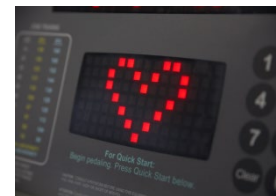
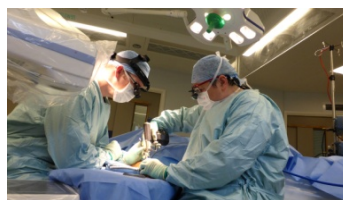
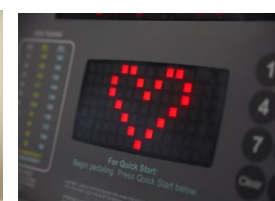
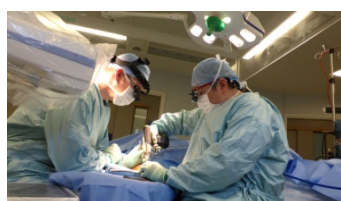


Strategy Engagement



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Purpose of today

Background

- Why a strategy refresh?
- Our existing strategy
- Proposed timescales

Things to consider

- Bradford demographic
- Key themes so far
 - People, Partners and Place
 - Building blocks
- Engagement questions

Background – Why a strategy refresh?

- The current 5 year corporate strategy expires in 2022 and much has changed since 2017;
 - COVID19 and new ways of working e.g. virtual services
 - Developments in our Place e.g. Act as One
 - Establishment of the ICS
- There are also new opportunities to explore
 - BTHFT developments
 - ✓ Command Centre and growth of digital/virtual
 - ✓ Thrive and focus on wellbeing
 - ✓ Embedding Kindness
 - ✓ Potential for new Hospital estate
 - Critical issues: inequalities

Background – our existing Clinical Service Strategy

- **High Quality Care**
 - Provide high quality care, 24 hours a day, 7 days a week
 - Take pride in being professional, compassionate & always putting safety first
- **Research-led care and learning**
 - Make the Trust a national exemplar for applying research to clinical practice and in improving the health of our population
 - Develop the Trust further as a centre of learning excellence and professional development
- **Collaborative Hospital Care**
 - Develop the Trust as a hub for a range of specialised services in the west of WY
 - Work with other acute providers to meet the needs of our shared populations
- **Connected Local Care**
 - Support people to stay out of hospital where appropriate or be discharged as soon as they are ready; “short stay by design”
 - Work with partners to create a responsive Integrated Care System
 - Remain closely connected with our community and be a “health-promoting hospital”

Background - Timescales

These timescales are provisional – we will need to ensure that we dovetail with ICP developments and the creation of a strategy for Place

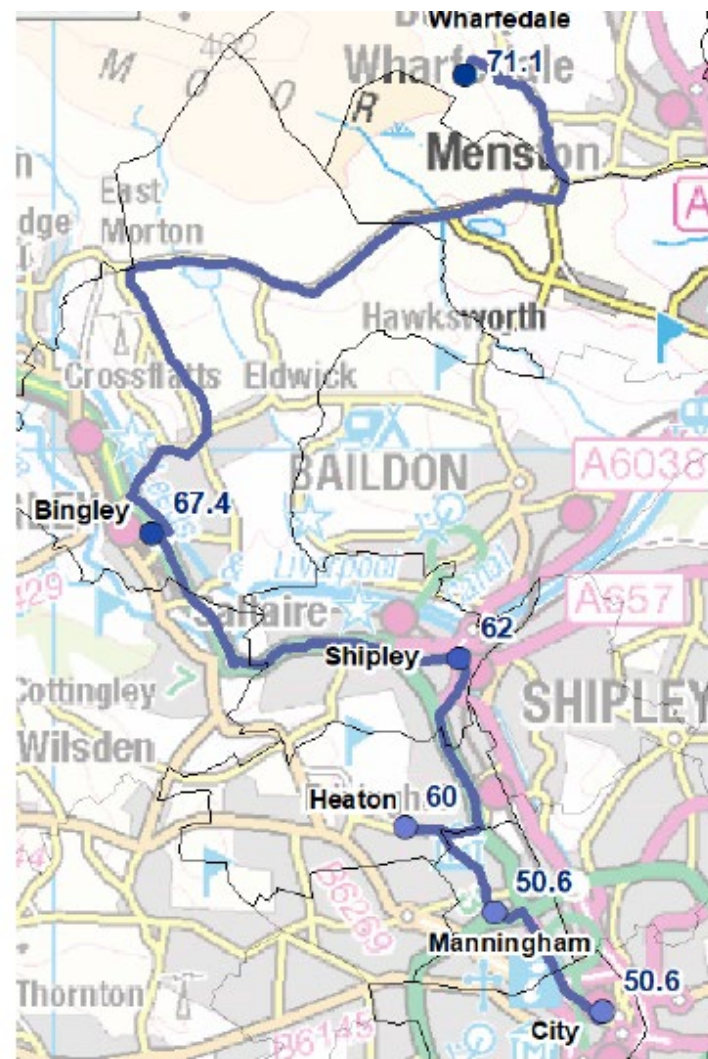
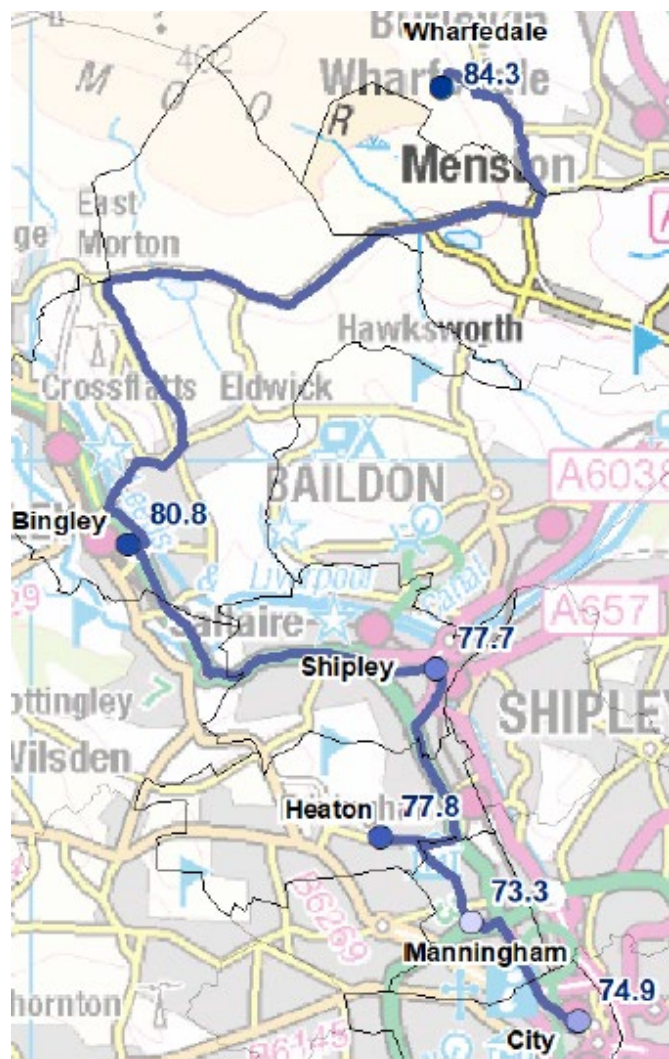
- April to July - Engagement and research process
 - BTHFT - Board of Directors, Governors, CBUs, Corporate & support departments
 - System - Bradford & Craven Place, ICS/WYAAT partners
 - Public - Via organisations such as Healthwatch, the CCG, BTHFT membership
 - Use of Population and Health Data
 - ✓ 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 - Bradford demographics

- Bradford District is the 5th largest Local Authority in England
- Overall population expected to reach 552,000 by 2041
- 8,000 live births a year
- By 2041 our 65+ population is expected to grow by 50%
- Growth at both ends of the age spectrum
- Bradford is 21st (out of 317) in the most deprived districts in England
- Deprivation varies greatly across the district – central Bradford and Keighley are in the 10% of the most deprived areas in England with areas in the Wharfe valley being in the 10% of least deprived areas
- 22.5% of all 4-5 year olds and 37.9% of all 10-11 year olds are obese
- Male life expectancy 77.7y (79.4) – **only** 60.4y (63.3) in good health
- Female expectancy 81.6y (83.1) – **only** 59.0y (63.9) in good health

Hop on the bus to Bradford?

Bradford Teaching Hospitals
NHS Foundation Trust



Together, putting patients first

To consider – Our Operational Framework

The framework in which we operate;

- West Yorkshire and Harrogate Health and Care Partnership (ICS)
 - 6 Acute Trusts, 4 Community and Mental Health Trusts, 9 CCGs, 8 Councils, 2 Community Providers, 56 PCNs, YAS, Healthwatch etc.
 - Made up on 6 Places (or ICPs)
 - 5 year plan – Better Health and wellbeing for everyone
- Bradford District and Craven Place (our ICP)
 - BTHFT, BDCFT, AFT, CCG, BMDC, PCNs
 - Working together - Act as One etc.
 - System strategy development



To consider - People, Partners and Place

- People

- Embed kindness in everything we do
- Move to outstanding in a safe, effective and sustainable way
- Develop our Outstanding Maternity Services programme
- Proactively support BAME colleagues
- Deliver education and training in digital and virtual ways
- Embed the NHS People plan and deliver our “Thrive” programme
- Reduce health inequalities across the district



- Partners

- Provide leadership in our ICP to help deliver the 10 big ambitions of our ICS
- Support delivery of the WYAAT Clinical Service Strategy and work programmes

- Place

- Lead the continued delivery of Happy, Healthy at Home through Act as One
- Use technology to create local and system-wide digital solutions
- Develop innovative solutions with partners to reset and restart following Covid19
- Lead the renewal of NHS buildings and facilities for our local population
- Develop the Trust as an “anchor” organisation for our ICP

To consider – Key themes or “Building blocks”

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