

Annual Strategy Review 2020



... for a **better** Bolton



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Summary of our strategy

Our five-year Strategy describes our vision for the future and the things we need to do to make that vision a reality. We have six big ambitions that describe what we will do over the next five years.

Ambition 1: To give every person the best treatment, every time

Everyone who uses our services has a right to receive good quality, safe treatment. By 2024, we want to be in the top 10% of trusts for quality of patient care and we will do this by:

- Reducing deaths
- Reducing harm
- Making sure everyone has a good experience
- Helping our staff improve services

Ambition 2: To be a great place to work

To provide high quality care, we need brilliant people. Our staff are our greatest asset, and over the next five years, we will do more to support everyone to be the best that they can be. We will provide opportunities for staff to develop new skills and we will work closely with local education providers to train the next generation of healthcare workers.

Ambition 3: To spend our money wisely

It is vitally important for us to plan how we use our money to provide the best care. To do this, we will identify opportunities to organise our services differently to make savings, as well as finding ways to increase our income to help us to reinvest in services.

Ambition 4: To make our hospital and our buildings fit for the future

Developing our estate is a key priority for the next five years. We want to make sure that we make the best use of the space that we have, and to use it to make a positive contribution to our local communities. We will develop an Estates Masterplan which will describe our vision for the future.

Ambition 5: To join-up services to improve the health of the people of Bolton

The people who have frequent contact with services across the health and social care system tell us that it be confusing and difficult to navigate. To address this, we have worked with our partners across Bolton to establish an Integrated Care Partnership (ICP) to deliver more joined-up care to our population. Over the next five years, we will co-design new models of care and work with our communities to support people to stay well for longer.







Ambition 6: To develop partnerships across Greater Manchester to improve services

To better provide all of the services and support that our population and staff require, we need to work collaboratively with our partners across Greater Manchester. Together, we will:

- Improve clinical services for our patients
- Provide resilient clinical support services (e.g. Radiology and Pathology)
- Strengthen education and training
- Lead in innovation and research

Our purpose

We want to deliver better healthcare services for Bolton.
Our care will be of the quality we would want for ourselves,
our families and our friends.

Our Vision What is our priority?	Our Values What is important to us?	Our Ambitions What will we do?	Our Outcomes What will we achieve?	Our Future What will we look like?
To be recognised as an excellent provider of health and care and a great place to work	Vision	 To provide safe, high quality and compassionate care to every person every time	Rated Outstanding by the CQC	We want to be... An Integrated Care Organisation, where care is joined up and provided in the most appropriate location and which is the provider of choice for community health and care services
	Openness	 To be a great place to work, where all staff feel valued and can reach their full potential	Top 20% Staff Survey	
	Integrity	 To continue to use resources wisely so that we can invest in and improve our services	Financially sustainable	A provider of a range of safe local and specialist hospital services to the people of Bolton and beyond
	Compassion	 Our estate will be sustainable and developed in a way that supports staff and community Health and Wellbeing	Estate masterplan is agreed and published	A centre of excellence for women's and children's health
	Excellence	 To integrate care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton	Health and wellbeing framework is in place	A digital pioneer and centre for digital excellence
		 To develop partnerships that will improve services and support education, research and innovation	Develop an on-site campus for the training of our current and future workforce	

Strategy review: 2020

Introduction

In our **2019-24 strategy...for a better Bolton**, we committed to conducting an annual review of progress against our six strategic ambitions and objectives. This is for three simple reasons:

- To ensure that our ambitions remain the right areas of focus
- To check our progress against our strategic objectives
- To make any necessary changes to the strategy

Our five-year strategy describes our collective vision and ambitions for Bolton NHS FT and is the roadmap to achieving our aspirations. As we all play a part in achieving our priorities, it is essential that we make time annually to review our approach, assess our progress and change direction as necessary.

Review process and summary of feedback

Our strategy was created with input from our staff, the public and our key stakeholders and our annual review document has been developed in exactly the same way. We are grateful to the hundreds of staff and members who provided feedback through the online strategy survey, through their divisional meetings or during one of four Trust-wide virtual sessions. The terms of the review were simple: we sought feedback from our staff and members on whether our ambitions and objectives remained the right areas of focus and invited respondents to suggest amendments. In total, we received 158 survey responses from staff and 7 from members. The results demonstrated that:



92% agreed or strongly agreed that our ambitions remained the right areas of focus



90% agreed or strongly agreed that our objectives remained the right targets

In addition to this endorsement of our priorities, we received constructive feedback and suggested additions, all of which have been discussed and many of which are reflected in this review document.

Reviewing our strategic objectives

In addition to seeking feedback, the Strategy team conducted an in-depth review of progress against our 5-year strategic objectives as outlined in the Strategy into Action which has been presented to staff, governors and the Board. This review demonstrated that, despite the challenges of 2020-21, exceptional progress has been made on a number of our objectives, whereas others have rightly been de-prioritised to support our response to the pandemic. We are confident that none of the delayed objectives will have a fundamental impact to the achievability of our 5-year ambitions, but it is clear that we must remain ready to adapt our activities in the short-term based on the circumstances we find ourselves in. As this review exercise will be repeated annually, we will have future opportunities to make more significant changes to the strategy, should we require them.

Strategy into action

Based on feedback and our review of objectives, we have included a revised Strategy into Action at Appendix A of this document. Each objective now includes a status report and is categorised in a way that demonstrates progress and reflects any changes made, which was a request made by a number of survey respondents:

Completed – an objective from the 2019-24 strategy that has been completed

On track – an objective from the 2019-24 strategy that is unchanged and progressing on schedule

New deadline – an objective from the 2019-24 strategy where timescales have been amended

On hold – an objective from the 2019-24 strategy that is on hold without an agreed timescale for reinstatement at the time of writing

Amended – an objective from the 2019-24 strategy where the wording has been changed (deleted text is indicated with text strike-through)

New – an entirely new objective that was not included in the 2019-24 strategy

The **Strategy into Action** and the objectives described there will be used to inform divisional delivery plans over the next financial year to support our strategic progress.

Our ambitions

The chapters that follow describe the progress made against each of our six ambitions in 2019-20 and 2020-21 and highlight the key priorities that we will focus on in 2021-22.

The detailed strategic objectives for each ambition and their timescales for delivery can be found at Appendix A.



Ambition 1:

Provide safe, high quality care

Safety has always been our number one priority, and this has taken on new meaning in 2020. More than ever, our staff have worked tirelessly to provide the highest levels of safety and the best standard of care in operationally and, at times, emotionally challenging circumstances. We are immensely proud of how our staff have adapted to working in new ways, always with an enthusiasm to overcome obstacles in pursuit of one goal: to care for our patients with compassion.

It is impossible to list all of the many achievements we have seen this year that support the achievement of this ambition, but it is right that we highlight some:

- Partial maintenance of our elective surgical programme and haematology services in partnership with BMI Beaumont
- Provision of 24hr COVID-19 testing
- Provision of safe, supportive maternity and paediatric services
- Introduction of virtual outpatient services
- Development of innovative models of care including a drive-through glaucoma testing service
- Development of a community referral hub
- Implementation of remote monitoring in care homes

- Delivery of a number of successful capital bids and estates developments, including progress on Same Day Emergency Care (SDEC) facilities
- Maintenance of safe staffing levels and redeployment of staff to support the response to the pandemic
- Introduction of daily communications to ensure access to the most up-to-date information for all staff
- EPR and Windows 10 roll-out
- Delivery of new PANTHER pathology platform

Focus for 2021-22 and changes to the Strategy into Action

Access to services

When we wrote our strategy, we were operating in a very different landscape. NHS performance metrics have shifted to accommodate growing waiting lists and the step-down of the majority of elective services earlier this year has had a profound impact on time-to-treatment in a number of high-demand specialties in Bolton and across Greater Manchester. Our commitment to maintaining and improving access to safe services is, therefore, our highest priority for the coming year and will continue apace under the leadership of our Bronze, Silver and Gold command teams.



Adapting our estate

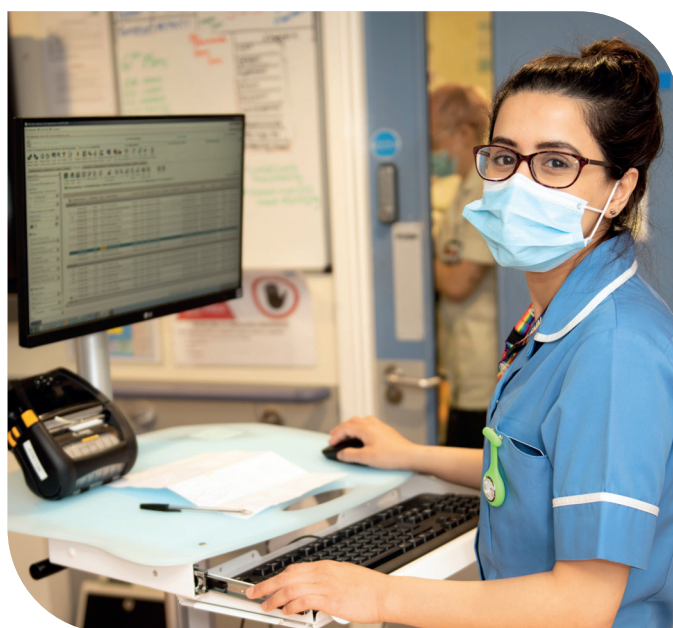
Linked to Ambition 4, we will continue to adapt our estate to provide safe, socially-distanced environments for patients and staff. Work will continue on SDEC and critical care/ HDU, and improvements will be made to our community buildings. Using the learning from the recent health planning exercise, we will continue to improve the utilisation of our hospital and community estate to deliver the clinical space we need.

COVID-19 aftercare and population health

We know that recovery from COVID-19 is not a straightforward process for everyone. Over the coming year, expanding our offer to provide much-needed aftercare in hospital and in the community will be of critical importance. Linked to Ambition 5, we will work with our local authority colleagues on a public health framework to support people to stay well.

Quality Improvement, National Patient Safety Strategy and GIRFT

We will continue to drive our quality, safety and improvement agenda under the auspices of our new QI Strategy, developing our approach to Human Factors and making best use of data to improve what we do.



Ambition 2: To be a great place to work

As described in **Our Strategy...for a better Bolton**, our staff are our greatest asset, a fact that has been proven time and again this year: we have so many reasons to be proud of our incredible team. We remain more committed than ever to providing an environment in which our staff can flourish and achieve their potential, but we acknowledge that 2020 has – at times – been more about surviving than thriving. Despite this, we have achieved some great things:

- **We have achieved the lowest rates of absence of any Trust in Greater Manchester: a demonstration of our team's commitment to serving our community – and each other - safely**
- **We have reviewed our Trust values and launched a new set of behaviours**
- **Our work on inclusion has been highly commended by the Healthcare People Management Association but there remains more to do**
- **Launched programmes including reverse mentoring, the BAME Leadership Forum and the Quality Improvement Apprenticeship Programme**
- **Wellbeing apps and coaching support have been made available redeployment of staff to support the response to the pandemic**

Focus for 2021-22 and changes to the Strategy into Action

Staff wellbeing

More than ever, our individual wellbeing is of critical importance and it is vital that we work together to maintain our collective resilience. The **Strategy into Action** now reflects our ongoing commitment to providing staff with access to wellbeing support services to ensure that everyone is able to get help and support when they need it.

Thanks to the magnificent fundraising efforts of Sir Captain Tom Moore earlier in 2020, Bolton NHS FT has – to date – received £180,000 to invest in schemes that will support staff and patients through the pandemic. For staff, this generous donation has facilitated investment in the sports and social club, the provision of new shower facilities and the installation of cycle racks, with further investment in additional wellbeing and rest facilities for staff planned for the coming months.

The People Plan

The NHS has launched its people strategy which describes the aspirations for our collective workforce. The Plan sets new targets for Trusts and we will be working on their implementation to ensure that we provide the right conditions for all staff to succeed.



Infrastructure

Wellbeing is not just about how we look after ourselves, but is linked to the resources we have to enable us to complete our work. Through the strategy survey, we received feedback that estate, environment, connectivity and equipment have a huge impact on wellbeing, particularly where staff feel that improvements are required. Over the past three months, we have worked with our clinical divisions on a health planning exercise and are currently expanding the space available for a number of clinical areas to ensure that they can meet new safety requirements whilst delivering the volume of activity our population requires. Under the auspices of our forthcoming Digital

Strategy, we will work hard to improve connectivity across our sites to make it easier to deliver services virtually to ensure that we provide the right conditions for all staff to succeed.

Agile working

The pandemic has prompted us to think differently about how we work and we have created an Agile Working Group to maximise this transformational opportunity. The concept of agile working relies on focusing on the activity of work, rather than being defined by the environment in which the work takes place. This project has the potential to transform how we work and use our estate in the future.



Ambition 3: To use our resources wisely

The NHS financial landscape remains challenged as a result of the pandemic, but our approach has always been to act as careful stewards of public money and make sound investments in our services.

Despite the myriad unanticipated costs of 2020, we approach the end of the financial year in a stable financial position. This is not an opportunity for us to rest on our laurels: we know that our economic environment will be challenged for some years to come, thus we are committed to working with our partners within Bolton and across Greater Manchester to identify opportunities to make system savings without compromising the quality of service we provide.

Focus for 2021-22 and changes to the Strategy into Action

Cost Improvement Programme

Our Cost Improvement Programme continues to yield savings not only within the Trust but across the Bolton system. Work will continue through 2021-22 to identify further opportunities and will be conducted alongside service transformation workshops.

Model Hospital

The Model Hospital portal provides information which enables us to identify potential areas for further improvements and cost-savings

based on comparative data from our peers. The programme will continue in the new financial year to implement further opportunities.

System architecture changes

The pandemic has provided opportunities for closer-working across integrated care systems and greater collaboration to identify solutions to our shared problems. Nationally, the NHS policy direction points to the need for a revised approach to commissioning to ensure that it remains agile in the face of changing demands. Bolton has an excellent track record of collaboration across acute, community, local authority and commissioning, and we will continue to work together to provide the right care in the right place at the right time for the benefit of our population.

Productivity improvements

Our five-year strategy describes a number of priority programmes to support an improvement in our operational productivity by 2024, including delivering an improvement in theatre utilisation, reducing the volume of face-to-face outpatient appointments and reducing length of stay. Whilst these programmes have shifted in scope, our present circumstances and swift implementation of new technologies have led to rapid progress on our ambitions for outpatient services. As we move forward, we will implement learning from our theatre transformation programme to ensure optimum



utilisation and therefore provide maximum safe capacity as surgical services are reset. As a result of current circumstances, we have postponed our length of stay reduction programme for the time being.

Benefits realisation and business case process

In order to ensure that our investments are delivering value for money, we have begun a process of reviewing the benefits identified in high-value business cases to ensure that we have fully realised the financial, quality and efficiency benefits outlined in those cases. Where benefits have a significant impact and are yet to be fully realised, work will be undertaken to progress their achievement. Starting with reviews of EPR, Malinko and unified communications, we are hopeful that – not only will this review deliver further savings – it will also provide opportunities for staff to gain more expertise in the fantastic technologies that has been implemented across the Trust in recent years.

Alongside this, work on a revised, simplified business case process will be completed.



Ambition 4:

To develop an estate that is fit for the future

Our ambition for our estate is to design for the future, but the events of 2020 have resulted in a sharp focus on the here-and-now. Over the past year, our hospital and community estate has had to adapt to new challenges, changing safety requirements and unprecedented demand.

To facilitate our response to the pandemic, we acted quickly to reconfigure aspects of our estate in a way that enabled us to deliver safely. Alongside this, upgrades to our critical care and high dependency units, increased oxygen capacity, the commencement of improvements to Darley Court in the community, the development of Same Day Emergency Care (SDEC) facilities, and the creation of additional side room capacity have all been critical steps forward to provide the right environments for our patients and our staff.

Our workforce has played a significant role in easing some of the limitations of our estate, and we are grateful to those services, teams and staff members who have adapted to working in new locations and in new ways to provide space for additional capacity on the main hospital site. We know that these changes have not always been easy and we are grateful to everyone who has relocated to support the response.

All of this has clearly demonstrated that our strategic ambition to deliver a future-proofed estate is the right one, and 2021-22 will see us take a step forward in realising the potential that exists within our estate.

Focus for 2021-22 and changes to the Strategy into Action

Health Infrastructure Plan bid

The size and opportunity within our estate is considerable and, in 2020, we engaged a team of health planning experts to help us determine the future requirements of our Women & Children's services, and to support us in identifying additional capacity for high-demand clinical services during the pandemic. This planning exercise has provided us with the information we need to prepare a bid for investment through the Government's Health Infrastructure Plan (HIP) in early 2021.

Our bid, which will be developed over the coming months with input from our clinical and operational teams, will describe the vision for a £100m+ investment in a new flagship build on the Royal Bolton site and – if successful - will enable us to take a significant step towards the transformation of our ageing estate. We will work with our local authority and GM partners to develop a compelling case that describes the necessity for investment in our site and the benefits this will yield for our population.

Community estate

Our community estate faces some challenges, particularly regarding connectivity. Through the health planning exercise and the development



of the Digital Strategy, remedial action will be taken to improve WiFi access across the community estate, providing staff with the infrastructure they need to deliver services in new ways.

Optimal estates utilisation

Linked to Ambition 2, the Agile working programme will be closely-linked to our developing estates strategy and will inform plans for the future of our accommodation. We will look to learn from innovative organisations who

have already implemented an agile approach to enable us to make best use of the estate we have, whilst on the longer-term journey of estates transformation. We will also continue to pursue the development of an onsite medical sciences facility to train the next generation of staff.

Car parking

Our plans to improve car parking will continue over the next financial year to ensure that we provide adequate space for our patients, our service users and our staff.



Ambition 5: To integrate care

The future of our services lies in integration and the underpinning objectives for this ambition are some of the most important targets for Bolton NHS FT and our Integrated Care Partnership (ICP). In our five-year strategy, we committed to supporting local people to enjoy the best of health, to deliver services over a wider number of settings to target inequalities, and to progress the development of our ICP to ensure we have the ability to affect meaningful, positive change for our population.

In light of the challenges of 2020, we can be rightly proud of the progress made on integration across Bolton prior to the onset of the pandemic. It has enabled us to work seamlessly across the acute and community settings to provide care in the right place, and to get people home from hospital or into intermediate care as soon as they are able. This has been invaluable in enabling us to maintain flow through the hospital at times of high demand and provides a better experience for our population.

The provision of care through our nine neighbourhood teams will continue to facilitate partnership-working with residents to help them build strong, connected and engaged communities. By wrapping services around people in their own communities, we will help them to stay well, connected and at home for as long as they are able, as well as reducing the demands on our hospital.

Focus for 2021-22 and changes to the Strategy into Action

Delivering more care in the community and focusing on 'Home First'

Protecting hospital capacity to provide acute care has never been more important, and over the coming year, we will continue to expand the services we provide in the community and through virtual follow-up to avoid people having to make unnecessary trips to hospital. We will continue to focus on the needs of our community, and design services that are accessible and meet the requirements of the people we serve.

For people who are admitted to hospital, our clinical teams will continue to roll-out the 'Home First' model, which seeks to minimise delays to discharge, benefitting both individual and hospital-system alike.

Clinical pathways – frailty and elderly mental illness

Over the past 12 months, our clinical teams have made significant strides in the continued development and implementation of pathways to support people with frailty and those who present with elderly mental illness or cognitive impairment. Caring for our patients with dignity,

compassion and in a way that delivers the best outcomes will be a continued focus for 2021-22. In addition to the recent investment in additional frailty consultants, our Admiral Nurse has recently won the Best Dementia Care Practitioner 2020 award at the National Dementia Care Awards, placing us in an excellent position to continue to provide an outstanding service to our frail and elderly patients.

Service reviews and commissioning models

In partnership with our commissioners, we will continue the process of reviewing service specifications and commissioning models to ensure that we have appropriate contractual arrangements in place for all of our community services.

Technology to support wellbeing

Linked to Ambition 1, we have introduced a suite of wellbeing apps in partnership with ORCHA, the world's leading health app evaluation organisation. This development will support people to manage their conditions between clinical appointments using evidence-based applications to guide them. This investment was made possible by the generous donations made to Sir Captain Tom Moore's fundraising efforts earlier in 2020.



Ambition 6: To develop partnerships

Our aspiration has always been to look beyond our boundaries and work with passionate, creative, expert partners to deliver the fully-integrated health and care services that we aspire to provide. Alongside this, we know that joint-working with our partners across the system has the potential to provide the resilience and capacity to meet our population's needs.

We note in our five-year strategy that, 'to meet increasing demand, we need to create more sustainable services...and work collaboratively with our partners across Greater Manchester.' We could not have predicted the extent to which we would collaborate with our NHS and private sector partners in 2020, but this partnership-working will continue to shape our experience over the coming years as we work collectively to provide safe, resilient services and equity of access to care to the population of Greater Manchester. More than ever, delivery across the system depends on the resilience of individual providers.

Focus for 2021-22 and changes to the Strategy into Action

A focus on Bolton

We have excellent and well-established relationships with our local authority, commissioning, academic, and community and voluntary sector colleagues, and over the

coming years, we will continue to work together to realise our collective aspirations for the people of Bolton as described in the Vision 2030 plan.

In the short term, our collective efforts will focus on opportunities to reduce system financial pressures and to work together to support our community through the impacts of the pandemic.

A focus on Greater Manchester

At the time of writing, we remain in Command and Control at a GM-level, which means that all 10 acute Trusts are working collaboratively on the response to the pandemic. The GM system has a number of high-priority objectives that Bolton will contribute to over the coming months, including the identification and development of 'green' sites where COVID-secure treatment can be provided. This will include the provision of some cancer services and services where a significant GM-wide backlog has accumulated.

Research and development

Our clinical research teams have embraced the challenge of improving our understanding of the impacts of COVID-19, and will continue to participate in national programmes focused on understanding risk factors and efficacy of treatment to improve the care we provide.



Resilient clinical support services

We continue to seek opportunities to improve the resilience of our clinical support services, for which demand is growing year-on-year. Our review of laboratory services will continue and we will work to identify opportunities to utilise new technologies to improve our Radiology reporting capacity, alongside the implementation of the new GM-wide Picture Archiving and Communication System (PACS).



Strategy into action

The Strategy into action describes our strategic objectives and their timescales for delivery which will support the achievement of each of our six ambitions. It builds on the version published in our 2019-24 strategy and describes progress, changes made and the outcomes we expect to achieve.

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 1 To provide safe, high quality care	ON TRACK: Develop, implement and deliver the plan for Outpatient Transformation programme with the aspiration of reducing outpatient appointments by 33% by 2024	✓	✓	✓	✓	✓	Outpatient appointments reduced by 33%
	NEW: Establish and deliver a Reset programme which supports the Trust's recovery from the impacts of COVID-19		✓	✓	✓	✓	Restoration of services in line with or exceeding national targets
	ON TRACK: Develop and implement programmes of continuous quality improvement focused on: <ul style="list-style-type: none"> • Improving mortality • Preventing harm • Enhancing patient/ carer experience 	✓	✓	✓	✓	✓	BFT rated 'outstanding' by CQC for safe care In top 10% of Trusts for safety and patient experience We will be one of the top 10% of hospitals for mortality and avoidable harm

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 1 To provide safe, high quality care	COMPLETED: Select and train divisional quality improvement experts	✓	✓				All staff are trained in QI techniques
	ON TRACK: All new staff to receive QI training as part of the induction programme		✓	✓	✓	✓	
	ON TRACK: QI training rolled out to all staff			✓	✓	✓	
	ON TRACK: Getting it Right First Time (GIRFT) plans in place for all relevant specialties and included in regular performance reporting	✓	✓	✓	✓	✓	All GIRFT-reviewed specialties have implemented all appropriate GIRFT recommendations
	ON TRACK: Launch phase 1 of the Electronic Patient Record	✓	✓	✓	✓	✓	Progress made towards delivery of electronic patient records
	ON TRACK: Review and transformation of clinical pathways		✓	✓	✓	✓	All specialties have a five year vision and an action plan for transformation
	NEW DEADLINE: Full implementation of 'Making Every Contact Count' (MECC)			✓	✓		Progress made towards delivery of electronic patient records
	ON TRACK: Enable patient and carer access to health records			✓	✓	✓	100% of patients and carers have access to records

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 1 To provide safe, high quality care	ON TRACK: Review and implement technologies to support patients in self-management (in line with the Outpatient Transformation Programme). NEW: Introduction of ORCHA		✓	✓	✓	✓	Patients receive advice on technologies that can support them in management of their condition
	ON TRACK: Implement all recommendations from Better Births			✓	✓		Bolton FT is fully compliant with Better Births recommendations
	AMENDED: Implement the Long Term Plan recommendations for Urgent Care and Cancer and participate in GM recovery actions regarding the delivery of cancer services	✓	✓	✓	✓	✓	Bolton FT delivering LTP recommendations for Urgent Care and Cancer, and delivering equity of access to services across GM
Ambition 2 To be a great place to work	NEW: Support the delivery of the NHS People Plan by implementing local recommendations	✓	✓				Maintain our 'outstanding' rating for 'Well led' services from CQC
	COMPLETED: Launch BAME Leadership programme		✓				To be in the top 20% of NHS organisations for staff engagement as measured by the NHS staff survey
	NEW: Establish Agile Working programme		✓				
	COMPLETED: Review Trust values and introduce a new set of behaviours to support the appraisal process		✓	✓			

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 2 To be a great place to work	NEW DEADLINE: Develop a talent and succession planning programme to identify future leaders			✓	✓		
	AMENDED: Implement health and wellbeing measures to and ensure that we support staff to stay healthy and well and that sickness levels are below 4.2% by 2024		✓	✓	✓	✓	
	ON TRACK: Continue to achieve the Workforce Racial Equality Standard	✓	✓	✓	✓	✓	
	ON TRACK: Continue to achieve the Workforce Disability Equality Standard	✓	✓	✓	✓	✓	
	NEW DEADLINE: Extend the use of job plans to all staff who manage patient caseloads			✓	✓		
	NEW DEADLINE Provide a suite of multi-disciplinary clinical skills training				✓		
	NEW DEADLINE: Expand and develop the apprentice workforce	✓	✓	✓	✓	✓	
	ON TRACK: Maintain and improve the quality and compliance levels of appraisal, mandatory and statutory training	✓	✓	✓	✓	✓	

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 3 To use our resources wisely	NEW: Deliver a financial break even position	✓	✓				Trust break even delivered in 2020-21
	NEW DEADLINE: Annual divisional 'strategy into action' dashboards introduced and agreed		✓	✓	✓	✓	To be rated 'outstanding' by CQC for use of resources
	ON HOLD: Publish the Commercial Strategy and pursue identified commercial opportunities	✓	✓				BFT generating annual revenue from sale of Digital Services
	NEW DEADLINE: Review of clerical pathways			✓	✓	✓	New technologies in place to support the delivery of clerical services
	ON HOLD: Annual review of service level agreements	✓	✓	✓	✓	✓	100% of SLAs will be reviewed and refreshed as required
	NEW DEADLINE: Capital Plan fully aligned to Estates Master Plan			✓	✓	✓	Capital Plan is informed by the plan for the development of BFT's estate
	NEW DEADLINE: Review of job plans			✓	✓	✓	100% of medical workforce have received a review of the job plan

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 3 To use our resources wisely	ON TRACK: Ongoing review and implementation of Model Hospital opportunities	✓	✓	✓	✓	✓	BFT to enter the top 20% of Trusts for total costs per weighted average unit of activity on the Model Hospital portal
	NEW DEADLINE: New business case process agreed and implemented			✓			All new business cases to follow the new process
	NEW: Explore opportunities to invest in new technologies to support transformation and deliver efficiencies			✓			Implementation of Attend Anywhere and development of virtual hubs
	AMENDED: Contribute to the development of a revised financial regime for GM			✓			To support the delivery of system financial changes
	ON HOLD: Length of stay programme to commence	✓					Average length of stay reduced by 5%
	NEW: Undertake a programme to identify and realise benefits outlined in past high-value business cases		✓	✓			Financial and productivity benefits realised and reported on
Ambition 4 Sustainable estate	NEW DEADLINE: Board to approve the Estates Master Plan for Bolton FT		✓	✓			Master Plan published and development programme in place
	NEW DEADLINE: Bolton College of Medical Sciences development			✓	✓	✓	College open

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 4 Sustainable estate	NEW: Complete estates work on: Critical Care/HDU: enhanced side room capacity; delivery of Same Day Emergency Care; installation of new vacuum insulated evaporator (VIE) for bulk oxygen storage		✓				Our estate will support the safe and resilient delivery of services To provide a hospital estate that is fit for the future
	NEW: Develop a visionary bid for funding from the national Hospital Investment Programme with our partners across Bolton		✓	✓			
	NEW: Undertake a health planning exercise to define future requirements for our women & children's estate	✓	✓				
	NEW: NEW: Undertake a health planning exercise to improve estates utilisation in response to COVID-19, focusing on outpatients, ophthalmology, community, and virtual appointment hubs		✓				
Ambition 5 To integrate care	ON TRACK: Technologies for community services fully rolled-out. Technologies will also be refined and developed, and reviewed annually to ensure their impact		✓	✓	✓		All our community services have access to developed technologies Improved network availability to support the delivery of virtual consultations
	NEW: To improve connectivity across our community and hospital estate		✓	✓			

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	KPI achieved by 2024
Ambition 5 To integrate care	ON TRACK: Roll-out of EPR/ shared care record to local health communities			✓	✓	✓	All local providers able to share patient records
	ON TRACK: Full roll-out of streaming and 'home first' model in A&E communities	✓	✓				All patients to be streamed in A&E
	NEW DEADLINE: Publish the Digital Strategy		✓				Document published
	NEW DEADLINE: Publish the Communications and Engagement Strategy			✓			Document published
	ON TRACK: Neighbourhood model and public sector reforms fully aligned. Vertical integration for the development of services	✓	✓	✓	✓	✓	Development and implementation of a new clinical model
Ambition 6 To develop partnerships to improve services	ON HOLD: Implement the recommendations of the Greater Manchester Improving Specialist Care programme	✓	✓				BFT delivering specialist services as determined by Greater Manchester
	AMENDED: Work with our health partners across GM to provide resilient services and equity of access to care	✓	✓	✓	✓	✓	BFT contributes to the equitable delivery of services across GM
	NEW DEADLINE: Research and development strategy to be published	✓					Document published
	NEW: To identify opportunities to partner with local Trusts to improve service delivery		✓	✓			

VOICE Behaviour Framework

Our values are the things that are important to the way we work and the services we deliver. They inform our priorities and shape the behaviours we expect of ourselves and each other

Vision

We have strong plans and make decisions with Bolton's communities

Be Positive

I do

- Work in a professional way with energy and commitment and act as a good role model to others.
- Ensure my work supports the delivery of the Trust's Strategy and adopt a 'can do' attitude.
- Work across the Trust and the wider system to achieve the best outcomes in a seamless way.
- Take responsibility for my own engagement, development and wellbeing.

I don't

- Join in with pessimism and discourage others to be positive about the future.
- Forget to put the people of Bolton and colleagues at the heart of everything I do.
- Miss opportunities to work collaboratively with others to achieve the best outcomes.
- Limit my opportunities to develop myself and fulfil my aspirations.

Openness

We communicate clearly and encourage feedback

Be Inclusive

I do

- Challenge racism and discrimination and help others feel equal, valued, accepted, included and protected.
- Recognise and question my unconscious biases and minimise the impact of these on the decisions I make.
- Seek out and value the diversity of thoughts, ideas and ways of working that people from different backgrounds, experiences and identities bring.
- Adapt my approach to meet the specific needs of people and treat everyone fairly.

I don't

- Exclude people and use actions, words or physical gestures that cause another person's distress or discomfort.
- Fail to acknowledge and value everyone's contribution and alternate views.
- Discourage patients, service users and colleagues to provide feedback.
- Fail to listen to people who may not otherwise feel they have a voice.

Integrity

We have a caring person-centred approach

Be Honest

I do

- Speak up if I have concerns about patient safety and the way colleagues are being treated.
- Act honestly and consistently and do the right thing even if no one is watching me.
- Admit when I have made a mistake and learn from failure and success.
- Encourage people to speak up and voice their views, concerns and ideas.

I don't

- Act as a bystander when I see behaviour that could make a person feel excluded, bullied, victimised or harassed.
- Make decisions based on how it will make me look rather than how it will benefit others.
- Work in a closed manner and withhold information unnecessarily.
- Take credit for someone else's work or ideas.

Compassion

We have a caring person-centred approach

Be Kind

I do

- Treat everyone with dignity, respect and kindness.
- Help colleagues when they are struggling and show empathy and compassion towards others.
- Manage my reactions and think about the impact my behaviour has on others.
- Take time to be kind to myself and role model self-care.

I don't

- Adopt an unhelpful manner and treat colleagues unkindly.
- Jump to conclusions, misjudge people and favour some people more than others.
- Act defensively and criticise or blame others.
- Interact with others in a rude or disrespectful way.

Excellence

We prioritise quality, safety and continuous improvement

Be Bold

I do

- Try new things, learn new skills and take action without fear of failure and other people's reactions.
- Take positive action if it is in the interests of the people of Bolton and ask for help and support when needed.
- Embrace new technologies and maximise data to improve outcomes for others.
- Seek out and embrace challenges and new experiences with curiosity and persistence.

I don't

- Overpromise and under deliver.
- Let a bad moment impact on my performance or give up after a problem or set back.
- Think all existing ways of working are the best and automatically reject new ideas or overlook solutions.
- Resist or deliberately slow down change or think quality improvement and innovation is someone else's job.



Bolton

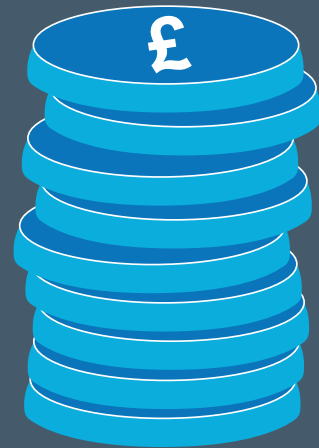
NHS Foundation Trust

**Be the best
version of myself...
for a better Bolton**

Bolton NHS Foundation Trust Year in Numbers*



124,358 A&E attendances
29,371 by ambulance



£325 million
operating expenses



16,256
patients had an operation



5986
members of staff

*Numbers approximate at time of printing.



5,932 babies born including
27 sets of twins & **2** sets triplets



399,144
outpatient attendances



83,950
inpatient spells



626,317
community contacts

*Numbers approximate at time of printing.

Bolton NHS Foundation Trust

Royal Bolton Hospital
Minerva Road,
Farnworth
Bolton, BL4 0JR

tl 01204 462766 wl boltonft.nhs.uk