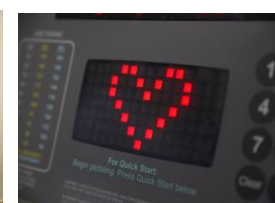


# Corporate Strategy Refresh – Update



# Timescales

- Timescales are still provisional – need to ensure that we dovetail with ICP developments and the creation of a strategy for Place but both are progressing well
- April to July - Engagement and research process
  - BTHFT - Board of Directors, Governors, CBUs, Corporate & support departments
  - System - Bradford & Craven Place, ICS/WYAAT partners
  - Public - Via organisations such as Healthwatch, the CCG, BTHFT membership
  - Use of Population and Health Data
    - ✓ Largely via Act as One pop. Health team, Public Health at Bradford MDC and with BIHR
    - ✓ Desktop review; horizon scanning, future proofing
- July – themes discussed with Board and Governors
- August – writing process
- 23 September - draft strategy submitted for Board comments
- 31 October – strategy issued (after Governor meeting on 21 October)

# To consider – Key themes or “Building blocks”

Clinically-led service transformation: <b>“Virtual Hospital”</b>	<b>“Access”</b> and other Act as One programmes at Place	<b>Digital transformation:</b> “People first, digital first”
Our People Strategy: <b>Wellbeing/Thrive</b>	Refreshed <b>Corporate Strategy:</b> 2021-2026	<b>Restart and recover</b> planned care after <u>Covid 19</u>
Sustainable healthcare: Green Plan; <b>NHS net zero carbon</b>	Population health: tackling <b>health inequalities</b>	Strategic estate: <b>new teaching hospital</b> for Bradford

- Research?
- Education?
- WYHCP?

# Engagement

- Internal
  - Met with both Care Group Cabinets, Pharmacy, Estates and Facilities, Finance, Human Resources, Informatics, Research, AHPs, Senior Nursing Team
  - Board and Governor sessions in April and July
  - Survey, e-mail drop box publicised via Global e-mails, social media, Let's Talk
- External
  - Presentation to Bradford District and Craven ICP strategy group
  - Survey launch to the public via social media with Healthwatch Bradford, Telegraph and Argus etc.
  - Worked with Act as One communications team to arrange two presentations and question and answer sessions with ICP members organisations via "Eventbrite"

# Alignment with ICP strategy

Our strategy will mirror and be complementary to the emerging ICP Strategy;

- ICP Strategy Vision is to *“act as one to keep people Happy, Healthy at Home by meeting people where they are, working with to access the tools and opportunities to enable them to live longer in good health”*
- ICP strategy uses People, Partners, Place to describe groups of strategic ambitions
- BTHFT strategy will reference the ICP strategy and its vision
- Act as One will be a key theme running through our strategy
- Will also use People, Partners and Place to describe groups of strategic ambitions
- Both the BTHFT and ICP wording is open to change and we'll work with the ICP to ensure both strategies are aligned and complementary in terms of content and style

# Ambitions - People

**We will continue to develop and nurture our people to support them to deliver outstanding care**

- Looking after our people
  - Covid-19 – risk assessments, vaccinations, health and wellbeing
  - Post Covid-19 – health and wellbeing continuation, protected annual leave, flexible working , rapid access psychological support etc.
- Belonging in the NHS
  - EDI strategy and action plan – “We value diversity and champion inclusion”
  - Workforce at all levels to be representative of the local community
  - Support all staff through staff networks
- New ways of working and delivering care
  - CRG clinical leadership model to be adopted to ensure clinician input into decision making
  - Support staff to deliver care digitally and virtually
  - Pool staff resources with ICP partners to create seamless care pathways for patients
- Growing for the future
  - Robust workforce modelling and planning (recruitment, retention, training and education)
  - Provide career opportunities for local population – the Trust as an “anchor organisation”

# Ambitions - Partners

Bradford Teaching Hospitals  
NHS Foundation Trust

**We will work with partners across West Yorkshire, tackling problems together that cannot be resolved by individual organisations alone**

- Work with other providers of acute hospital care to best meet the needs of our shared patient populations
  - Support the development and implementation of the WYAAT Clinical Strategy
  - Work with WYAAT to develop coordinated responses to ICS-wide challenges
  - Provide leadership in West Yorkshire-wide clinical networks
  - Provide regional expertise and unique training opportunities through sub-specialisation
- Work with our ICP and partners across West Yorkshire to address health inequalities
  - Support our ICP in the achievement of the ICS 10 big ambitions
- Develop specialised services
  - Building on WYVaS we will continue to develop and actively promote the Trust as a hub for a range of specialised services in the west of West Yorkshire

# Ambitions - Place

Bradford Teaching Hospitals

NHS Foundation Trust

**We are committed to making a difference for everyone that needs our care, meeting them where they are, wherever possible keeping them healthy, happy at home, and helping them to live longer in good health**

- Virtual Hospital
  - Build on the work already in place, so we are “virtual by default” with a focus on
    - Outpatients
    - Expansion of Virtual Ward
    - Patient Readiness for Treatment
    - Patient Education
    - Management of Long Term Conditions
- Digital technology and data
  - Digital and data infrastructure – doing the “brilliant basics”
  - Digital and data supporting transformation – supporting the delivery of new models of care
  - Digital and data capacity and capability - ensuring access for staff and the public
- Restart and Recover
  - Prioritisation – Royal College Guidelines
  - Use of capacity across the Bradford District and Craven ICP
  - Acting as One to transform service delivery and use of digital and virtual



# Ambitions – Place

**We are committed to making a difference for everyone that needs our care, meeting them where they are, wherever possible keeping them healthy, happy at home, and helping them to live longer in good health**

- Population Health; tackling health inequalities
  - Population Health Management Enabling Programme – use of disparate sources of ICP data to direct care and interventions efficiently
  - Act as One Programmes to transform service delivery
  - Use of triage pathways to help local communities navigate complex care pathways
- Research for all; building on our international reputation as a City of Research
  - Act as One - develop an ICP approach to research
  - Develop the City of Research concept so that every citizen is, or wants to be, part of a research programme
  - Connected Bradford – using Population Health Management
- Strategic Estate; fit for purpose facilities for Bradford
  - Support for ICP estate strategy - supporting work at Airedale and Lynfield Mount
  - Development and delivery of Trust Estate strategy – new Acute Hospital for Bradford