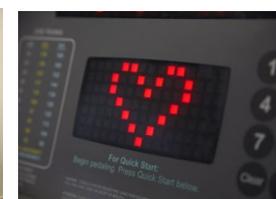


Corporate Strategy Refresh

Council of Governors Process Update

21 October 2021



Process

- A series of discussions are ongoing with NED and ED colleagues to refine the content of the initial draft Trust strategy
- The initial draft has been developed through
 - Interactive Board Development session - 8 April 2021
 - Engagement with Care Group Cabinets for Planned and Unplanned Care, Finance, HR, Pharmacy, Senior Nursing Team, Estates and Facilities, Education, Informatics, BIHR
 - Interactive session with the Bradford System Strategy group
 - Engagement and public awareness session with Healthwatch Bradford (leading to over 100 responses to an online survey)
 - Engagement session with Act as One and Bradford partners
 - Board update on emerging ambitions at 22 July Board meeting
 - Governors interactive session 26 July 2021

Content

- People, Partners and Place is the agreed identity for the strategy
- This common “identity” ties in with the Bradford District and Craven system strategy
- Our strategic ambitions are aligned under each heading of
 - People
 - our colleagues
 - our patients
 - Partners
 - Place
- Many of the ambitions are interdependent and mutually reinforcing,
- They build on our Bradford District and Craven vision to *“act as one to keep people happy, healthy at home...to enable them to live longer in good health”* and our complementary Trust vision *“to be an outstanding provider of healthcare research and education and a great place to work”*

People (Colleagues)

We will continue to develop and nurture our people to support them to deliver outstanding care. We will also value diversity and champion inclusion

- Looking after our people
 - *THRIVE, health and wellbeing, civility, protected annual leave, flexible working etc.*
- Engendering a feeling of 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*
- Developing 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*
 - *Develop and expand clinical practice for Physician Associates, AHPs, Nurses, Pharmacists and Healthcare Scientists*
- Growing for the future through planning, education, training and acting as an anchor organisation for Bradford
 - *Robust workforce modelling and planning (recruitment, retention, training and education)*
 - *Provide career opportunities for local population – the Trust as an “anchor organisation”*

People (Patients)

We are committed to making a difference to everyone who needs our care. We will do this by developing high quality innovative services with our partners and by continuing to develop and embed a culture of kindness

- We will care for our patients with kindness
 - *Embedding kindness in everything we do*
- We will deliver high quality services
 - *Developing our “continual improvement” methodology*
- We will develop a virtual hospital through clinically led service transformation
 - *Become “virtual by default” with a focus on: Outpatients; Expansion of Virtual Ward; Patient Education; Managing LTCs; Patient Optimisation for Treatment*
- We will use digital technology to transform how we deliver care
 - *Digital and data infrastructure – doing the “brilliant basics”*
 - *Digital and data supporting transformation – supporting the delivery of new models of care and Population Health Management*
 - *Digital and data capacity & capability - ensure access and understanding for staff and public*
- We will restart and recover planned care after Covid19
 - *Maximise utilisation of capacity across the Bradford District and Craven ICP*
 - *Acting as One to transform service delivery and use of digital and virtual to make best use of resources*

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

- Working with the Place H&CP and partners across WY to address health inequalities
 - *Support our Place “H&CP” in the achievement of the ICS 10 big ambitions using existing Bradford based programmes as examples e.g. Better Start Bradford, Access to Health*
- 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*
- Continue to develop the Trust as a hub for specialised services in the west of WY
 - *Building on WYVaS we will continue to identify, develop and actively promote the Trust as a hub for a range of specialised services in the west of West Yorkshire*
- Meet our commitment to sustainability and delivery of the NHS Net Zero Carbon target
 - *Delivery of our Green Plan with focus on areas such as procurement, asset management, waste management, travel plans etc.*

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

- We will Act as One with our partners across Bradford District and Craven
 - *Act as One priority programmes*
 - *Strategy, Budgeting, Service Development, tie-in with LA District Plan objectives*
- Population Health; tackling health inequalities
 - *Population Health Management Enabling Programme – use of disparate sources of ICP data to direct care and interventions efficiently*
 - *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
 - *Role in Covid19*
 - *Develop the City of Research concept so that every citizen is, or can be, part of a research programme and Connected Bradford – using Population Health Management*
 - *Research-led care – from “bench to bedside”*
- Strategic Estate; fit for purpose facilities for Bradford
 - *Support for BD&C HCP estate strategy - alignment with SOCs for AGH and Lynfield Mount*
 - *Development and delivery of Trust Estate strategy – new Acute Hospital for Bradford*

Next steps

- Further amendments to strategy
 - Discussions with EDs are ongoing – to be complete by 22 Oct
- Session with NEDs - end October/early November
 - Provide assurance on the strategy development process
 - Discuss and receive feedback on the development of the strategic ambitions
- Review by Exec Team
- Submission to 18 November Board meeting
- Publication in range of formats