











Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Report to which Academy?	RAG Rating
Patients Our ambition - We are committed to making a difference to everyone who needs our care. We recognise that that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.				
The delivery of outstanding nursing and midwifery care	<ul style="list-style-type: none"> Implement Nursing & Midwifery, AHP and Clinical Risk Management strategies with focus on Leadership, Education & Development, Patient Experience, Staff Experience, Partnership Working and Quality & Safety of Care 	<p>Karen Dawber – <i>Nursing and Midwifery Strategy was launched in May 2022 with a series of 7 Shared Governance Councils to support all elements of the strategy. Presented at Board of Directors in September. See appendix item A1.</i></p> <p><i>The Nursing and Midwifery Leadership Council is also in place and its Terms of Reference were agreed at the Quality and Patient Safety Academy in June 2022. See appendix item A2. The Leadership Council provides updates to the Q&PS academy 3 times a year. See appendix item A3.</i></p> <p><i>A series of KPIs are being established and will enable monitoring the progress of the strategy via the working groups. See appendix A4.</i></p> <p><i>There is also a Clinical Professions Strategy which is a forward looking plan covering a broad range of professions (23 in total). This will operationalised by the CSUs. See appendix item A5. The aim is to produce annual work plans, with key actions in the first year 22/23 comprising:</i></p> <ol style="list-style-type: none"> <i>Publish the Clinical Professions strategy</i> <i>Strengthen the Clinical Professional Leads forum within BTH and externally</i> <i>Review representation and engagement with Act As One programmes across place</i> <i>Develop strategic workforce plans</i> 	<ul style="list-style-type: none"> Quality and Patient Safety Academy on a quarterly basis People academy (staff experience and recruitment and retention elements) 	Green 


		<p>5. Progress our ability to demonstrate demand and capacity in services</p> <p><i>In relation to Infection Prevention and Control – there is regular reporting to the Q&S Academy and Board re BAF and quarterly IPC reports. See appendix item A6.</i></p>		
	<ul style="list-style-type: none"> Senior staff to be empowered to resolve key issues and develop services 	<p>Karen Dawber - Corporate Shared Governance Councils have been established with unit council approach being rolled out across all areas to support the framework for shared decision making and empowering decisions made locally. See appendix item A7.</p> <p><i>We also have the OMS and outstanding series in place with developed work streams and reporting arrangements to Academies. OMS was a finalist at the HSJ patient Safety Awards 2022. See appendix item A8.</i></p> <p><i>OMS has been running for 2 years, followed by Outstanding Theatres Programme. A joint research proposal has been developed and commenced in partnership with the improvement academy to validate the success of the programmes and publish results and the methodology.</i></p> <p><i>Delivering excellence restructure in place to support autonomy within nursing and midwifery with a focus on quality of care.</i></p>		<p>Green</p> 
	<ul style="list-style-type: none"> Training and education as a means to recruit and retain the very best people 	<p>Karen Dawber – this has been developed as part of the workforce growth and transformation group, reporting to People Academy and linked with the work plan for the Recruitment, Retention and Recognition Council supported by the People Promise exemplar actions and the Nursing and Midwifery Retention toolkit.</p> <p><i>See appendix item A9.</i></p>		<p>Green</p> 





Providing outstanding patient experience	<ul style="list-style-type: none"> Further development and delivery of the <i>Embedding Kindness</i> programme 	<p>Karen Dawber - Incorporated as part of the Patient Experience and Patient Engagement Strategy refresh for 2023. Kindness and Civility work plans aligned to support approach throughout workforce. Partnership working in place linking the kindness work with the OD team and civility saves lives work streams. This work was presented at the AGM. See appendix item A10.</p> <p>The Kindness work is a finalist for the Nursing Times award November 2022. Nomination is for the supporting health and wellbeing category, embedding kindness to support our people as well as patient experience, by promoting kindness and celebrating kind acts.</p> <p>Annual embedding Kindness Conference was held with a focus on developing local ambassadors for kindness and showcasing the developments of the Patient Experience Team, e.g. the SPaRC application.</p> <p>SPaRC team implementation, presented to Board in September 2022 as a Staff story</p> <p>Patient Experience annual report presented to Quality and Safety academy, bimonthly updates from Patient Experience Group (This is a committee of the Q and A Academy and oversees the patient experience work). See appendix items A11</p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy on a quarterly basis 	
	<ul style="list-style-type: none"> Engagement with patients so that they have a voice and can see that their voice is being heard. 	<p>Karen Dawber - Enhanced through regular Community Engagement meetings and within the refreshed strategy as above - the community engagement group meets once per month</p> <p>There are well established examples of engagement through Maternity Voices Partnership. This approach is being widened across all areas. A mapping exercise has taken place to identify areas of good practice and areas for improvement. MVP are part of the OMS steering group</p> <p>We plan to implement the Patient Safety Partners at Place as part of the national Patient Safety Strategy work. – the business case has been completed and we are currently in the midst of the recruitment process.</p>		<p>Green</p> 



		<p><i>We plan to revise and refresh the patient engagement strategy by the end of Q4 22/23</i></p> <p><i>Department Specific engagement events to be rolled out across specialties (1st Event AED in September 22)</i></p>		
	<ul style="list-style-type: none"> Continue to collate information and feedback from FFT, national surveys and specific patient experience projects 	<p>Karen Dawber – <i>This is in place and we are currently undergoing a tender process to enable the organisation to get real time information that can be shared locally to embed the culture of improvement work for patient experience,</i></p> <p><i>National IP survey results show improvement on previous years.</i></p> <p><i>Robust KPIs monitoring complaints and patient feedback are in place. First learning from complaints event to be held 29th November 2022</i></p> <p><i>Daisy awards will be launched at the of end 2022-23. This is for patients to nominate Nurses for awards to recognise care and kindness.</i></p> <p><i>Complaints, Litigation Incidents and PALS (CLIP) report produced and reported to Quality and Patient Safety Academy. Embedded process of safety event group, reporting to Quality of Care (QUOC) weekly basis bringing all elements together with quality team to ensure triangulation of data, extract themes, learning and improvement. Se Appendix item A12 for CLIP report</i></p>		<p>Green</p> 
Delivery of high quality services	<ul style="list-style-type: none"> Implement new Quality Strategy with focus on the WHO 6 areas of Safety, Timeliness, Effectiveness, Efficiency, Equity and Patient Centric care 	<p>Ray Smith - <i>The Quality strategy has been written and is being circulated for comment. There is a session scheduled with the Governors for December with launch expected in January 2023</i></p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy on a quarterly basis 	<p>Green</p> 


	<ul style="list-style-type: none"> Support for clinicians to implement specific programmes of improvement 	<p>Ray Smith and Karen Dawber - OMS is at the end of its 2nd year and OTS is at the end of its first. The next planned Outstanding programme is aimed at supporting Pharmacy services. A Research project is in place with the improvement academy to review efficacy of OMS programme with a view to professional publication.</p> <p><i>Establishing a Trust wide Getting It Right First Time Programme (GIRFT).</i></p> <p><i>Creating a Clinical Services Improvement Group. The objective of this group is to promote the Model Health System, Getting It Right First Time Programme (GIRFT), Patient Level Information Costings System (PLICS), and workforce development to identify improvement opportunities relating to quality, performance, efficiency, workforce and finances within clinical services for the next 12 months. . This will enable CSUs to select which opportunities that they wish to adopt and deliver themselves.</i></p>		<p>Green</p> 
	<ul style="list-style-type: none"> Strengthening of relationships with healthcare research partners 	<p>Ray Smith and Karen Dawber - Good visibility at Board level of activity within BIHR. Launch of a Trust dashboard of specific research projects in the New Year. Bradford City of Research and 'Research as One' presented at Board. Lead organisation for Yorkshire and Humber Applied Research Collaborative and for the Secure Data Environment application</p> <p><i>As part of the Nursing and Midwifery Shared Governance councils there is a University of Bradford representative to support widening the links with our local higher education institute.</i></p> <p><i>A forum is established for reviewing the current evidence based literature and embedding into practice through collaboration. Quality Lead for Nursing Excellence post is in place to support enhancement of research and evidence based practice through the nursing workforce as part of the Magnet for Europe programme.</i></p>		<p>Green</p> 



Development of Virtual Hospital: a clinically-led transformation	<ul style="list-style-type: none"> Delivery of a clinically and operationally led VRI programme 	<p>John Holden - Gradual expansion of existing virtual work now includes clinical pathways in general surgery and respiratory, as well as remote outpatients and patient education initiatives. Programme Board meets monthly chaired by Director of Strategy and Integration, with membership including CIO and CCIO, 5 workstreams led by clinicians, individual projects led by operational managers, hub opened in BRI main concourse to build momentum and awareness, NEDs expressed interest in possibility of visits to hub when discussed at F&P in October. Dedicated update and discussion provided to NEDs meeting in May 2022, further update anticipated at Board Development in Dec 2022.</p>	<ul style="list-style-type: none"> Finance and Performance Academy on a 6 monthly basis 	Green 
	<ul style="list-style-type: none"> Create an operational infrastructure to support the provision of clinical care in settings away from the traditional 'on site' in hospital pathways 	<p>John Holden - Discussions with informatics re tracking virtual patients, both for BTHFT and across the district. Discussions and investment across place with BDCFT and Airedale re community nurse staffing (the re-set of the Act as One programme allows this topic to be picked up through the new Workforce priority). To date we have tested expansion of the VRI concept at small scale but further expansion will require strengthened infrastructure. Our clinical leads work with operational leaders across the 10 CSUs to raise awareness and address any blockages to uptake which inhibits the spread of virtual working.</p>		Amber 
Development of Digital technology and data: transforming how we deliver care	<ul style="list-style-type: none"> Focus on the "brilliant basics", right devices, right tools in the right numbers – ensure that we are "always on" 	<p>Paul Rice - The organisation has invested substantively in its core digital offer as a consequence of internal capital plan funding and attracting additional exceptional external funding from global digital exemplar, targeted investment fund and frontline digitisation. It has – as reflected in the Digital Annual Report presented to Quality and Patient Safety Academy and Board – substantively upgraded switchboard, delivered radiology reporting stations to colleagues homes, deployed cutting edge RFID/GSI barcode scanning technologies and delivered a new Cerner Maternity Electronic Patient Record solution.</p> <p>We have prioritised investment for the coming year and year following to upgrade/replace our ageing edge and wi-fi infrastructure which will dramatically improve our mobile/agile</p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy Digital and Transformation Committee Digital and Intelligence Enabling Workstream 	Green 


		<p><i>working capability as part of the Virtual Royal Infirmary delivery programme. This will also materially improve the experience of patients and their families re connectivity and provide an infrastructure capable of delivering VOIP communications channels to the future (Voice over internet protocol)</i></p> <p><i>We have invested in additional electronic patient record functionality specific linked to theatres and anaesthesia and will be deploying this resource as part and parcel of the Outstanding Theatres Programme.</i></p>		
	<ul style="list-style-type: none"> Supporting digital transformation through the creation of a consistent digital and data architecture across our ICP to allow the development of digital working and support for Population Health Management 	<p>Paul Rice - <i>Through the leadership by the CDIO of the Digital Information and Intelligence workstream within the PBP and in conjunction with the Reducing Inequalities workstream we are working towards creating a “single source of the truth” to inform priority decision making, highlight (in addition to the national Core 20plus5 toolkit) those areas where deprivation and inequality have the greatest adverse impact on opportunity, access and outcomes, identifying and confirming those highest impact interventions.</i></p> <p><i>The submission of an expression of interest to NHSE for the creation of a secure data environment (SDE) that BTHFT/BIHR would lead on behalf of the three ICSs in Yorkshire underscores our commitment to and appetite for creating and exploiting intelligence and insight resources at scale that will drive our decision making and Population Health Management solutions.</i></p> <p><i>The emergent Work as One workstream is focusing on creating an environment where regardless of employing organisation it is possible for colleagues to use a core set of digital tools anytime, anywhere, that best enable individual organisational and cross cutting programmes of delivery.</i></p> <p><i>Collaborative and collective needs assessment and procurement activity is being scoped to most efficiently and effectively secure at lowest cost, exploiting economies of scale, digital resources/assets across WYAAT Providers and Place Based Partners for example with respect to the new common Laboratory</i></p>		<p>Green</p> 





		<i>Information Management System (LIMS) capabilities and Virtual Wards remote monitoring solutions. Additional infrastructure, clinical informatics and end user computing opportunities are being identified.</i>		
	<ul style="list-style-type: none"> Support digital and data capacity so that our people and our population can access and use digital services with confidence. Supporting and enabling digital inclusion and ensuring that our patients become educated consumers of data and insight 	Paul Rice - <i>Through the leadership of the local authority and the Place Based Partnership digital intelligence and information workstream a substantial programme of work on Digital Inclusion is being undertaken focusing on access to devices, connectivity and skills in using new technologies to best effect.</i>		Green 
Restart and recover planned care services after COVID19	<ul style="list-style-type: none"> Deliver our Operational Improvement Plan to transform services in relation to Urgent and Emergency Care, Planned Care and Cancer Services 	Sajid Azeb - <i>Operational Improvement Plan in place and reported through to F&P academy each month. Focussed deep dive into UEC, RTT and Cancer on a quarterly basis</i>	<ul style="list-style-type: none"> Finance and Performance Academy 	Green 
	<ul style="list-style-type: none"> Act as one to transform delivery, pooling resources and developing more community based models of care 	Sajid Azeb - <i>Access workstream in place – new service model in place for Pain services. Partnership with the Voluntary and Community Sector to establish Wellbeing hubs across BD&C. Strengthened UEC response with GP in Emergency Dept Model as well as youth workers in ED.</i>		Green 
	<ul style="list-style-type: none"> Use digital and virtual to help us better meet demand 	Sajid Azeb - <i>Assist pathway in place with circa 30k hits per month from primary care we believe this is impacting on reducing referrals into secondary care.</i> <i>Work underway with specialities to further enhance Patient Initiated Follow Ups (PIFU) and the use of digital virtual reviews of patients with individual specialities.</i>		Green 




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People Our ambition - We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture which is inclusive of all.				
Looking after our people	<ul style="list-style-type: none"> <i>Thrive</i> - further development and embedding of support for our people, including health and wellbeing support and personal and professional development. 	<p>Pat Campbell - new pages around financial wellbeing, civility and menopause have been added to the portal as it continues to grow and reflect staff needs. In the first year, there have been over 70,000 visits to the Thrive portal, with approximately 3000 of those coming from mobile or tablet devices.</p> <p><i>Thrive Lead</i> – we have successfully recruited a Thrive Lead who is responsible for further developing and embedding the Thrive ethos.</p> <p><i>Thrive Conference</i> – we held our first Thrive Leadership Conference in June 2022 – over 300 colleagues attended and the two key note speakers focused on civility and how we bring our whole selves to work. Feedback from the event was very positive and plans are underway for a conference in 2023.</p> <p><i>Thrive Festival</i> – we are holding a celebration of Thrive one year on from its launch w/c 7 November. During the week, various teams will visit all Trust sites promoting Thrive.</p>	<ul style="list-style-type: none"> People Academy 	Green 
	<ul style="list-style-type: none"> Development of a culture of civility and compassion underpinned by our Trust values 	<p>Pat Campbell - Activity against the Civility work plan is progressing well and we have now launched our approach to Civility (#whatwedomatters), joining forces with the Freedom To Speak Up Team (F2SU) and celebrating 'Freedom To Speak Up for Civility' at a pop event at BRI on 11 October 2022. Posters highlighting the importance of civility have been designed and are currently being shared across the Trust at all sites.</p>		Green 



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		<p><i>The 'Our People Charter' – a series of statements built on existing Trust values which state what we can expect from each other as valued members of the BTHFT team – has also been launched.</i></p> <p><i>Other work has also commenced – including incorporating the Our People Charter into appraisals, induction and other existing activities. The webinar 'Civility in the Workplace' is also being refreshed and modelled on our new approach and work is ongoing to develop resources to support managers and others in dealing with incivility within the workplace.</i></p> <p><i>ED are also leading a pilot to measure in real time incidents of incivility. This will be accompanied by simulation exercises around civility.</i></p>		
	<ul style="list-style-type: none"> Staff engagement and adapting to the needs of our workforce - flexible working, meaningful appraisal (including wellbeing, career development, improved staff facilities) 	<p>Pat Campbell - <i>We are refreshing our appraisal paperwork so that it incorporates discussion and feedback on behaviours. We are also developing a series of short masterclasses relating to the new paperwork and now offer training on appraisals for both the appraiser and appraisee face to face at a range of times.</i></p> <p><i>We are working to refresh three staff areas at BRI and build a garden. We have engaged with staff to understand what they want in the facilities and are now in the process of designing the spaces.</i></p> <p><i>The Flexible Working Toolkit is now developed, with a separate toolkit each for managers and staff. The flexible working policy has been updated and endorses flexible working from the point of advertising a role.</i></p> <p><i>Our People Promise Exemplar Work/Action Plan focusses on the needs of our workforce.</i></p>		<p>Green</p> 



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	<ul style="list-style-type: none"> Reviewing the Health & Well-Being Offer 	<p>Pat Campbell - Our Health & Well-Being offer is constantly reviewed. Some developments highlighted below:</p> <p>A new gym and wellbeing manager has been recruited (September 2022) who is leading a review of our existing health and wellbeing offer.</p> <p>We have also developed a financial wellbeing offer that reflects some of the challenges of the current cost of living crisis. We have partnered with 'Salary Finance' to provide support on budgeting, savings and loans. The Financial Wellbeing page on Thrive is continually updated with new information including links to discounted food and drink, 'cheapest petrol /diesel prices near me', 'feed my family for a fiver' etc and these are also promoted via Let's Talk and the fortnightly Thrive bulletin.</p> <p>Covid booster and flu vaccination campaign is underway.</p> <p>Looking After Our People Delivery Group feeds into the People Academy.</p>		<p>Green</p> 
Engendering a feeling of belonging in the NHS	<ul style="list-style-type: none"> Build on our commitment to EDI via our EDI strategy statement and actions 	<p>Pat Campbell - We continue to raise the profile of EDI across the Trust. Our established Equality and Diversity Council (chaired by CEO) meets regular with key representation from across the Trust. Our staff equality networks are represented on the council with agenda time granted at each meeting to ensure they are influencing and supporting the Trust's EDI agenda.</p> <p>We continue to implement and raise awareness of our Equality mandate – We are Bradford: 'We value diversity and champion inclusion' This plays a strong role in signalling our commitment to</p>	<ul style="list-style-type: none"> People Academy and the Equality and Diversity Council 	<p>Green</p> 


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		<p><i>EDI across the organisation for both our patients and staff.</i></p> <p><i>EDI is a key feature on the People Academy's work programme, with metrics reported via the dashboard. Regular reports are presented to the academy in term of progress and updates.</i></p> <p><i>The Trust is in the process of developing a dedicated EDI strategy with a set of refreshed strategic equality objectives, this is currently out for consultation and engagement and will be presented to the Trust Board in March 2023 for final approval.</i></p> <p><i>The strategy will be accompanied with an implementation plan and regular updates provided to the Trust Board.</i></p> <p><i>The Head of EDI is also represented on the Trust's Quality Academy.</i></p>		
	<ul style="list-style-type: none"> Use our staff networks to improve engagement - you said, we did 	<p>Pat Campbell - <i>We have continued to engage with our diverse staff across the Trust. This has led to our 3 staff equality networks review and refresh their role and remit. Newly appointed chairs and deputy chairs have been elected. The networks re-launched themselves as part of National Inclusion Week in September 2022. Our network chairs/deputy chairs are represented on the Equality and Diversity Council and People Academy.</i></p> <p><i>Our refreshed networks are pro-active and committed to achieved change across the organisation with key focus on advancing EDI across the Trust. Each network brings in lots of knowledge and more importantly lived experiences of colleagues coupled with their commitment and passion about improving and advancing EDI across the Trust.</i></p>		<p>Green</p> 



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	<ul style="list-style-type: none"> Close focus on our EDI contractual obligations WRES Standard and WDES standard action plans 	<p>Pat Campbell - We have reviewed and refreshed our WRES and WDES action plans in line with our contractual requirements. Our action plans have been developed in line with our workforce data and evidence these have been co-produced with the Race Equality and Disability staff networks. We have ensured that our action plans are aligned to the People Promise and NHS People Plan with overall focus being on wider culture change. There will be targeted focus on the indicators we need to improve on and our current proposed actions reflect this.</p>		<p>Green</p> 
	<ul style="list-style-type: none"> Continue our commitment to “Root Out Racism” and to vigorously tackling any issue raised and including anti-racism elements to our training. 	<p>Pat Campbell - We continue to be part of the city wide activity in terms of ‘Root out Racism’. We are in the process of finalising our EDI training for managers with emphasis on anti-racism approaches to this training.</p> <p>Our EDI strategy makes clear reference to anti-racism activity and provides the Trusts position in dealing with any matters relating to race or racism.</p>		<p>Amber</p> 
New ways of working and delivering care	<ul style="list-style-type: none"> Specific support to CDs through Ops MD and Deputy Ops MDs. 	<p>Ray Smith - The Chief Medical Officer’s Team is working with Organisational Development to create a leadership and personal development programme ‘Advancing Leaders’, which would also be suitable for CDs and deputy CDs. Additional external facilitation to supplement the OD programme. Access to programmes from Leeds Leadership Academy (e.g. Mary Seacole).</p>	<ul style="list-style-type: none"> People Academy 	<p>Amber</p> 
	<ul style="list-style-type: none"> Defining more clearly roles and expectations of OMD, DOMDs and CDs 	<p>Ray Smith - Job descriptions have now been written for all these roles as part of the new operational and CSU structure. Leaders work closely with both the COO and CMO teams.</p>		<p>Green</p> 


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	<ul style="list-style-type: none"> Empowering clinicians in decision making and service development via HMG/CRG 	Ray Smith - HMG functioning and meets regularly. Gold CRG continuing beyond the pressures of Covid. Regular Exec to CSU meeting providing support and 2 way dialogue.		Green 
	<ul style="list-style-type: none"> Training staff in new ways of working (e.g. virtual & digital) 	Ray Smith and Pat Campbell - Developments continue to strengthen VRI. Ambitious plans to maintain our position as a technologically advanced organisation. Approval for a second operating robot.		Amber 
	<ul style="list-style-type: none"> Ensuring staff working remotely can do so effectively and safely, develop flexible working hubs 	<p>Ray Smith and Pat Campbell - Some medical specialties are able to work successfully remotely in Histopathology. This is supported by the installation of specialist equipment in the home.</p> <p>The Homeworking Policy has been developed and is in use. Hybrid working arrangements in place in the majority of non-clinical departments with flexible use of the office space.</p>		Green 



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	<ul style="list-style-type: none"> Work with partners to share or pool staff to make best use of limited resources 	<p>Ray Smith and Pat Campbell - <i>Work underway with AGH to develop single services in Stroke and Haematology</i></p> <p><i>MoUs in place. New ways of working and growing our workforce delivery group set up at place.</i></p> <p><i>WYAAT programmes of work setup.</i></p>		<p>Amber</p> 
	<ul style="list-style-type: none"> Expand clinical practice for nurses, AHPs, pharmacists and healthcare scientists 	<p>Ray Smith and Karen Dawber – There are plans to expand the numbers of Physician Associates (PA) and an appointment of a new Lead PA imminent</p> <p><i>We have also doubled the intake of student nurses from 200 to 450 and there are two intakes of trainee nursing associates every year. The Trust has also started the apprentice nurse programme and is looking at overseas recruitment (this includes people who are already resident in Bradford and who may have qualified abroad).</i></p> <p><i>The Nursing and Midwifery Leadership Council has dedicated committees looking after for Advanced Practice, Achieving nursing and midwifery excellence, new knowledge technology & innovation and professional education and practice development</i></p>		<p>Amber</p> 




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Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	<ul style="list-style-type: none"> Develop robust workforce modelling and workforce supply plans 	<p>Ray Smith and Pat Campbell - A 5 Year plan submitted to HEE. Workforce plan developed and submitted.</p> <p><i>Recruiting a Lead Physician Associate in 2022. This role will lead and manage the strategy for Physician Associates across the Trust and will promote and further develop the Physician Associate workforce. Improving clinical services programme to include demand and capacity modelling and workforce structure.</i></p>	<ul style="list-style-type: none"> People Academy 	<p>Amber</p> 
	<ul style="list-style-type: none"> Work closely with training and education partners to create a strong pipeline of staff 	<p>Ray Smith and Pat Campbell - BTHFT has close working relationships with regional education partners, including Higher Education Institutes, colleges and Health Education England to ensure a continuous pipeline of training for registered and non-registered staff.</p> <p><i>Exploring new subjects and qualifications with HEI's where the students may benefit from placements within BTHFT. (First cohort of health science T-Level cadets in 2022)</i></p> <p><i>The Trust is part of the Physician Associate Pilot Project, which is a joint venture with Calderdale and Huddersfield Trust. Three Physician Associates have been appointed and will be working in Renal, Emergency Department and Haematology/Oncology on a two year contract. This pilot has involved creating a 2 year training programme for newly qualified Physician Associates (similar to medicine F1/F2). Over the 2 year period each Physician Associate will undertake rotations, regular teaching, and extracurricular activity to support their CPD.</i></p> <p><i>Work is underway at Place, Karen Stansfield is Joint SRO of People Committee.</i></p>		<p>Green</p> 



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	<ul style="list-style-type: none"> Continue to support our people to develop professionally through improved range of training and education programmes 	<p>Ray Smith and Pat Campbell - There are 290 staff members on an apprenticeship, ranging from level 2 entry qualifications to level 5 masters.</p> <p>Continuing professional development (CPD) funding and the workforce transformation budget (WTB) remains available to support registered professionals to undertake supplementary training and higher education to support growth in roles. An annual learning needs analysis is undertaken as an organisation that feeds into HEE and place level for a collaborative approach across the region. BTHFT Training and Education continue to deliver in house programmes to support leadership and development.</p> <p>The Trust has provided five clinical placements as part of the Medical Support Worker Programme in 2022/23. This provides a gateway for international medical graduates and refugee doctors to begin NHS careers. Five medical support workers have been employed to work in Renal, Emergency Department, Ward 17/Same Day Emergency Care and Research. Medical Support Workers are working in multidisciplinary teams supporting medical and other clinical staff by undertaking a range of essential routine clinical tasks under clinical supervision. The Medical Support Workers are attending a range of training and education sessions within the Trust to develop their clinical skills, knowledge and to help prepare them for taking their PLAB examinations.</p> <p>There are 288 staff enrolled on our leadership pathways. We have revised the remote pathways and have also gone back to some face to face The current intent is to deliver one of each pathway a quarter.</p>		<p>Green</p> 


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	<ul style="list-style-type: none"> Develop more augmented reality and virtual training 	<p>Ray Smith - Augmented reality headsets purchased, waiting for IT to be trained on a platform to enable their use. Increased capacity in the simulation centre post COVID-19 restrictions.</p> <p>Virtual training is utilised and offered for delivery of some topics, including mandatory training and high priority training.</p>		<p>Amber</p> 
	<ul style="list-style-type: none"> Develop outreach programmes with local schools and colleges to encourage local students to consider NHS careers or apprenticeships at BTH. 	<p>Ray Smith and Pat Campbell - Local and Place based offer in place which include, Ambassadors programme, Introduction Programmes e.g. Introduction to Medicine, work experience, increased number of clinical placement offers and apprenticeship pathways.</p> <p>The education wider participation team engage with local schools, colleges and academies, providing career ambassadors to attend their events. The team also play a major role in the organisation of district wide care events held at local higher education institutes.</p> <p>The team have developed and ran in-reach days where students can attend the education department and partake in activities that show what careers BTHFT can offer. Days on offer;</p> <p>-Introduction to medicine</p> <p>-Introduction to healthcare (Nursing, Midwifery and AHP)</p> <p>-Medical School interview techniques</p> <p>-Departmental open days (Theatres)</p> <p>Alongside this further expansion in work experience placements has been undertaken, with an aim to expand the opportunities in non-clinical areas.</p>		<p>Green</p> 




Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Reporting Academy	RAG Rating
Place Our ambition - We are committed to making a difference for everyone who needs our care, meeting them where they are, wherever possible, and helping them to live longer in good health				
We will Act as One with our partners across Bradford District and Craven	<ul style="list-style-type: none"> Build on our SPA with the rest of our local Health and Care Partnership to ensure the development and delivery of a system-wide strategy, system-wide budget setting and system-wide financial balance. 	<p><i>Act as One:</i></p> <p>Karen Dawber – <i>there is an AAO respiratory workplan which is well established and in key pieces of work brings together partners across Bradford. Work streams include Covid19, the long Covid pathway, Covid vaccination, the MyCare24 COPD app and the expansion of virtual respiratory services.</i></p> <p>Access – Sajid Azeb <i>Access Workstream well established with full partner participation with the aim of improving access to health and care for the communities we service.</i></p> <p><i>Removing the barriers that create inequalities to accessing care</i></p> <p><i>Ensuring our people receive the right care in the right place first time.</i></p> <p>Diabetes – John Holden - <i>The Trust has been actively involved in SPA development and system wide governance discussions. Our CEO is the Place leader and our Director of Strategy has been actively involved in the development of the first ever strategy for our BD&C Health and Care Partnership, ensuring close alignment and synergy with the Trust's new Corporate Strategy. Our Director of Finance represents the Trust in budget setting and planning discussions to achieve system-wide financial balance, and our Non-Executives are also involved (eg chairing the place-wide Finance & Performance Committee).</i></p>	<p>Individual AAO programmes report to BDC Partnership Exec via HCPBs</p> <p>BTHFT Board (2 monthly) via dashboards, CEO update, and Director of Strategy and other ED briefings on specific topics</p>	<p>Green</p> 


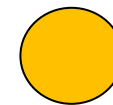
	<ul style="list-style-type: none"> Deliver Act as One programmes on Diabetes, Better Births, Respiratory Health, Ageing Well, Access to Healthcare, Children and Young People's Mental Health and Cardiovascular Health. 	<p><i>Act as One:</i></p> <p>Karen Dawber – <i>there is an AAO respiratory workplan which is well established and in key pieces of work brings together partners across Bradford. Work streams include Covid19, the long Covid pathway, Covid vaccination, the MyCare24 COPD app and the expansion of virtual respiratory services.</i></p> <p>Access – Sajid Azeb - <i>Access Workstream well established with full partner participation with the aim of improving access to health and care for the communities we service.</i></p> <p><i>Removing the barriers that create inequalities to accessing care</i></p> <p><i>Ensuring our people receive the right care in the right place first time.</i></p> <p>Diabetes – John Holden - <i>The Trust has shown significant leadership across all of the Act as Once transformation programmes, driving vaccine take-up across the district, leading discussion eg.on elective recovery and creating a unique strategic partnership with Diabetes UK, to support the transformation of diabetes services in the district.</i></p> <p><i>Trust personnel contribute significantly to those programmes where we do not provide Executive leadership as SRO for the programme, and we are closely involved in ongoing discussions regarding the five new priorities and the enabling programmes following the “re-set” of Act as One.</i></p>		<p>Green</p> 
Tackling Health Inequalities	<ul style="list-style-type: none"> Develop (through the Population Health Management Enabling Project, Connected Bradford and Act as One) a Bradford District and Craven approach to Population Health Management (PHM). 	<p>John Holden and Paul Rice - <i>The Trust is actively involved in supporting the development of a district-wide approach to Population Health Management, including through the leadership of the Digital & information Enabling Programme by our CIO.</i></p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy 	<p>Green</p> 

	<ul style="list-style-type: none"> Design and develop new models of preventative and interventional care as a result of our findings in relation to PHM. 	<p>John Holden and Paul Rice – <i>New models are emerging, including for example the extensive programme of work re: Peri-operative Digital Care as part of the VRI programme.</i></p> <p><i>This is one strand of preventative and interventional care focussed on a known population, ie those experiencing an elective wait. There is more patient education and left shift activity enabled by digital under Access and healthy communities</i></p>		<p>Green</p> 
Research for all: Building on our international reputation as a City of Research and using data to become and anchor institution for population health	<ul style="list-style-type: none"> Support the Connected Bradford programme and use linked data sets to develop a comprehensive view of the health needs of the people of Bradford 	<p>Ray Smith - <i>The data platform has been used to support a range of projects including the development of the electronic Frailty Index 2 (eFI2), an improved prognostic tool that builds on the existing eFI to support identification of older people with different levels of frailty in primary care. Research has also explored the predictive value of the Early Years Foundation Stage Profile (EYFSP) assessed in the first year of primary school on later academic achievement, and how this relationship may interact with Special Educational Needs (SEN) status.</i></p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy 	<p>Green</p> 
	<ul style="list-style-type: none"> Aim to provide the entire population of Bradford with the opportunity to take part in research with the ultimate objective of improving the health and wellbeing of the local population (<i>Bradford as a City of Research</i>) 	<p>Ray Smith - <i>BTHFT is the lead on the City of Research – Research as One initiative working collaboratively with Bradford and Craven district health care providers and University of Bradford; this will extend to VCS and local government. This initiative aims to provide excellent quality, research opportunities and equity to our local population. A key part of this is a Research Registry which has been established and funding obtained for a 0.5 wte post to promote this and encourage people to sign-up to give permission to be contacted about research projects. Further plans to promote this are underway and encourage sign-up. www.cityofresearch.org</i></p>		<p>Green</p> 

	<ul style="list-style-type: none"> Significantly increase the number of Trust inpatients that have the opportunity to take part in research (Research-led care) 	<p>Ray Smith - <i>New Trust Research Strategy recently approved that sets out ambitions to raise the profile of research and ensure that research seen as core business over the next five years thereby increasing all research activity. Number of work streams have started to increase staff/ patient/ public awareness about research and highlighting opportunities how our patients can become involved in research and its importance; these include:</i></p> <ul style="list-style-type: none"> <i>Research part of ward accreditation</i> <i>Research information and awareness project commenced with Medical illustration – this will include ward information</i> <i>Research part of O/P letters –possibly extend to other patient communication</i> <i>Research now on homepage of Trust internet (more visible)</i> 		<p>Green</p> 
Strategic Estate: Fit for purpose health and care facilities for Bradford	<ul style="list-style-type: none"> Support the development of an Estates strategy for Bradford District and Craven 	<p>Mark Holloway - <i>The Bradford & Craven ICS has been working closely within the regional Estates Group and professional leads to progress an asset data capture of the public sector estate across the patch. A full stakeholder engagement plan has been coordinated and the support of AA Projects as an external specialist has been drafted in to support the programme of work which includes Local Authority, Police, Fire, Charity Sector and NHS.</i></p> <p><i>The programme of work is based on assessing each of the Bradford districts assets and to capture a full 'Neighbourhood Asset Review'. BTHFT are a key stakeholder in this and we are supporting with all our data and estate plans. The programme timetable will be to complete this in the Spring of 23 for a further assessment by the ICS and to help enable a regional estate strategy moving forwards.</i></p>	<ul style="list-style-type: none"> Quality and Patient Safety Academy 	<p>Green</p> 

	<ul style="list-style-type: none"> Explore the potential to build a new teaching hospital in Bradford to replace BRI and St Luke's whilst optimising our current estate. 	<p>Mark Holloway - <i>The Strategic Outline Business Case (SOC) has been formally registered as part of the NHS New Hospital Programme (NHP) and we are continuing to await national feedback and next steps for inclusion in the remaining 8 unallocated new build hospital opportunities. The latest update has seen the transfer of accountability and responsibility of the programme move from NHS E/I to the Department of Health & Social Care (DHSC). The current update from them is that the review is still continuing under their remit.</i></p> <p><i>We are continuing to work with the City of Bradford Metropolitan District Council in conjunction with their estate strategies to progress plans associated with the NPR Rail bid and the on-going land assessment and assembly of the Southern Gateway site. BTHFT are continuing to engage and be part of this to maintain the site opportunities and considerations that form part of the Bradford Local Plan and to maintain the land availability for a new hospital site.</i></p>		<p>Green</p> 
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Individual strategic commitment	Key areas of work (to provide context)	Progress Update	Reporting Academy	RAG Rating
Partners Our ambition -We will work with partners across West Yorkshire; tackling problems together that cannot be resolved by individual organisations alone.				
Working with colleagues in our ICP and partners across West Yorkshire to address health inequalities	<ul style="list-style-type: none"> Addressing many of the WYHCP “10 big ambitions” locally at a Place level through a number of local work programmes e.g. Act as One programmes, Population Health Management and being an anchor organisation to help alleviate some of the societal issues that lead to health inequalities 	John Holden - <i>The Trust supports attainment of the 10 big ambitions by actively participating in all of the Act as One programmes (even where these may appear, at face value, to be less directly relevant to the work of an acute provider). Specific initiatives include our Green Plan to respond to the climate emergency, our support for place-wide suicide prevention initiatives (including e.g. support for Andy’s Man Club), our commitment to tackle health inequalities (including a review of elective waiting times and the differential impact on people with learning disabilities) and supporting young people into work through apprenticeships and other initiatives including the Widening Access to Medicine programme.</i>	Topic-specific eg. Board discussion and where appropriate Academy reports.	Green 
Working with other providers of acute hospital care to best meet the needs of our shared patient populations	<ul style="list-style-type: none"> Supporting (mainly) WYAAT partners in the development and delivery of a clinical services strategy for West Yorkshire 	John Holden - <i>The Trust continues to engage with WYAAT partners through regular meetings including a recent time-out for all WYAAT Execs and professional groupings (Strategy Director, CMOs etc). At this stage there appears to be limited appetite to invest time in producing a comprehensive document but continued willingness to collaborate on agreed priorities, including eg non-surgical oncology and aseptic services and ongoing discussion of other “fragile” services in areas of identified weakness/opportunities</i>	Partnership Report to Board	Green 
	<ul style="list-style-type: none"> Continue to work collaboratively with Airedale NHS FT particularly in relation to ENT, Ophthalmology, Urology, Plastic Surgery and Renal services 	John Holden - <i>Although the “acute provider collaboration” programme previously established is no longer a discrete piece of work with its own dedicated PMO, we have recognised the importance of a focussed effort in one or two specialities with improvement work led jointly by Executives from each Trust eg in</i>		Green 

		<i>Stroke (John Holden BTHFT and David Crampsey AFT) and Haematology (Ray Smith BTHFT and Stuart Shaw AFT). This refreshed governance is relatively new and any discrete reporting arrangements (above and beyond specialty performance reports) will be confirmed in due course.</i>		
Continue to develop the Trust as a hub for specialist services in the west of West Yorkshire	<ul style="list-style-type: none"> Identify services and develop solutions for the delivery of certain tertiary services in hubs at a range of sites across West Yorkshire 	<p>John Holden and Sajid Azeb - <i>The trust is now the vascular arterial centre for the west of West Yorkshire providing the 2nd Arterial centre for WYAAT.</i></p> <p><i>The trust supports both CHFT and AGH with a number of pressured service areas which include non-vascular interventional radiology. Input for Maxillo-Facial service as well as plastic surgery provision for CHFT. Support being offered to AGH for Ophthalmology, ENT and Gynae services.</i></p>		<p>Green</p> 
We will meet our commitment to sustainability and the delivery of the NHS Net Zero Carbon Target	<ul style="list-style-type: none"> Delivery of our Green Plan key elements especially in relation to Revenue and Capital Procurement, Asset Management and Travel 	<p>John Holden - <i>The Trust has established a Green Plan Implementation Group with work streams focussed on :</i></p> <ul style="list-style-type: none"> <i>Travel and transport</i> <i>Procurement</i> <i>Sustainable waste management</i> <i>Utilities</i> <p><i>and in addition there are over-arching themes. We continue to score well against regional and national benchmarks and are regarded as one of the leading Trusts for our sustainability work in West Yorkshire. However, the challenge of achieving net zero in an old estate is significant; we currently rely on a very cost-efficient combined heat & power system, which uses fossil fuels and will need transforming, but the cost implications are likely to be prohibitive. The RAG rating therefore reflects the scale of the challenge rather than the progress to date. More generally (and recognising the breadth of the sustainability challenge beyond net zero) we also need to recruit to provide strengthened leadership on sustainability for the Trust.</i></p>		<p>Amber</p> 

Appendix

Item A1



22032305_Nursing_
&_Midwifery_Strateg

Item A2



QA.6.22.9 - Nursing
and Midwifery Leader

Item A3



QA.6.22.9 - Nursing
and Midwifery Leader

Item A4



Proposed KPIs for
the Nursing and Midw

Item A5



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ofessions_Strategy_I

Item A6



QA.9.22.12 - QA.10.22.11a - Oct
Infection Prevention ;22 - IPC BAF Present;

Item A7



Empowering nM
through shared gove

Item A8



QA.7.22.11.2 -
Maternity and Neonat

Item A9



Terms of Reference B1364_i-Nursing-mid
v1.1 7th Sept 22.docwifery-retention-self-

Item A10



Civility and
embedding kindness :

Item A11



QA.6.22.11 - Patient QA.9.22.23 - Patient
Experience Annual R Experience Group Up

Item A12



QA.9.22.10a16 -
CLIP Report 2022-23