



*“Our Mission is to ‘Improve the health and wellbeing of people across the diverse communities we serve’. This ethos underpins our approach to all that we do.”*

Cambridgeshire Community Services NHS Trust operates over a wide geographical area serving 3.2m people. Our universal and specialist community health services provide care in people’s homes or from local clinical facilities.

Our services are developed to meet the specific needs of local populations and delivered in partnership, to ensure local residents get the care they need at the right time.



Alt Text: Graphic shows geographical region covered by Cambridgeshire Community Services NHS Trust and the service logos

# Introduction

Our strategy for the next three years comes at a hugely important time within the NHS and care sectors. With the advent of integrated care boards, the movement towards integrated care and recovery from Covid-19, there is a national momentum for developing community health and care at home models, that support people to stay well and that prevent ill health for adults and children.

We are so proud of our people and services that operate from Lowestoft and Great Yarmouth in the east to Milton Keynes in the west. All are deeply rooted in their local communities, providing essential services, often 365 days a year.

Our adult and older people's services work in an increasingly inter-dependent way with acute and primary care colleagues to find solutions to the emergency care pressures and importantly support acute organisations to catch up on the long waiting times for elective care. Children's services are becoming deeply integrated with teams from councils (education and social care) and offering joint physical and mental health care support.

The challenge we have set ourselves is that within three years, all the care we provide is outstanding in quality, co-produced with the people who use our services, fully integrated with other care providers, and contributing to the priorities of each local health and care system. We will embed models of care that are preventative, not just responding to ill health, and that tackle the real health inequalities in our local communities.

Supporting and developing our people will be the most important factor in being able to deliver on these ambitions. Our three-year strategy is underpinned in how to attract, retain and develop our people so they will thrive in delivering great care.

We look forward to utilising our expertise and experience and working with all our local communities, NHS, social care and educational organisations, the voluntary, not for profit organisations and our commercial partners to deliver these exciting ambitions.



**Matthew Winn**  
Chief Executive



**Mary Elford**  
Chair

# Our portfolio of services:

We provide health services for people across 5 counties, in their homes and neighbourhoods, to support them to live healthier lives. We do this in partnership with individuals, their families and carers and with health, care and educational providers across our region, preserving good health as well as responding to ill health.

We are proud to provide outstanding quality services that meet the needs of our diverse communities in an accessible way, closer to home, giving people more choice and control over their health and wellbeing.



We give children the best start in life through dedicated services, such as the 0-19 Healthy Child Programme.

Targeted support is also available for young people and their families through services like Speech and Language Therapy, physiotherapy, emotional health, nutrition and dietetics, community nursing and community paediatrics - where teams help young people with developmental delay, complex physical disabilities and conditions like autism and ADHD.

We work alongside partners in schools, early years and social care to offer universal services, as well as those who are more vulnerable, such as those in care or needing safeguarding support. Together these services help young people grow into healthy adults and live full active lives.



Children  
and young  
people

We support people in the community and in their homes, with their long-term conditions, treatments and urgent care needs. This includes helping people remain as independent as possible, for example by helping to prevent falls, as well as support for people after a brain injury or stroke.

Dozens of services support people's needs ranging from condition-specific care such as diabetes support; the tissue viability service's work with wound care; helping people to manage their pain and the offer of physical and emotional support through palliative care.

We work to avoid unnecessary hospital stays and where hospital care is needed, we support people to return home as quickly as possible.



Adults

# Our portfolio of services:

We help people through services in local communities such as sexual health, contraception, specialist dentistry, physiotherapy and musculoskeletal care.

These services support long-term health, work to prevent conditions from becoming more serious and help to support people's quality of life.



Specialised services



Joining up care

We connect with colleagues in the health, care, education, voluntary and community organisations to provide services designed around the needs of people in our communities.

This includes creating hubs where people can access services from numerous local health and care providers, all in one place and close to home.

Service users are central to this partnership, and we work actively to involve people in their own care and in the co-production of our services.

Through our work across 5 counties, our service leaders have excellent insight to health and care issues across our region, which we utilise and share to strengthen the quality of services.

We are also using this experience to take a leading role in collaborative partnerships across our region, which is improving the care across organisational boundaries for the health and wellbeing of the diverse communities we serve.



Leadership

# Our values and behaviours:

## Our Trust Mission:

Improve the health and wellbeing of people across the diverse communities we serve.

### Our Objectives

Provide outstanding care

Be an excellent employer

Be collaborative

Be sustainable

### Our Values

Honesty

Empathy

Ambition

Respect

### Our Behaviours



#### Honest

Communicate, keep your word, be open and transparent.



#### Welcoming

Empathise and involve people in their care.



#### Compassionate

Value, be kind, look after each other and those we care for. Recognise and value differences.



#### Inspiring

Aim high, develop, innovate and be a role model.



#### Responsive

Listen and hear. Encourage feedback and act on it.



#### Responsible

Seek help, share concerns, learn from each other.

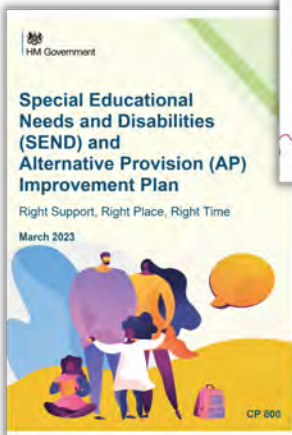
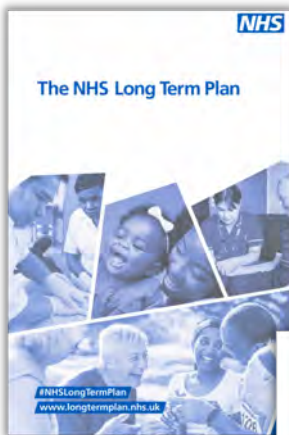
# National and system priorities:

“

Our strategic objectives and ambitions have been shaped by national priorities, health and care system plans and by considering how our services need to transform and change to meet these aspirations.

”

## National strategies



## Local priorities in health and care systems

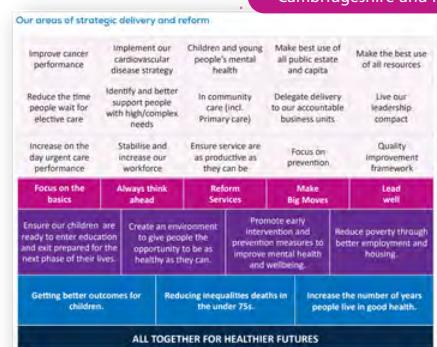
Bedfordshire, Luton and Milton Keynes ICB



Norfolk and Waveney ICB

1. Population Health Management, Reducing Inequalities and Supporting Prevention
2. Primary Care Resilience and Transformation
3. Improving services for Babies, Children and Young People and developing our Local Maternity and Neonatal System (LMNS)
4. Transforming Mental Health services
5. Transforming care in later life
6. Improving Urgent and Emergency Care
7. Elective Recovery and Improvement
8. Improving Productivity and Efficiency

Cambridgeshire and Peterborough ICB



# Our focus for partnerships:

Our adults' and older people's services will be an integral part of a transformed urgent and emergency care system, with mature clinical services supporting ever increasing numbers of people to be cared for intensively at home and others always discharged from hospital on time.



Our children and young people's services will work in trusting partnerships with councils, education, other NHS partners and the third sector to deliver integrated physical and mental health support for people. This will improve the learning, development and health outcomes for children and young people.



Our specialist clinic-based services will provide health interventions close to where people live, that previously could only be found in an acute hospital. We will join up care support, such as providing women's health hubs, not just contraception support, and preventative dentistry care where people cannot access NHS dentistry in their locality.



# Our strategic objectives and ambitions:

We have four strategic objectives, each with a set of ambitions to be realised over the next three years.

## Strategic objectives

It is our ambition that by 2026:

Provide outstanding care

1. Our services are inclusive and easy to access.
2. Our services are innovative and drive improvements in outcomes for people.
3. Our services support good health and help prevent ill health.

Be collaborative

4. All our services are tied into formal partnerships that improve outcomes for local people.
5. We always involve people from our local communities to help us improve our services.
6. We are leading care collaboratives in each of the systems we work within.

Be an excellent employer

7. Our people feel valued and can realise their full potential.
8. Our people embrace diversity and promote an inclusive culture that challenges all forms of discrimination.
9. In meeting the need of our services, our people can balance their work and personal commitments and are trusted to work flexibly.

Be sustainable

10. We are financially resilient and support our people in developing and improving our services.
11. Our main sites have a community value and usage in place.
12. We take positive action to reduce the environmental impact of our services.

# Inclusive, co-designed and collaborative:

“

We will have a persistent focus on diversity and inclusion which ensures that all people who use our services and our staff feel safe, supported and valued.

We will be an organisation that champions anti-racism in all that we do.

”

“

All services will be influenced, designed, and co-produced with patients and carers who are reflective of our local populations.

”

“

Our energy will be focused on developing trusting partnerships and collaboration between teams and organisations that improve care and outcomes for local people.

”

For more information on our Three-year Strategic Framework 2023 – 2026 and how it connects to our mission, vision and values, visit:

<https://www.cambscommunityservices.nhs.uk/about-us>



@ccs\_nhst



@ccs\_nhst



@CCSNHST