friends Test, staff feedback and the work of the Carer Lead in collaboration with Experience and Engagement Officers.

In addition, we will actively seek feedback from groups central to the oversight and delivery, Lived Experience Coproduction Assurance Group (LECAG), Carers Action group (CAG), Carers Open Door (COD), Staff Lived Experience Group, partners and community groups including Sheffield Flourish, SACMHA.

We will monitor the implementation of the delivery plan, evaluate the impact and continue to make improvements and adjustments as coproduction with all involved is an ongoing process and vital to the success of implementation.



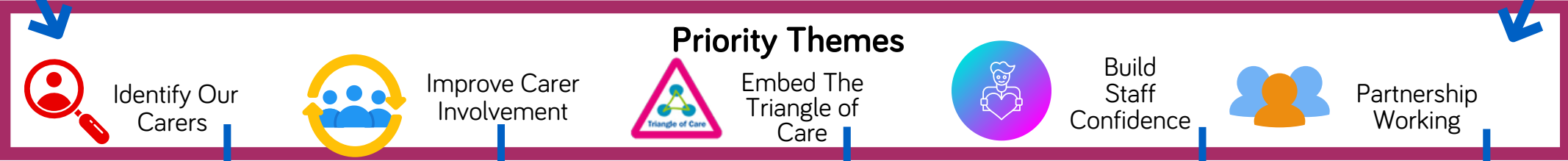
Our Carer and Young Carer Coproduction Strategy 2022/23 - 2025/26

OUR VISION: To improve the mental physical and social wellbeing of the people in our communities

STRATEGIC AIMS: Create a great place to work - Effective use of resources - Ensure our services are inclusive - Deliver outstanding care

VALUES: ▶ Working Together for our service users ▶ Respect and Kindness ▶ Everyone Counts ▶ Commitment to Quality ▶ Improving lives

Care that is : Person Centered - Trauma Informed - Evidence led - Strength Based



- Carers are identified and have their needs assessed along with the service user.
- Seeking out and working to increase the diversity of Carer and young carer involvement throughout SHSC.

- Carers are valued, asked for feedback on services provided as part of monitoring and improvement.
- Carers' views and knowledge are sought, valued, and Carers are engaged as equal partners.

- Embed the Triangle of Care principles across all of our services.
- Carers routinely given information covering practical matters.
- Develop a strong culture of working closely with Carers

- Staff training and support to become carer aware.
- Staff are aware of their roles and responsibilities in relation to carers
- Receive relevant training and are involved in co-production
- Develop Carer peer support within teams.

- Increase dialogue and partnership work with our stakeholder partners / voluntary organisations.
- Learn from good practice elsewhere.
- Develop a culture of creativity in Carer engagement within and outside the organisation.

Benefits: Embracing Coproduction and Diversity to Improve our Quality of Care

★ Deliver Outstanding Care ★ Create a great place to work ★ Effective use of resources ★ Ensure our services are inclusive