

Appendix 2 - Strategic Priorities discussed at Academies 2023

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Strategic Priority	Individual Strategic Commitments	Key Areas of Work
Patients	Pat1 - The delivery of outstanding nursing and midwifery care	Pat1a - 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
Patients	Pat1 - The delivery of outstanding nursing and midwifery care	Pat1b - Senior staff to be empowered to resolve key issues and develop services
Patients	Pat1 - The delivery of outstanding nursing and midwifery care	Pat1c - Training and education as a means to recruit and retain the very best people
Patients	Pat2 - Providing outstanding patient experience	Pat2a - Further development and delivery of the <i>Embedding Kindness</i> programme
Patients	Pat2 - Providing outstanding patient experience	Pat2b - Engagement with patients so that they have a voice and can see that their voice is being heard.
Patients	Pat2 - Providing outstanding patient experience	Pat2c - Continue to collate information and feedback from FFT, national surveys and specific patient experience projects
Patients	Pat 3 - Delivery of high quality services	Pat3a - Implement new Quality Strategy with focus on the WHO 6 areas of Safety, Timeliness, Effectiveness, Efficiency, Equity and Patient Centric care
Patients	Pat 3 - Delivery of high quality services	Pat3b - Support for clinicians to implement specific programmes of improvement
Patients	Pat 3 - Delivery of high quality services	Pat3c - Strengthening of relationships with healthcare research partners
Patients	Pat4 - Development of Virtual Hospital: a clinically-led transformation	Pat4a - Delivery of a clinically and operationally led VRI programme
Patients	Pat4 - Development of Virtual Hospital: a clinically-led transformation	Pat4b - Create an operational infrastructure to support the provision of clinical care in settings away from the traditional 'on site' in hospital pathways
Patients	Pat 5 - Development of Digital technology and data: transforming how we deliver care	Pat 5a - Focus on the "brilliant basics", right devices, right tools in the right numbers – ensure that we are "always on"
Patients	Pat 5 - Development of Digital technology and data: transforming how we deliver care	Pat 5b - 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
Patients	Pat 5 - Development of Digital technology and data: transforming how we deliver care	Pat 5c - 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
Patients	Pat 6 - Restart and recover planned care services after COVID19	Pat 6a - Deliver our Operational Improvement Plan to transform services in relation to Urgent and Emergency Care, Planned Care and Cancer Services
Patients	Pat 6 - Restart and recover planned care services after COVID19	Pat 6b - Act as one to transform delivery, pooling resources and developing more community based models of care
Patients	Pat 6 - Restart and recover planned care services after COVID19	Pat 6c - Use digital and virtual to help us better meet demand
People	Pe1 - Looking after our people	Pe1a - <i>Thrive</i> - further development and embedding of support for our people, including health and wellbeing support and personal and professional development.

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People	Pe1 - Looking after our people	Pe1b - Development of a culture of civility and compassion underpinned by our Trust values
People	Pe1 - Looking after our people	Pe1c - Staff engagement and adapting to the needs of our workforce - flexible working, meaningful appraisal (including wellbeing, career development, improved staff facilities)
People	Pe1 - Looking after our people	Pe1d - Reviewing the Health & Well-Being Offer
People	Pe2 - Engendering a feeling of belonging in the NHS	Pe2a - Build on our commitment to EDI via our EDI strategy statement and actions
People	Pe2 - Engendering a feeling of belonging in the NHS	Pe2b - Use our staff networks to improve engagement - you said, we did
People	Pe2 - Engendering a feeling of belonging in the NHS	Pe2c - Close focus on our EDI contractual obligations WRES Standard and WDES standard action plans
People	Pe2 - Engendering a feeling of belonging in the NHS	Pe2d - Continue our commitment to "Root Out Racism" and to vigorously tackling any issue raised and including anti-racism elements to our training.
People	Pe3 - New ways of working and delivering care	Pe3a - Specific support to CDs through Ops MD and Deputy Ops MDs.
People	Pe3 - New ways of working and delivering care	Pe3b - Defining more clearly roles and expectations of OMD, DOMDs and CDs
People	Pe3 - New ways of working and delivering care	Pe3c - Empowering clinicians in decision making and service development via HMG/CRG
People	Pe3 - New ways of working and delivering care	Pe3d -Training staff in new ways of working (e.g. virtual & digital)
People	Pe3 - New ways of working and delivering care	Pe3e - Ensuring staff working remotely can do so effectively and safely, develop flexible working hubs
People	Pe3 - New ways of working and delivering care	Pe3f - Work with partners to share or pool staff to make best use of limited resources
People	Pe3 - New ways of working and delivering care	Pe3g - Expand clinical practice for nurses, AHPs, pharmacists and healthcare scientists
People	Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4a - Develop robust workforce modelling and workforce supply plans
People	Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4b -Work closely with training and education partners to create a strong pipeline of staff
People	Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4c - Continue to support our people to develop professionally through improved range of training and education programmes
People	Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4d - Develop more augmented reality and virtual training
People	Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4e - Develop outreach programmes with local schools and colleges to encourage local students to consider NHS careers or apprenticeships at BTH.

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Place	PI1 - We will Act as One with our partners across Bradford District and Craven	PI1a - 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.
Place	PI1 - We will Act as One with our partners across Bradford District and Craven	PI1b - 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.
Place	PI2 - Tackling Health Inequalities	PI2a - 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).
Place	PI2 - Tackling Health Inequalities	PI2b - Design and develop new models of preventative and interventional care as a result of our findings in relation to PHM.
Place	PI3 - Research for all: Building on our international reputation as a City of Research and using data to become and anchor institution for population health	PI3a - Support the Connected Bradford programme and use linked data sets to develop a comprehensive view of the health needs of the people of Bradford
Place	PI3 - Research for all: Building on our international reputation as a City of Research and using data to become and anchor institution for population health	PI3b - 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>)
Place	PI3 - Research for all: Building on our international reputation as a City of Research and using data to become and anchor institution for population health	PI3c - Significantly increase the number of Trust inpatients that have the opportunity to take part in research (<i>Research-led care</i>)
Place	PI4 - Strategic Estate: Fit for purpose health and care facilities for Bradford	PI4a - Support the development of an Estates strategy for Bradford District and Craven
Place	PI4 - Strategic Estate: Fit for purpose health and care facilities for Bradford	PI4b - Explore the potential to build a new teaching hospital in Bradford to replace BRI and St Luke's whilst optimising our current estate.
Partners	Par1 - Working with colleagues in our ICP and partners across West Yorkshire to address health inequalities	Par1a - 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
Partners	Par2 - Working with other providers of acute hospital care to best meet the needs of our shared patient populations	Par2a -Supporting (mainly) WYAAT partners in the development and delivery of a clinical services strategy for West Yorkshire
Partners	Par2 - Working with other providers of acute hospital care to best meet the needs of our shared patient populations	Par2b - Continue to work collaboratively with Airedale NHS FT particularly in relation to ENT, Ophthalmology, Urology, Plastic Surgery and Renal services
Partners	Par3 - Continue to develop the Trust as a hub for specialist services in the west of West Yorkshire	Par3a - Identify services and develop solutions for the delivery of certain tertiary services in hubs at a range of sites across West Yorkshire
Partners	Par4 - We will meet our commitment to sustainability and the delivery of the NHS Net Zero Carbon Target	Par4a - Delivery of our Green Plan key elements especially in relation to Revenue and Capital Procurement, Asset Management and Travel