



Bolton

NHS Foundation Trust

2019 - 2024

Our Strategy

... for a **better** Bolton





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... for a **better** Bolton

Foreword from the Chair and Chief Executive

When we developed our previous five-year strategy in September 2013, we wanted to improve the outcomes and experience for the patients we serve.

We have come a long way over the past five years. We are now in the top 25% of trusts for the quality of our patient care, rated among the best for the way we care for our staff and national award winners for our innovative use of technology.

These achievements are testimony to the dedicated hard work of our people. Whilst we now look forward to the future with confidence, we are also realistic about the challenges we face, not least, retaining, developing and attracting the people who, over the next five years, will work together to achieve our ambition of becoming outstanding.

An increasing population means demand for our services is rising and funding is not keeping pace. As such, we are continually being asked to do more with less. Making incremental improvements is no longer good enough. To ensure we are working **“For a better Bolton”**, we need to transform.

Developed in consultation with staff, service users, the people of Bolton and our wider public-service and voluntary-sector partners, this strategy sets out our ambitions and what we will do to achieve them. While in places it is necessarily radical and innovative, it has compassion and care for the people of Bolton at its heart. Crucially, it also describes the values and behaviours that are expected of us all.

In taking a progressive, integrated, strategic approach, driven by over-arching, community-wide aspirations, this strategy details how we will make the best use of our resources to improve the health and wellbeing of everyone in our community and be the best for Bolton.



Professor Donna Hall, CBE
Chair



Dr Jackie Bene, OBE
Chief Executive Officer

Summary of the 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 comes to our hospital has a right to receive good quality, safe treatment. By 2024, we want to be in the top 10% of hospitals for quality of patient care and we will do this by:

- Reducing deaths in hospital
- Reducing harm in hospital
- Making sure everyone has a good experience in hospital
- 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 and publish 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

... for a **better Bolton**



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?

To be recognised as an excellent provider of health and care and a great place to work

Our Values

What is important to us?

Vision

Openness

Integrity

Compassion

Excellence

Our Ambitions

What will we do?



To provide safe, high quality and compassionate **care** to every person every time



To be a great place to work, where all **staff** feel valued and can reach their full potential



To continue to use **resources** wisely so that we can invest in and improve our services



Our estate will be **sustainable** and developed in a way that supports staff and community **Health and Wellbeing**



To **integrate** care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton



To develop **partnerships** that will improve services and support education, research and innovation

Our Outcomes

What will we achieve?

Rated Outstanding by the CQC

Top 20% Staff Survey

Financially sustainable

Estate masterplan is agreed and published

Health and wellbeing framework is in place

Develop an on-site campus for the training of our current and future workforce

Our Future

What will we look like?

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

A provider of a range of safe local and specialist hospital services to the people of Bolton and beyond

A centre of excellence for women's and children's health

A digital pioneer and centre for digital excellence

... for a **better** Bolton

Our vision is... To be recognised by the people of Bolton as an excellent provider of health and care services, and a great place to work

In the spring of 2019, staff, patients, the public, and partners across Bolton were invited to engage in the development of our 2019-24 strategy. The process was a reminder of just how collaborative and innovative our people are, and how committed our locality is to delivering the highest quality services and making the utmost contribution to the community. That's why this document is called **"For a better Bolton"**. That's what Bolton NHS Foundation Trust is here to be: an organisation that contributes to a brighter future for Bolton.

As a result of that engagement, we have a very clear vision for how things should look in five years' time and the measures that will show us that we have been successful.

Developing Our Vision

In order to deliver on our vision, we need to be clear about the things that will help us to be recognised as an 'excellent provider of health and care services'. We believe that the following elements will combine to deliver our aspiration, and that's why - by 2024 - we want to be:

- A thriving organisation that is financially sustainable.
- Working with people to understand their requirements and support them in self-care, particularly those with long term conditions (LTCs).
- Delivering high-quality services through our successful Integrated Care Partnership (ICP) for Bolton.
- Delivering high-quality services within and in partnership with the North West Sector (NWS) and Greater Manchester (GM).
- Providing more follow-up care out of hospital.
- Making best use of digital technology.
- An organisation with a strong workforce, supported by a pipeline of talent.
- The employer of choice for our community.
- Recognised locally and nationally as an effective and efficient integrated care provider that consistently innovates to improve care.

By 2024, success will be demonstrated in the following ways:

- We will be rated 'Outstanding' by the CQC.
- We will be in the top 20% of hospitals in the NHS Staff Survey.
- We will be financially sustainable.
- We will have agreed and published our Estates Masterplan.
- We will have a Health and Wellbeing framework in place.

We will have launched Bolton College of Medical Sciences. This document describes where we are today and what we need to do to make our vision a reality. It is a roadmap for a better Bolton, and will guide our efforts and activities for the next five years.

... for a **better** Bolton






Our Pledge

As part of our engagement when developing the strategy, we asked the public what is most important to them. Our community told us that they wanted us to:






- Improve our communication with them.
- Use technology where we can.
- Make sure we deliver the best quality of care.
- Reduce waste and duplication.
- Work more closely with other services.

Within this strategy, we are therefore making a pledge to the public that we will listen to this feedback and use it in developing our services. Quality will be at the centre of everything we do and we will focus on people's strengths and assets to enable people to live happy, healthy lives. We are asking the public to continue helping us to develop as an organisation, and this strategy is the start of a partnership with the public of Bolton where we will work together **"For a better Bolton"**.

Your part ✓

-  Tell us about your experience of our services – both good and bad
-  Stay healthy and active: look after yourself
-  Follow the advice we give you when you have received treatment
-  Use our services wisely so we make the best use of the money we have
-  Use technology where it's available to help you book appointments, look after your health and wellbeing, and access your health records

Our part ✓

-  We will listen to you and act on the things we need to improve
-  We will give you the best care and provide you with advice on how to improve your health
-  We will organise services to make them joined-up and easy to access, and we will ask for your help in shaping what services look like in future
-  We will spend our money wisely and invest in making our services better
-  We will use more technology to give you better access to information and to make our services easier to use

2013–18 Strategy - Where we have come from

When we developed our previous five-year strategy, published in September 2013, we set five ambitious overarching objectives:

- Improved care, including:
 - Improved outcomes for patients
 - Improved patient experience
 - Better integrated care
 - Safer care across patient pathways in hospital and community
- To be financially strong
- To be well governed
- To be a great place to work
- To be fit for the future

How did we do?

We have worked hard to meet all these objectives, over the past five years. Our most notable achievements include:

- In April 2019, the Care Quality Commission rated us as *good*, which places Bolton in the top 25% of trusts in the country for our quality of patient care. The CQC also highlighted several aspects of what we do – such as our leadership - where we were *outstanding*.

- We received recognition for the way we care for our staff, rated among the best NHS trusts for quality of care in the 2018 NHS staff survey.
- We have become national award winners for the innovative ways that we have embraced new technologies for more sustainable and efficient working.
- We are one of the busiest and best performing A&E departments in Greater Manchester, with more than 115,000 attendances annually. We have invested almost £10m in its infrastructure – opening an expanded resuscitation area and creating a new treatment area which provides us with more space to meet increasing demand.
- Our new £4m Endoscopy unit has enabled us to see more patients and manage our treatment waiting times.
- We have invested £4m in a new Urology unit at the Royal Bolton Hospital to create a better, more modern environment for patients and staff
- The opening of Ingleside - our midwifery-led birth and community centre - means mums can now give birth in a home-from-home environment.

- As leaders in the innovative Bolton Integrated Care Partnership, we are bringing services together to better meet the needs of our population.
- We have developed a new energy centre to enable us to improve our use of resources and reduce our carbon footprint.

We are – for these reasons – in an excellent position to embark on a period of transformation, in which we will improve the delivery of our services. As we look towards the next five years, we do so from firm foundations to contribute to a better Bolton.

Where we are today

Our population

Bolton currently has a population of around 284,000, and the Bolton Locality Plan estimates that it will grow to 300,000 by 2025. While the numbers of people in some age groups will reduce over this period, growth will be driven, in large part, by significant increases in the secondary school-age population and in the over 75s (a 19% increase in 11-15s and a 42% increase in the 75+ group). These changes in demography demand a different focus, targeted at ways in which we can promote healthy development and support independent ageing.

Health and wellbeing gap

Greater Manchester has some of the poorest health outcomes in the UK, with a significant gap between the wealthiest and poorest neighbourhoods. In line with the rest of Greater Manchester, Bolton experiences higher-than-average early deaths from cardiovascular disease and cancer when compared with the rest of England. Life-expectancy of those in more affluent areas is around nine years greater than in deprived communities, and the healthy life expectancy in the most deprived communities in Bolton is 12 years below the England average. Our population experiences higher-than-average levels of alcohol-related harm, smoking-related deaths, deaths from drug misuse and higher rates of hospitalisation for self-harm. In line with the aspirations set in Bolton's Locality Plan, it is vital that we work together to close this gap and improve the life experience and outcomes of everyone in our population.

Fig 1: Demographic summary: Bolton comparison to rest of England

Indicator	Bolton	England
Deprivation score ¹	28.4	21.8
Children in low income families	20.2%	16.8%
GCSEs achieved ²	53.8%	57.8%
Employment rate	73.2%	74.4%
Statutory homelessness ³	0.3	0.8
Violent crime ⁴	24.3	20.0
Population in thousands (2016)	284	55,268
Projected population (2020)	288	56,705
Population <18	23.5%	21.3%
Population >65	16.9%	17.9%
People from ethnic minorities	17.7%	13.6%

Notes

- ¹ Index of Multiple Deprivation (IMD) 2015 score
- ² 5 A*-C including Maths and English
- ³ Crude rate per 1000 households
- ⁴ Crude rate per 1000 population

Fig 2: Health summary: Bolton comparison to rest of England

Indicator	Bolton	England
<75 mortality: cardiovascular	90.8	74.6
<75 mortality: cancer ⁵	147.5	138.8
Hip fractures in older people ⁵	654.4	575.0
Diabetes diagnoses (>17)	87.8%	77.1%
Dementia diagnoses (>65) ⁶	79.6%	67.9%
Alcohol-specific stays (<18) ⁵	46.7	34.2
Alcohol-related harm stays ⁵	692.6	636.4
Smoking prevalence in adults	16.1%	14.9%
Physically active adults	60.3%	66.0%
Excess weight in adults	59.8%	61.3%
Under 18 conceptions	19.6	18.8
Smoking status at delivery	13.2%	10.7%
Breastfeeding initiation	70.7%	74.5%
Infant mortality	3.3	3.9
Obese children (Year 6)	21.4%	20.0%

Notes

- ⁵ Rate per 100,000 of relevant population
- ⁶ Recorded diagnoses as proportion of estimated total
- ⁷ Crude rate per 1000 females aged 15-17
- ⁸ Crude rate per 1000 live births

Care and quality gap

We provide services to a significant number of people both within and outside of our immediate locality, and therefore our annual expenditure and activity is considerable.

Fig 3: Bolton FT's headline activity 2018/19

2018/19 in numbers	
Total operating expenses (£)	325,000,000
Community contacts	671,778
Outpatient attendances	389,829
A&E attendances	119,769
Inpatient spells	86,098
Operations	18,562
Staff	5986
Babies born	5805

In the context of the known challenges within our locality, we have particular pressures across a number of areas of care.

i. Urgent care

As one of the busiest emergency departments in Greater Manchester, urgent care remains one of our most significant pressures.

The challenges to achieving an efficient and effective flow of patients from the Emergency Department into hospital are well documented across the whole of the NHS. Whether as a result of delays in the development of a care package in a patient's home, the requirement for further non-acute NHS care or the completion of an assessment, these delayed transfers of care (DTOCs) not only have a negative impact on patient experience but also on hospital performance.

By taking an integrated approach with our social care partners in the Bolton Integrated Care Partnership, we will continue to support patients into the most appropriate setting as quickly as possible, thereby minimising all non-essential stays in hospital.

We consistently achieve our aim to keep delayed transfers no higher than 1 in 33 people (i.e. 3.3%). At the time of publication of this document, it sits at 2.7%. Whilst this shows excellent progress, given the high numbers of attendances to our emergency department and the increasing pressure on hospital beds, keeping this figure as low as possible remains a significant challenge.

ii. Scheduled care

Like many NHS hospitals, we see high rates of non-attendance for booked appointments. They are costly and detrimental to efficient service delivery.

Between July 2018 and July 2019, our DNA ('did not attend') rate was between 9-10.3% against a target of 7%. In the same period, there were 189,639 new patient appointments and 375,834 follow-up appointments made, giving a ratio of almost 1:2. This way of working is expensive for the taxpayer and means that patients can wait longer for appointments, making it unsustainable in the long term.

To ensure we continue to meet the needs of our patients whilst making the best use of our resources, we need to address these inefficiencies. 2019 will see the development of an Outpatient Transformation Programme, in line with the Royal College of Physicians' and NHS Long Term Plan recommendations. Meeting the NHS Long Term Plan target of reducing outpatient appointments by a third – resulting in a reduction of around 30 million outpatient appointments annually across the NHS – would contribute significant savings.

iii. Community care

We can further reduce pressure on our hospital and make services more accessible to the public by providing care closer to home whenever appropriate. The Integrated Care Partnership will help us to address this. By providing the most relevant services to help people stay well for longer and in their own homes, we can transform the way we provide care.

The challenge will be retaining and attracting the right people to deliver this vision. Some areas of community care have high staff turnover and vacancy rates, so boosting the resilience of this workforce and developing shared posts across the Integrated Care Partnership is a key target for the next five years.

As the largest provider of local community services in the area, we are in an influential position to develop the vision, drive change and create a culture that is attractive for people wishing to pursue a career in community care.

Finance and efficiency gap

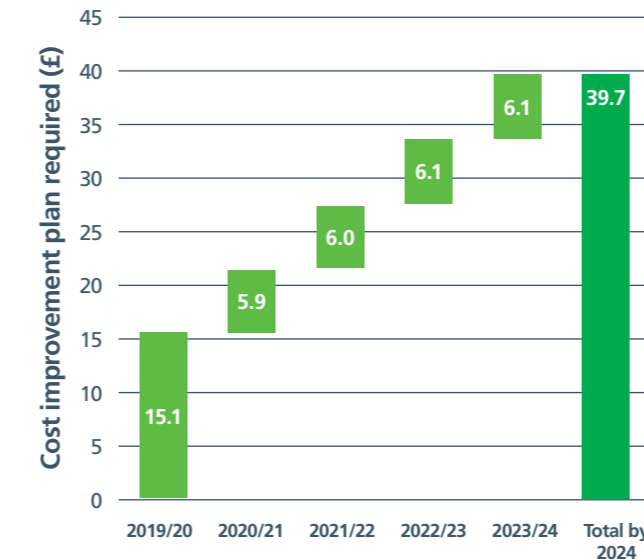
Our ambition is to continue to use our resources wisely so that we can invest in and improve our services, and deliver financial sustainability.

It is well documented that, across the NHS, funding is not keeping pace with increasing demand, which means we must innovate to make our services more efficient. Our analysis suggests that we need to find savings of £39.7m over the next five years.

This figure will inevitably change and may well rise, depending on pressures such as:

- Current-year financial performance
- Increased referrals
- Increased demand on diagnostics
- Ageing population with community-based care capacity and funding constraints
- Spending reviews

Fig 4: Forecast income and cost improvement 2019-24, Bolton FT



The forecast income and cost improvements (ICIP), presented on the chart above, have been calculated based on a review of opportunities against the NHS ICIP categories and Trust expenditure. The first year includes additional savings to make up for the shortfall in 2018-19.

Our track record of finding financial efficiencies in the previous five years has been excellent, but our opportunities to make savings now lie within transformational change. The scale of the current and future challenge means the way in which we provide services must be transformed.

The workforce gap

Our workforce is our strongest asset and we are proud of the high standards of care that our staff deliver. Over the next five years, we will continue to provide the right environment to help our staff thrive, and to support everyone to achieve their full potential. We want to continue to ensure that Bolton Foundation Trust remains a great place to work so that we retain and attract the staff we need to deliver our vision.

The resilience of our workforce will be a key focus over the coming five years. We will:

- Nurture our existing talent
- Fill the gaps
- Develop the next generation

Central to our strategy is the development of a new educational campus where our staff can continue to learn and develop and where the next generation will be trained, thereby establishing a pipeline of staff for the future. Alongside this, we will develop new approaches to medical education, and introduce education and training programmes for international graduates who, in exchange, will deliver services in areas where we have identified gaps. This will be a key step in ensuring that we are resilient for the future.



The changing landscape and our priorities

In developing our strategy, we have taken a panoramic view of the health and public service landscape to ensure that our ambitions align with those of:

- Our immediate stakeholders (e.g. Bolton Council).
- Our neighbours and partner organisations (the hospitals and commissioners of services in the North West Sector of Greater Manchester).
- Our partners in devolution (the hospitals and commissioners across Greater Manchester).
- The ambitions set for the whole of the NHS by NHS England.

This kind of progressive, integrated approach provides assurance that we are making the best contribution towards achieving the transformational change that is required to deliver high quality, sustainable services for our population.

The NHS Long Term Plan

The NHS Long Term Plan sets out the key priorities for the health service for the next ten years. As an NHS Foundation Trust, it is critical that we are aligned with the delivery of these ambitions across each of the three life stages. This means that we must contribute to:

- Making sure everyone gets the best start in life
- Delivering world-class care for major health problems
- Supporting people to age well

Like our own strategy, it is necessarily ambitious in its aspirations, informing this strategy in five key areas:

1. Doing things differently
2. Preventing illness and tackling health inequalities
3. Backing our workforce
4. Making better use of data and digital technology
5. Getting the most out of taxpayers' investment

Greater Manchester Health and Social Care Partnership

The Greater Manchester Health and Social Care Partnership (GMHSCP) – of which we are a part – was established in 2015 to oversee the devolved health budget for the area. As a partner, our strategy also considers ways in which we can contribute to the aspiration of transforming health and social care for the 2.8 million residents of Greater Manchester. The Partnership's primary ambitions align closely to those described in the Long Term Plan, while also setting additional targets to reduce the number of deaths from cardiovascular and respiratory diseases, and from cancer, which are the most common causes of premature death in Greater Manchester.

Bolton 2030 ambitions

Our strategy acknowledges the important role we will play in Bolton Council's strategic transformation programme. Bolton 2030 is designed to deliver the Council's vision for the future, set out below:

"In 2030, we want Bolton to be a vibrant place built on strong, cohesive communities, successful businesses and healthy, engaged residents. It will

be a welcoming place where people choose to study, work, invest and put down roots."

Our part in supporting the health of Bolton's residents cannot be overstated, and as Bolton's largest employer, we have a significant contribution to make to the local economy, too.

Bolton Locality Plan

We are also integral to the success of the Bolton Locality Plan, produced in 2016 by Bolton Clinical Commissioning Group, which aspires to:

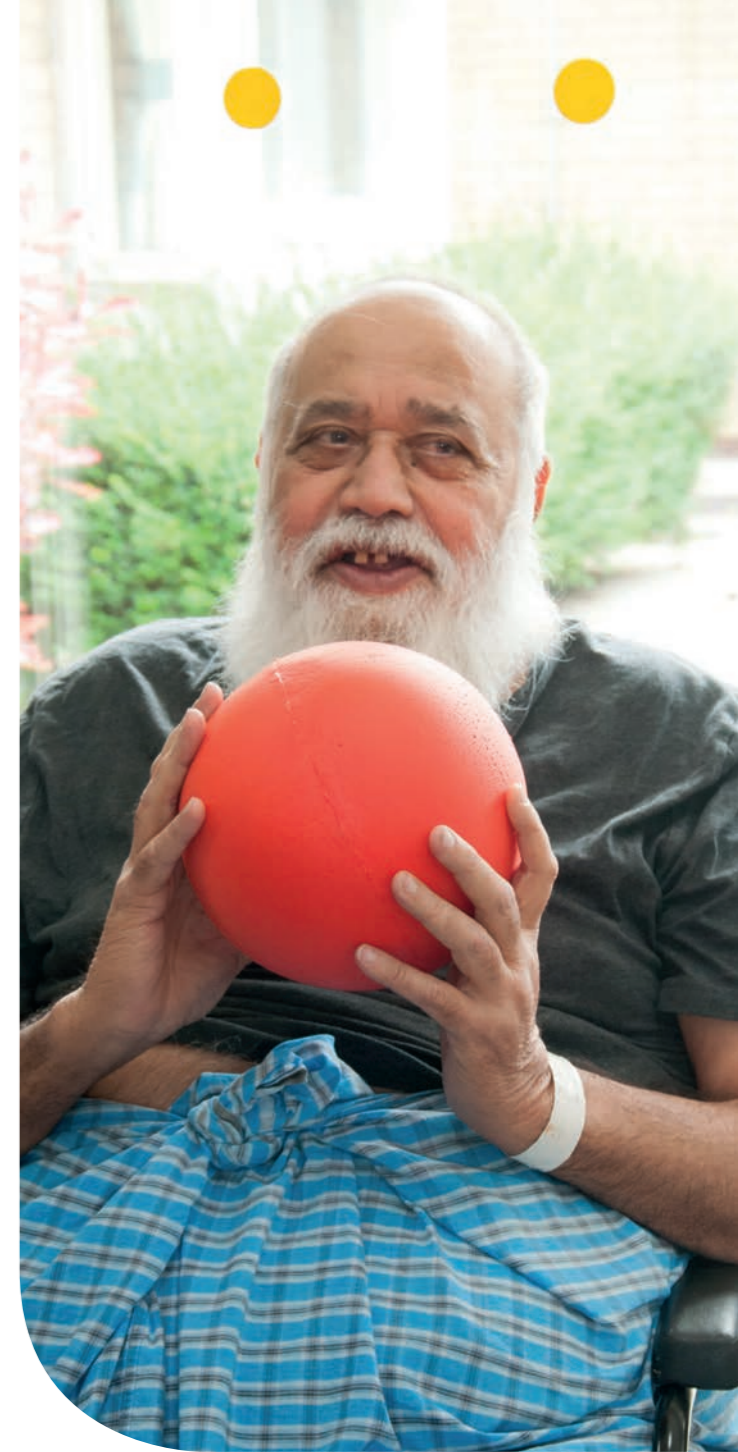
- Improve health outcomes, increase healthy life expectancy and reduce inequalities through targeted interventions, including:
 - Reducing the number of people who have heart disease, a stroke, or diabetes
 - Reducing the number of people, especially older residents, who are injured due to falls.
- Support behavioural change with more people successfully managing their own health and wellbeing, supported by knowledgeable and skilled teams of integrated health and social care professionals.

- Reduce pressure on GPs, freeing up their time to support the management of people who have a higher level of clinical need.
- Reduce hospital-based care by improving access to local specialist health services, reducing ambulance call outs and emergency admissions to hospital (including from care homes).

The Locality Plan is currently being refreshed to align with the Long Term Plan and we will contribute to this process. Our aspirations are closely aligned with those of our commissioners, and we will continue to work in partnership with them to achieve our shared ambitions.

Our place in the landscape

We work in a complex landscape, but are encouraged by the cohesion of vision in the local health economy. Together, we are working hard to deliver a better future for the communities we support.



Guiding principles

Our values: what is important to us

Since their development, in 2016, our values – Vision, Openness, Integrity, Compassion and Excellence (VOICE) - have become deeply embedded in our culture. They underpin the way we work, day to day, reflecting who we are and our aspirations for the future. The development of the strategy has reinforced our commitment to these values and they are the bedrock on which this strategy has been built. Our values, and their associated behaviours are described below:

Vision

- We have a plan that will deliver excellent healthcare for future generations, working collaboratively towards sustainability
- We make decisions that are best for long-term health and social care outcomes for our communities

Openness

- We communicate clearly to our patients, families and our staff, with transparency and honesty
- We encourage feedback from everyone to help drive innovation and improvements

Integrity

- We demonstrate fairness, respect and empathy in our interactions with people
- We take responsibility for our actions, speaking out and learning from any mistakes

Compassion

- We take a person-centred approach in all our interactions with patients, families and our staff
- We provide compassionate care and demonstrate understanding to everyone

Excellence

- We put quality and safety at the heart of all our services and processes
- We continuously improve our standards of healthcare with the patient in mind

Our future: what we will look like

As we implement our strategy the way we deliver our services will change. In five years' time as an organisation 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 to the people of Bolton

- A provider of a range of safe, high-quality, local services and working with Salford and Wigan to provide specialised services
- A centre of excellence for women's and children's health
- A digital pioneer and a centre for digital excellence

Our ambitions: what we will do

Now that we have considered our key drivers, the wider context and ambitions of our partner organisations, we will focus on the ambitions and objectives they have informed. They describe what everyone at Bolton NHS FT will do over the next five years to deliver our ambitions for the people of Bolton.



Ambition 1: To provide safe, high quality and compassionate care to every person, every time

- Objective 1: Be amongst the best UK healthcare providers for care and experience
- Objective 2: Create a culture of continuous learning and innovation
- Objective 3: Involve patients in their care and the development of services
- Objective 4: Be a digital pioneer and centre for digital excellence
- Objective 5: Become a centre of excellence for women and children's services

The NHS Patient Safety Strategy defines patient safety as: 'maximising the things that go right and minimising the things that go wrong for people experiencing healthcare'. This is the cornerstone of our strategic vision, and our highest priority for the next five years.

To provide safe, high quality and compassionate care to every person, every time, we will:

- Create a culture of continuous learning and improvement
- Meet the standards expected of us
- Be a digital pioneer and centre for digital excellence
- Be compassionate in everything we do
- Engage and involve people in what we do

Continuous learning and improvement

Bolton is already in the top 25% of trusts in the country for its quality of patient care but we can always do better. Our aim is to be among the top 10% by 2024. We will achieve this through focusing on four key quality improvement aims:

- Reducing mortality
- Preventing harm
- Enhancing patient and carer experience
- Creating a continuous learning culture

i. Reducing mortality

There should be no needless deaths in hospital. Over the next five years, we are committed to reducing the number of deaths, and to do this, we will deliver a consistent, annual improvement to our Standardised Hospital Mortality Indicator (SHMI) score so that we are in the top 10% of NHS trusts.

We have made good progress to improve our score over the past five years but further work is required. Robust monitoring and review procedures are a crucial part of delivering improvements to our SHMI score. To achieve this, we will continue to deliver the 'learning from deaths' process and commit to reviewing 100% of deaths in hospital which meet our criteria for investigation.

ii. Preventing harm

Patient safety is the avoidance of unintended or unexpected harm to people during the provision of health care. We support and train staff to minimise patient safety incidents and drive improvements in safety and quality. Patients should be treated in a safe environment and protected from avoidable harm.

The previous strategy focused on harm caused by healthcare-associated infection. Over the next five years, we will widen the scope to include all potential sources of harm such as medication errors, pressure ulcers and falls. We will also strengthen our monitoring, reporting and learning systems to enable staff to be proactive in recognising and preventing potential harms from occurring.

iii. Enhancing patient and carer experience

The involvement of people in their health and care is crucial for positive outcomes. Through the strategy development sessions, patients and carers told us that improved communication, greater engagement in their care and involvement in decision-making is of the highest importance. We want to ensure that – by 2024 – the number of patients and carers who report that they are actively involved in their care has increased significantly. To do this, we need to develop the culture to enable this.

We are proud of the work we have already done in this area – from providing dedicated quiet rooms for bereaved families to creating dementia-friendly, nostalgia-themed rooms and implementing 'open' visiting for carers. Ours is a thoughtful approach to care that is always motivated by compassion. We will continue to build on these approaches and expand them to enhance the use of:

- Social prescribing
- Personal health budgets
- Improved care planning at end-of-life
- Advanced care planning
- Education healthcare plans
- Self-management programmes for patients with long-term conditions
- More shared decision-making between patients and clinicians

By actively listening to patients and carers, we will ensure services are accessible to all communities and meet everyone's needs.

We will achieve a year-on-year increase in the number of patients completing feedback questionnaires in all areas, and to analyse data by protected characteristics to identify any differential experiences.

We will strengthen the Lived Experience Panel and involve people who use our services in their redesign and transformation.

We will develop a Communication and Engagement strategy that aligns with the Bolton Locality Partnership engagement plan and which strengthens our engagement with the public, communities, the voluntary sector and other health and care organisations.

iv. Creating a continuous learning culture

Whilst we've made good progress in establishing a culture of continuous learning over the past five years, it has been primarily focused on learning from mistakes. Although still crucially important, over the next five years, we want to build a culture that learns from its successes, too.

Our people have a wealth of knowledge and professional expertise and over the next five years, we will seek opportunities to better use that knowledge so that we become proactive in driving change, rather than simply reactive. To that end, we will empower our teams to take the lead in improving and developing their own departments, providing additional knowledge, skills and support, where necessary, to establish positive change.

This will be supported by a commitment to whole-organisation training in Quality Improvement techniques (for all new employees on induction, by 2020, and with a roll out to all Trust staff by 2024). We will also upskill senior managers with the necessary change-management tools

to support their teams in implementing their improvement initiatives.

Each aim of the Quality Improvement strategy must be measurable. Alongside several other quality improvement measures will sit a dashboard enabling us to track progress and ensure initiatives are aligned to the overall strategy. Quality is the bedrock on which every initiative will be built.

Be a digital pioneer and centre for digital excellence

Whether at work or at home, technology is transforming every facet of our lives. As a progressive organisation already innovating through technology, we are leveraging it as an important driver in enabling best-in-class care.

Based on feedback from service users and staff, we will focus our Digital Strategy on four areas:

i. Digital patient journey

We will give patients access to their health records and empower them to self-manage their care using technology – including greater ability to make and change appointments online or by text - and to access clinical information or expertise online or over the phone (for instance through patient portals, apps and virtual outpatient appointments)

ii. Integrated records and systems

We will share information to support care across the health and social care system. We have already begun to implement an electronic patient record (EPR) system, which is a significant step towards creating a safer, more sustainable and efficient working environment. In addition, we are working with health and social care organisations in the locality to implement new data systems that will, in turn, facilitate the sharing of information.

Integrating with existing clinical systems will mean staff can instantly access the up-to-date information they need all in one place. In an emergency, high-pressure environment, where quick decision-making is often crucial for the best patient outcomes, staff will be able to navigate easily and share information between teams quickly and seamlessly, transforming the quality and safety of the care we provide.

iii. Digital hospital

Our organisation's performance is optimised and transformational change is enabled through the use of technology. We are technology pioneers with the ambition to become a centre for digital excellence. We will explore artificial intelligence and machine-learning across our services and the use of robotics and simulation to support our service delivery and training/development of staff.

iv. Digital workforce

Supporting staff to deliver treatment and services with appropriate technology is critical to supporting our digital expansion. We will provide staff with access to clinical systems and the training they require to be competent in using our systems.

Our Digital Transformation Strategy will set out these ambitions in more detail in 2020.

A centre of excellence for women and children's services

We are rightly proud of our services for women and children, and we aspire to become one of the top providers of these services in the country. We are one the only providers in Greater Manchester which offers four choices of birth and in our drive to become a centre of excellence for women and children's services, we will implement the recommendations from Better Births , specifically:

- Optimise scanning capacity
- Reduction in smoking at time of delivery
- Screening for preeclampsia
- PREcept for neuro-protection of premature babies
- Implement a 'Rainbow Clinic', a specialist service for women and their families in a subsequent pregnancy following a stillbirth or perinatal death

- Continuity of Carer for most women by 2021
- Implement new diabetes specification
- Introduction of Transitional Care

Measures of success

- We will be in the top 10% of Trusts for our performance against the Standardised Hospital Mortality Indicator
- We will have a clear and standardised approach to Quality Improvement across the organisation with divisional level expertise by 2020
- Be in the top 10% of NHS Trusts for staff feeling able to contribute towards improvement at work
- All staff will receive training in Quality Improvement by 2024
- We will be in the top 10% of Trusts in the National Patient Survey
- We will deliver a year-on-year improvement in the response rates to patient feedback questionnaires
- We will achieve the Equality Delivery System 2 Goals
- We will publish a new Digital Transformation Strategy by 2020
- We will enable more people to access our services online, providing access to personal health and care records, electronic booking for appointments and interaction with services using digital tools
- We will implement the new Electronic Patient Record system in 2019/20 and develop new approaches to technology to facilitate the easy sharing of data and information
- Public engagement plan in place by 2020 which links to the wider system engagement plan
- Become a centre of excellence for women and children's services
- Deliver all recommendation from the Better Births review by 2021
- The CQC will rate us as an outstanding trust by 2024

Ambition 2: To be a great place to work, where all staff feel valued and can reach their full potential

Objective 1: Develop and maintain a healthy organisational culture based on our values

Objective 2: Retain, attract and recruit high calibre, skilled staff

Objective 3: Train and develop our staff in a positive learning environment and support our managers and leaders to flourish in their roles

Objective 4: Support our staff to enjoy the best health

Objective 5: Year-on-year improvement in our Workforce Race Equality Standards

Our people are our greatest asset. Their dedication, talent, knowledge and experience are at the heart of everything we do. Over the next five years, we will continue to develop a positive culture of personal responsibility, openness and transparency. We will empower staff to be innovative and creative in the improvement of services, and to take responsibility for their professional development.

To deliver outstanding patient care, we need to retain, develop and attract outstanding people. This means continuing to create an inclusive environment where staff are engaged, resilient, motivated and can develop. Our ambition is to be a great place to work, where all staff feel valued and can reach their full potential.

Our Workforce and Organisational Development Strategy 2018-2021 sets out how we will continue to do this by focussing on four priorities for action:

- Creating a sustainable workforce.
- Developing a capable workforce.
- Creating a healthy organisational culture.
- Supporting effective leadership and managers.

i. Creating a sustainable workforce

Long-term workforce planning, to support new and emerging service delivery models, must become an integral part of our strategy and financial planning.

With workforce shortages across the NHS, competition for the best talent is fierce. As well as developing the 'Bolton brand', we need to market it, too. To attract and retain the right people, who share our values and reflect the diverse community we serve, we not only need to become the best place to work, but we need to ensure everyone knows this is the best place to work. In partnering with higher education institutes, we have the opportunity to deliver the workforce of the future.

ii. Developing a capable workforce

We will further develop our highly engaged, high-performing workforce which is people-centred and committed to delivering high-quality care. To do this, we will provide opportunities for all employees to learn and grow, which will include access to training and qualifications, masterclasses, work-shadowing, coaching and mentoring.

Strong, visible and compassionate leadership is crucial, particularly during times of change. We will ensure our leaders, at all levels, have the skills, training and support they need to not only lead transformation, but to inspire and support their teams.

To ensure our people have the skills they need, we will:

- Work more closely with local education providers.
- Provide a suite of multidisciplinary clinical skills training to ensure clinical competency in practice.
- Expand and develop apprenticeship opportunities in all areas, creating roles that are patient-centred and provide individuals with a clear career-development pathway.
- Develop a talent and succession-planning programme that identifies future leaders.

iii. Creating a healthy organisational culture

People who are in the right role and who are engaged, motivated and empowered are more productive, creative and effective. By developing and sustaining a healthy organisational culture (based on VOICE values), we will create the conditions for high quality care. This includes supporting staff to challenge when things are not as they should be, and empowering them to address concerns through our Freedom to Speak Up guardian.

iv. Developing effective leaders

The direct correlation between the performance of its leaders and the performance of an

organisation is well proven. Our managers and leaders, therefore, have a key role to play in driving service improvement and cultural change. They need to be valued and supported to flourish in their roles so, in turn, they can support and develop their own teams. Focus will be placed on strengthening the leadership and management interventions and developing improved talent management and succession planning.

Staff engagement and wellbeing

A great work place engages its people and looks after their wellbeing to ensure that all staff are supported to perform at their best. This is not simply about reducing days lost to sickness and the resulting spend on temporary staff necessary to keep services safe; this is about trust between employee and employer and ensuring everyone is supported to be the best they can.

We will strengthen this support with an enhanced health and wellbeing programme for staff at all levels.

The new *Go Engage* Programme will build on the Trust's positive NHS national staff survey results and will help develop a self-sufficient and sustainable approach to driving staff engagement within the Trust.

Equality, diversity and inclusion

In working hard to develop a workforce that is as diverse as the population we serve, we need



to ensure we fully understand the experience of Black, Asian and Minority Ethnic (BAME) employees so that we are a great and inclusive place to work.

We are extremely proud of the fact that we have achieved a year-on-year improvement in a number of our Workforce Race Equality Standards. Regular engagement events, the development of the equality champion initiative, and the establishment of a BAME Network have all contributed, as has our Big Conversation listening event, which ushered in the start of a series of forums researching the experiences of BAME staff. It is all part of our commitment to engage our people in working out solutions together, whatever their background.

Measures of success

- Our workforce planning will be informed by new and emerging service delivery models and in line with changing demand by 2024.
- We will continue to target recruitment so that our organisation better reflects the diversity of the community that we serve.
- We will continue to develop an engaged, high-performing workforce with a focus on excellent service delivery and quality improvement. To support this, our appraisal rate will be at least 88%.
- We will be in the top 20% of NHS organisations for staff engagement (as measured by the NHS staff survey).
- We will achieve a sickness rate of under 4.2%.
- We will achieve a turnover rate of no more than 8-10%.



Ambition 3: To continue to use our resources wisely so that we can invest in and improve our services

Objective 1: Ensure we use our resources effectively and efficiently to support the future growth of our services

Objective 2: Optimise and generate commercial opportunities

Objective 3: We will be rated as 'good' or 'outstanding' for our use of resource

Objective 4: To generate efficiency through transformation and innovation

As an organisation, we need to find further savings of at least £39.7m over the next five years. It is imperative, therefore, that we continue to use our resources wisely so that we can invest in and improve our services.

Over the next five years, we need to:

- Improve our productivity
- Use resources more effectively
- Generate new income
- Focus on our core services

i. Improving productivity

The NHS Long term plan asks for a reduction in traditional face-to-face outpatient contacts by using text, email, new technology. Through our Outpatient Transformation Programme, we will significantly reduce the number of outpatient follow-ups over the next five years, where they will become the exception rather than the rule in the patient pathway. Alongside this, we will review our theatre performance with the aim of improving utilisation by 5%.

The Trust has 600 inpatient beds and these are not always used as effectively and efficiently as they could be. Advances in theatre techniques, technology, medical therapies and coordination of care across the system continually provide opportunity for improved utilisation and reduced length of stay, which benefits patients and the hospital. To achieve this objective we will be seeking to reduce length of stay by 0.25 days.

Our staff, partners and patients told us that providing easy access to services is a high priority for the future. We will deliver many more services remotely and in the community so patients only attend the hospital when needed, for example; video conferencing with GP practices, anaesthetists using Skype to speak to patients before surgery, and remote observations using telehealth. To accompany improvements in clinical pathways, we will improve our non-clinical administrative processes through the use of technology, thus reducing the amount of manual, paper-based processes. This will benefit both our clinical teams who will be free to spend more time delivering patient care, and our corporate support staff who will be able to spend more time delivering value through strategic and operational support.

ii. Using resources more effectively

We know that we need to do more with less, so we are leveraging the latest digital technologies to work smarter, more efficiently and engage with service users in more innovative and effective

ways. Better workforce planning and a reduction in sickness rates are reducing our spend on expensive agency staff. We continue to work in collaboration with our partners in the wider community to join up services to avoid duplication in their delivery. But a more efficient use of our resources only takes us so far, and we know that we need to explore new ways of improving our financial position.

iii. Generating new income

To meet the increasing demand over the next five years, we need to focus on opportunities for generating income. We must become commercially innovative to raise the money needed to re-invest in our services.

To that end, we will develop a Commercial Strategy by 2020 to target opportunities to increase our income and better serve our population. We will work with Healthcare UK to determine our readiness to market services where we have significant expertise, and will explore opportunities in the following areas:

- Expanding our regional leadership in the areas where we have considerable expertise, and seeking to grow our market share for the benefit of patients across Greater Manchester.
- Developing commercial partnerships.
- Exploring retail opportunities.
- Developing our offering to private patients

and exploring the provision of services to local businesses.

Income is also generated from charitable giving. All money which is generously donated is used to enhance and improve patient care across the Trust. Following a review of our charity, we will develop a programme of fundraising activity to enhance this revenue stream.

iv. Focusing on our core services

Along with our partners across Greater Manchester, we will participate in the service transformation work that is required to deliver high quality, sustainable specialised services across the region. We will also work closely with specialist partners across Greater Manchester to make sure that our patients have access to regional expertise through joint-working.

Measures of success

- We will be rated as 'good' or 'outstanding' for our use of resource.
- Reduce the number of outpatient appointments by 33% by 2024 and provide care in the most appropriate location.
- Develop our Commercial Strategy by 2020.
- Reduce LoS by 0.25 days.
- Improve theatre utilisation by 5%.
- Review our service level agreements by 2020 and ensure that we recover appropriate costs for services delivered to neighbouring Trusts.

Ambition 4: Our estate will be sustainable and developed in a way that supports staff and community health and wellbeing

Objective 1: Transform our estate into a community asset for health and wellbeing

Objective 2: Maximise the financial benefit from better use of our estate

The size and potential of the Trust's collective estate is significant, and its development will be key for our sustainability as we move forward. During the period of our previous strategy, we have made a number of necessary upgrades to improve our facilities. However, commercially innovative development is now needed to meet not only the Trust's ambitions, but also those of the wider communities we support.

We need to consider how best to use and improve our sites so they are fit for the 21st century. We therefore want to:

- Improve the estate and how we use it
- Turn the Royal Bolton Hospital site into a health and care village
- Improve travel and transport to our sites
- Promote sustainability and social value

What is shaping our vision?

There are a significant number of drivers shaping our plans for the Trust estate:

- To achieve a modern estate which is sustainable, compliant and meets the needs of the people we serve.
- To develop innovation through digital and scientific technology.
- To develop partnership working between local Councils, Clinical Commissioning Groups (CCGs), Universities, and housing to attract opportunities into the site.
- To maximise space utilisation and financial efficiencies.

i. Improving the estate and how we use it

As we work towards fewer outpatient appointments, an increase in agile working and more services provided in the community, our hospital footprint will inevitably decrease. This has prompted us to think about how we organise our services, and the way that we should build for the future.

There have been some important improvements to our estate in the last few years, including:

- The development of A&E capacity.
- Enhanced Endoscopy capacity.

- A new Urology unit.
- Refurbished estate for Breast Care services.

These upgrades have been significant, but there remain a number of key areas where attention is required, including:

- Maternity
- Day Case
- Critical Care
- Main entrance upgrade
- Car parking for patients, visitors and staff
- Backlog maintenance

We also need to ensure that we deliver against the estates requirement emerging from the Greater Manchester Integrating Specialist Care Programme priorities for the transformation of:

- Breast services
- Urology services
- Paediatric services
- Orthopaedic services
- Critical Care
- Lab Medicine
- Radiology

We have begun to review and align the estate masterplan to our vision and the ambitions of our partners in Bolton. The scope of this programme covers all of our estate – our community sites as

well as the Royal Bolton Hospital site – taking into account the latest data on our use of estates and trends like mobile technology and increased agile working. We need our estate to be:

- Flexible and fit for the future, supporting growing demand and adaptable to changing profiles as services transform and technology evolves.
- A collaborative hub, bringing related services together and enabling closer working and improved patient flow.
- Standards compliant, especially in regard to the provision of single-sex ward accommodation.
- Accessible, easily navigable, and easy to get to.
- Pleasant places to be.
- Of value to our community.

ii. More than just a hospital: Turning the Royal Bolton site into a health and care village

Life expectancy in parts of Bolton is lower than the national average, and the likelihood of having a long-term condition is higher. It is vital, therefore, that we strive to make a positive contribution to improving the health of our community. Our partners and the public asked us to explore possibilities for the site beyond the necessary clinical and care requirements. Our estates

masterplan and strategy will be published in 2021 and will include:

- Open spaces for staff and patients.
- Sports and leisure facilities.
- Community rooms for community use.
- Space for the voluntary sector to deliver services.
- Facilities for carers.
- Wider wellbeing services to help people stay healthy and well – these are yet to be decided but depending on what local people want, could include community gardening, walking groups, healthy eating classes, debt advice and employment skills service to meet the needs of our local community.

The first step towards the creation of a mixed-use health and wellbeing village for the benefit of the whole community will be the development of a state-of-the-art educational facility for the next generation of health and social care professionals, providing students with a direct route into health and social care employment, as well as unrivalled training opportunities for existing hospital staff to up-skill and further their careers.

iii. Improving travel and transport

We are mindful that any changes we make to the site will need to be done in close collaboration

with the Council. All changes will need to consider the impact on travel to our sites, so developing a sustainable transport plan will be an integral part of any development plans.

Over the next five years, we will work to make our site more accessible. High on our list of priorities is to make it easier to park at our hospital – both for patients and staff – so that a visit to hospital is as easy as possible. Alongside this, we will also deliver improved facilities for cyclists.

iv. Promote sustainability and social value

The NHS is committed to the improved use of resources and delivery of high quality, timely and cost effective care to our local community which remains fundamental to our strategic plan. Our estates masterplan will include plans for energy efficiency schemes and waste reduction initiatives which will deliver against national sustainability targets.

We want to be an active, positive contributor to life in Bolton, and therefore we are committed to buying and employing locally wherever we are able to do so.

Measures of success

- An estate masterplan will be agreed and published by 2021.
- Annual demand mapping and risk rating will be carried out to understand where services may outgrow their current accommodation. Where this is the case, plans will be developed to address this.
- Review of ward accommodation to begin in 2020 to eliminate single-sex ward breaches.
- Deliver the estate changes required to implement the recommendations of the Improving Specialist Care programme by 2020.
- Improved car parking for patients and staff by 2024.
- Creation of an on-site campus for the training of our current and future workforce by 2023.



Ambition 5: To integrate care to prevent ill-health, improve wellbeing and meet the needs of the people of Bolton

Objective 1: Support local people to enjoy the best of health

Objective 2: Deliver services over a wider number of settings which target health inequalities

Objective 3: Be the leading partner in the Bolton Integrated Care Partnership

As our population grows and people live longer, the demand for health, social care and voluntary services will continue to rise. In order to meet this demand, we know that we need to make changes to the way that services are organised and delivered, to ensure that we provide people with the right support at the right time, and to help them live well for longer.

The people who have frequent contact with services across the health and care system tell us that it can be confusing, difficult to navigate, and often requires them to tell their stories repeatedly. Alongside this, we know that there is some overlap in the services we provide, whilst in other areas, there are gaps where no service exists at all. This is frustrating and does not make the best use of the collective resource.

Integrating these services is the transformation that is not only needed to keep people well, but supported when they need help the most. By joining up services, we have the potential to improve outcomes, transform service-user experience and improve efficiency within the health and care system.

Bolton Integrated Care Partnership (ICP)

Bolton's ICP was founded in 2018 on five core principles:

- Promoting prevention and independence
- Providing person-centred health and care services
- Delivering more care in communities and by communities
- Supporting staff through new models and integrated systems and pathways
- Using pooled resources more efficiently and effectively

These principles are foundational for the way we will work with our partners – Bolton Council, Greater Manchester Mental Health, Bolton Clinical Commissioning Group - along with other providers and the voluntary sector, to ensure that we work together for the benefit of our communities.

Together, we will co-design new models of care and jointly set the future direction of services for our population. It is an approach that will be tested frequently with the people of Bolton to make sure it is meeting their needs.

As a lead partner in the Integrated Care Partnership, we are well placed to influence the successful integration of services and shift our focus to the prevention of ill health, the promotion of health and wellbeing, and reducing health inequalities.

What we need to do

While Bolton performs well across some measures of health and wellbeing, there are other areas where things must improve. We have a wealth of information which is shaping how we target our resource to ensure that we meet the actual needs of our local population. We have identified the following as priorities, over the next five years:

- Meeting the growing demand for care.
- Reducing smoking rates and alcohol-related harm.
- Reducing the early death rates from long-term conditions and cancer.
- Working with partners to deliver the Healthy Child (ages 0-19) model to give our young people the best start and to support healthy development.

How we will get there

Care will be delivered through nine neighbourhood teams working directly with residents to help them build strong, connected and engaged communities that are fully involved in their own health and care services. By wrapping services around people in the communities where they live, we will help them stay well, connected and at home for as long as they are able, reducing the demands on our hospital, particularly the demands of long-term care.

Across the Bolton system (which includes mental

health, social care and the voluntary sector), we will:

- Develop an integrated workforce with a single point of access to deliver care within neighbourhoods wherever possible.
- Introduce new pathways of care to empower families and support people in self-management.
- Implement a system of identifying and rating risks to better support those with long-term conditions and those most at risk of needing health and care in the future.
- With Public Health, develop a Population Health Framework to deliver improved outcomes across Bolton.
- Provide our patients with information about how to improve their health through preventative means such as stopping smoking, improving their diet, and exercising more.
- Deliver the digital transformation needed to enable the sharing of information across organisations, reducing the need for people to tell their story more than once.
- Review our services to understand what could better be provided in the community and moving services as required.
- Focus on the development of frailty pathways and our intermediate tier offer, to help people remain at home for longer.
- Work across the system to ensure that we



have the right capacity in primary, secondary and community care.

- Improve uptake of screening and early cancer diagnosis by making it easy to access services and deliver the cancer standards outlined within the Long Term Plan.

Supporting vulnerable groups

As an organisation providing compassionate care and demonstrating understanding to everyone, working better means delivering a better patient experience.

Accessing care can be an especially challenging experience for people with mental health conditions and learning disabilities, and we are committed to continuing to improve our services and environment to make the hospital experience straightforward for everyone.

The increase in people living with dementia and mental health conditions means that we need to continue to do more to ensure parity of esteem for a much larger group of individuals, and to adapt our services to meet their needs. Working closely with patient groups, we have already introduced a number of dementia-friendly rooms across the Royal Bolton site. Over the next five years, we will continue to work with patients to review:

- Pathways for patients in A&E who require assessment under the Mental Health Act
- Pathways for elderly people with mental

illness across the Trust to optimise access to the appropriate expertise

We will ensure pathways:

- Respect and protect rights
- Are inclusive and engage people in their care
- Ensure staff have the skills and capacity to meet people's needs

Working better across the Trust

As well as working towards seamless service delivery with our partners from outside of the Trust, there are ways in which we can work more efficiently and effectively within the Trust, too.

To deliver this strategy, we will undertake reviews of all specialties to develop a vision and action plan for the next five years. This will enable us to identify future challenges and opportunities, actively manage risk, and to plan service developments in line with predicted growth in demand.

Measures of success

- Health and Wellbeing framework in place by 2020/21.
- Strengths-Based approach programme put in place by 2021.
- Making Every Contact Count rolled out across all services 2021/22.
- Full implementation of the neighbourhood model as part of the Integrated Care Partnership by 2021.
- Neighbourhood model and Public Sector Reform fully aligned including policing, housing, community asset development and troubled families by 2021/22.
- By 2022/23, embed all elements of Bolton's Vision for Health and Social Care to deliver improvement in the wider determinants of health.
- Full roll-out of the A&E front-door assessment/streaming model and 'Home First' model by 2020.
- Revised model of care for ambulatory services by 2020.
- Implement new frailty pathways by 2020.
- Reduce LoS for people elderly people with mental illness by 2021.
- Reduced falls for people with elderly mental illness by 2021.
- Deliver the Learning Disability Standards for Acute Trusts in each year of the strategy.
- Deliver the Cancer Standards outlined in the Long Term Plan by 2024.
- Deliver the Urgent Care Standards outlined in the Long Term Plan by 2024.

Ambition 6: To develop partnerships that will improve services and support education, research and innovation

Objective 1: Develop partnerships which will improve outcomes for our patients

Objective 2: Develop the workforce of the future by working with academic partners to become a centre of innovation and research

We are not an island. To better provide all the services and support our population and staff require, we need to work collaboratively with a full range of partners, both from within and outside of the NHS. In so doing, we will:

- Improve clinical services
- Deliver resilient clinical support services
- Strengthen education and training
- Lead in research and innovation

i. Improve clinical services

To meet increasing demand, we need to create more sustainable clinical services that will improve outcomes. To do this, we need to work collaboratively with all of our partners at a local level and across the Greater Manchester region. A coordinated, strategic approach is essential, one that includes all stakeholders, especially the public, in the decision-making process.

The GM strategic partnership's five-year strategic plan – Taking Charge of our Health and Social Care in Greater Manchester – is built up from individual locality plans developed by the 10 local authorities and NHS organisations across the city region.

It will deliver new models of provision that will enable Greater Manchester hospitals to work together at a scale not seen before. It will ensure that we are all working to deliver consistently high standards, and are able to meet demand for services well into the future.

This programme of standardising the provision of acute and specialist care will see some specialist services delivered on fewer sites across Greater Manchester.

The programme is overseen by the Improving Specialist Care Executive made up from partners across the city region, including representatives from Bolton.

Under the banner of the Bolton, Salford

and Wigan Partnership, the three CCGs and Foundation Trusts in the North West Sector are working together to deliver agreed changes to services and to review other acute specialties. This will ensure that sector partners make effective use of resources and provide consistency and equity of clinical services to local populations.

Delivering the NHS Long Term Plan

Working with our CCG and local authority partners, we will contribute to a refreshed Locality Plan for Bolton that will meet the NHS Long Term Plan's aims to improve cancer services over the next five years. We cannot deliver these improvements alone and we will be working with other hospitals across Greater Manchester to develop pathways for rapid access to diagnostics and to increase screening rates. We will work with our commissioners to develop the Acute Oncology service with the specific aim of strengthening the interface between primary and secondary care and testing the GM model for Acute Oncology 7-Day. This will be underpinned by the full implementation of the recovery package for patients living with and beyond cancer.

ii. Deliver resilient clinical support services

Demand for clinical diagnostic services such as Radiology and Pathology is growing exponentially across the UK, and demand – particularly in

Radiology – often outstrips available capacity. There are opportunities within the North West Sector and indeed, across Greater Manchester, to work collectively to deliver resilient clinical support services and we will continue to participate in discussion on how we can best organise our workforce and services to meet this growing demand for diagnostics. We have achieved considerable success locally with recruitment, retention and development, and we are committed to continue to build on our local strengths to meet diagnostic targets.

Though there are some immediate challenges, there is the promise of exciting technological innovation on the horizon in clinical support services. Digital Pathology and Radiology diagnostic artificial intelligence have the potential to release significant capacity. Whilst some of these innovations remain out-of-reach, we are committed to seeking digital solutions as they become available.

iii. Strengthen education and training

As demand for our services increases, we need to build the talent pipeline to meet it. Aware of the skills shortages across the NHS nationally, we are developing the workforce of the future by working with academic partners locally, including Bolton University, Bolton College and University of Salford.

We have developed courses in nursing and

midwifery with the University of Bolton. The first cohort of newly qualified, 'home grown' nurses have already been welcomed onto the wards of the hospital – the majority going into the Adult Acute Division.

To improve services, we need to ensure we have the trained, skilled staff we need to deliver the highest quality of care. As outlined above and in the spirit of innovation and partnership, we are creating a new £30m college development, on the Royal Bolton Hospital site, dedicated to upskilling our staff and home-growing future health-sector talent.

Courses will not just be for nursing and therapy but also new apprenticeships in a range of medical and clinical healthcare disciplines. As well as future-proofing the talent pipeline, the development has the added benefit of creating thousands of new job opportunities locally, especially for the growing cohort of young people in Bolton.

From entry-level jobs to higher-level professions, learners and graduates will have a clear pathway to progress in their chosen discipline. The new college will also contain specialist simulation training facilities, employing the latest technologies to create some of the best medical and clinical training environments anywhere in the UK.

Due to open in 2022, our new educational campus will be a model for the possibilities of wider

strategic partnership-working across the public sector, fulfilling jointly-shared aims of not only the Trust, but also of the University and Bolton Council.

iv. Lead in research and innovation

Our research activity has gone from strength to strength over the past four years with more patients than ever before given the opportunity to take part in high-quality research, across an increasing number of disease groups.

There is clear evidence that research-active healthcare organisations deliver better outcomes, lower mortality rates and considerable costs savings. It is our ambition, therefore, to increase the profile, quality and quantity of clinical research over the next five years, and embed a culture of research excellence as an essential and valued part of what we do.

Aligned with the development of the new educational campus, we will expand our current portfolio with the aim of positioning ourselves as a centre of excellence for research within Greater Manchester.

To achieve this, we will:

- Increase research visibility and develop research opportunities across all divisions.
- Provide our clinical teams with access to the latest research opportunities and support the

development of staff to ensure the skills and capacity to lead.

- Support the delivery of research that focuses on the needs of our patients.
- Embed a culture of research excellence throughout the Trust, increasing research visibility across all areas and empowering staff to promote and participate in research delivery.
- Promote ourselves as a research active organisation, increasing engagement with our local community, partner organisations, academia and industry.
- Ensure all research is delivered in a safe and effective manner, conducted in accordance with Good Clinical Practice (GCP) and conforming to all required regulatory standards.

Measures of success

- Implement the outcomes of the Greater Manchester Improving Specialist Care programme which will impact the following services:
 - Breast
 - Benign Urology
 - Respiratory
 - Musculo-skeletal/Orthopaedics
 - Cardiology
 - Paediatrics
- Work with the GM Pathology Network to review: pathology hub delivery model; laboratory information systems; genomics; digital pathology; workforce redesign to support the efficient delivery of these services
- Improve our research outputs
- Complete the development of our new educational campus



Turning ambition into transformative reality

Delivering the strategy

The publication of this document is not the end: hard work is needed to ensure that we deliver on our ambitions. In the months following the publication of this document, work will begin with the clinical divisions and corporate directorates to translate the aims of this strategy into divisional and service-level plans for its successful delivery. These plans will be monitored through our monthly Integrated Performance Meetings (IPM) and will underpin business and capital planning for the next five years. We want to create a

culture in which the strategy becomes everyone's roadmap, guiding all that we do. There will be an annual review of the strategy to update on our performance.

To embed this approach, the structure of appraisals will be revised to chime with the ambitions and performance will be measured against the new set of organisational behaviours.

The document will be reviewed and refreshed annually, and we will measure our performance against the Strategy into Action section below.

Enabling strategies

Delivering our vision and strategic priorities will require us to change the way we work within our clinical services, and will require us to reshape our resources. We also need to develop and embed a transformation approach and culture throughout our organisation and to become better at connecting with, listening to and working alongside our community. We will therefore develop and refresh a series of enabling strategies that will work together to help us achieve success.

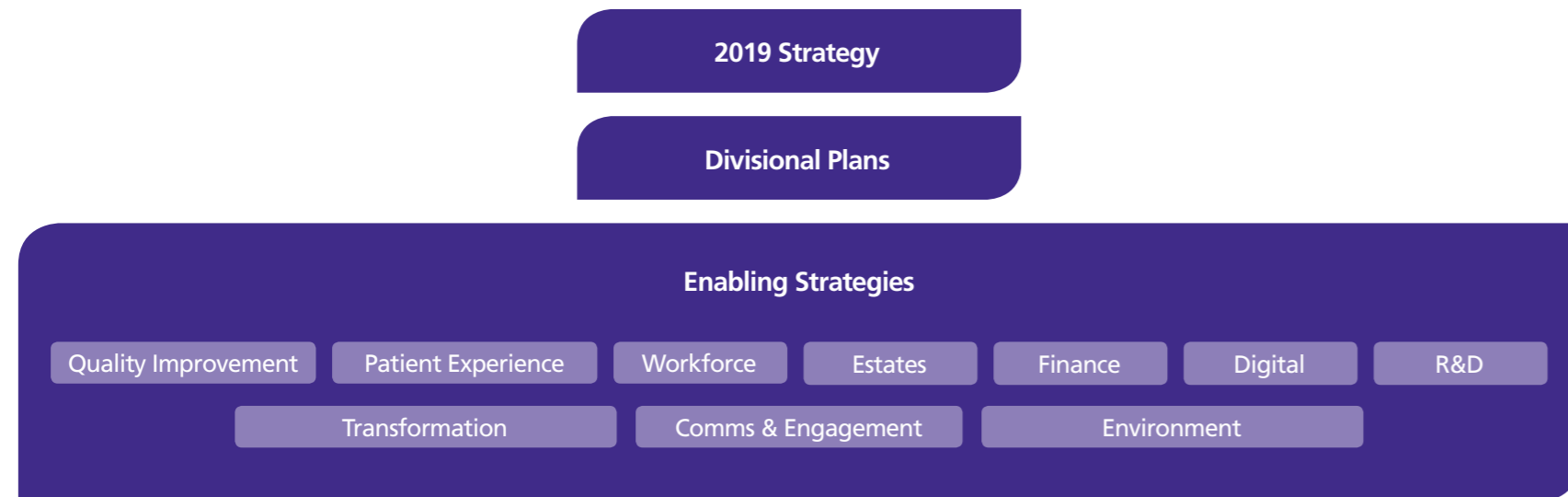
- Our **Quality Improvement strategy** embeds our ambition to consistently provide the highest quality care and best outcomes for our patients. The strategy sets out our goals and targets in the areas of patient safety, clinical effectiveness and patient experience and will ensure our services are safe, effective, caring, responsive and well-led.
- Our **Patient Experience** strategy will set out how we will respond to patient feedback and use it to improve how we deliver our services.
- Our **Workforce strategy** brings together all our efforts to attract, develop, educate, retain, support, engage and reward our staff to meet our strategic priorities and to create an inspiring culture. We aim to be a great place to work; one that recognises talent, develops people to the best of their ability and supports their health and wellbeing.
- Our **Estates masterplan** aims to shape and deliver a fit-for purpose estate to support the delivery of our strategy. We are facing the challenge of an ageing estate and busy hospital site, and the key aims of our estates plan are to ensure safe care, make best use

of the capacity and resources we have in the Trust and to move services where possible into modern premises.

- Our **Finance plan** is focussed on achieving financial sustainability and the ability to support the local health economy in achieving a positive control total. The finance plan underpins all that we do.
- Our **Digital strategy** will be refreshed in 2019 and will enable the implementation of key aspects of the strategy such as digitally enabled care pathways, remote monitoring and non-face-to-face patient contact. The strategy will describe our ambition to become a digital pioneer.
- Our **Research & development (R&D) strategy** commits the Trust to innovation and research to pursue the best outcomes and excellence in healthcare delivery. We are one of the most research-active district general hospitals in Greater Manchester and aim to further develop this over the next five years.
- Our **Transformation plan** will set out our structured approach and our planned methodology to develop and manage

a realistic but ambitious transformation and improvement programme for the Trust. The plan will combine strategic and operational perspectives and involve staff in a transformational and collaborative way to improve services, pathways and processes.

- Our **Communication and engagement strategy** will set out how we will change the way we engage with our communities. This includes patients and their families, staff, Governors and members, our local health and care partners, the media, our local politicians, charities and voluntary groups. We will work to make sure we hear from and talk to these audiences in the right way and at the right time, as an important part of the care we provide for our community.
- Our annual **Operational plan** will describe our annual activities, targets and key performance indicators, and will be underpinned by **divisional plans** which will align to the five year strategy.
- Our **Environment plan** will align to the estates masterplan and will describe our approach to delivering a sustainable, efficient estate.



... for a **better** Bolton

Strategy into action

This document marks the beginning of an ambitious programme of work, and it is the roadmap which will guide our activities until 2024. In order to deliver on our six ambitions, we have identified the work required and the alignment of each project or programme to our overarching ambitions.

The below table describes the key activities required over the next five years to deliver our strategy:

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 4 (2023/24)	KPI achieved by 2024
Ambition 1 To provide safe, high quality care	Technologies for community services fully rolled-out across the community. Technologies will also be refined and developed, and reviewed annually to ensure their impact		✓	✓	✓		All our community services have access to developed technologies
	Roll-out of EPR/shared care record to local health communities			✓	✓	✓	All local providers able to share patient records
	Publish the Digital Strategy	✓					Document published
	Publish the Communications and Engagement Strategy	✓					Document published
	Develop and implement a programme of continuous quality improvement focused on: <ul style="list-style-type: none"> Reducing 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 4 (2023/24)	KPI achieved by 2024
Ambition 1 To provide safe, high quality care	Select and train divisional quality improvement (QI) experts	✓	✓				All staff are trained in QI techniques
	All new staff to receive QI training as part of the induction programme		✓	✓	✓	✓	
	QI training rolled out to all staff			✓	✓	✓	
	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
	Deliver all phases of the Electronic Patient Record	✓	✓	✓			All patient records are available electronically by 2024
	Enable patient and carer access to health records			✓	✓	✓	100% of patients and carers have access to records
	Review and implement technologies to support patients in self-management (in line with the Outpatient Transformation Programme)				✓	✓	100% patients receive advice on technologies that can support them in management of their condition
	Implement all recommendations from Better Births		✓	✓			Bolton FT is fully compliant with Better Births recommendations

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 4 (2023/24)	KPI achieved by 2024
Ambition 2 To be a great place to work	Develop a talent and succession planning programme to identify future leaders		✓	✓			Maintain our 'outstanding' rating for 'Well led' services from CQC To be in the top 20% of NHS organisations for staff engagement as measured by the NHS staff survey
	Implement the health and wellbeing strategy and ensure that our sickness rate is below 4.2%		✓	✓	✓		
	All Trust staff to be trained in quality improvement techniques					✓	
	Continue to achieve the Workforce Racial Equality Standard	✓	✓	✓	✓	✓	
	Continue to achieve the Learning Disability standard	✓	✓	✓	✓	✓	
	Extend the use of job plans to all staff who manage patient caseloads			✓			
	Provide a suite of multi-disciplinary clinical skills training			✓			
	Expand and develop the apprentice workforce	✓	✓	✓	✓	✓	
	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 4 (2023/24)	KPI achieved by 2024
Ambition 3 To use our resources wisely	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%
	Review and transformation of clinical pathways	✓	✓	✓	✓	✓	All specialties have a five year vision and an action plan for transformation
	Annual divisional 'strategy into action' dashboards introduced and agreed	✓	✓	✓	✓	✓	To be rated 'outstanding' by CQC for use of resources
	Publish the Commercial Strategy and pursue identified commercial opportunities	✓	✓	✓	✓	✓	BFT generating annual revenue from sale of Digital Services
	Review of clerical pathways	✓	✓	✓			New technologies in place to support the delivery of clerical services
	Review of service level agreements	✓	✓	✓			100% of SLAs will be reviewed and refreshed as required
	Capital Plan fully aligned to Estates Masterplan	✓	✓	✓			Capital Plan is informed by the plan for the development of BFT's estate
	Review of job plans	✓	✓	✓	✓	✓	100% of medical workforce have received a review of the job plan
	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 business case process agreed and implemented	✓	✓				All new business cases to follow the new process
Length of stay programme to commence	✓					Average length of stay reduced by 5%	

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 4 (2023/24)	KPI achieved by 2024
Ambition 4 Sustainable estate	Board to approve the Estates Masterplan for Bolton FT	✓	✓				Masterplan published and development programme in place
	Make changes required to deliver Improving Specialist Care (ISC) recommendations	✓	✓				Delivering services in line with ISC recommendations
	Improvement in patient, visitor and staff car parking	✓	✓	✓	✓	✓	Car parking to meet standards agreed in Estates Masterplan

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 4 (2023/24)	KPI achieved by 2024
Ambition 5 To integrate care	Full roll-out of streaming and 'home first' model in A&E	✓	✓				All patients to be streamed in A&E
	Neighbourhood model and public sector reforms fully aligned. Vertical integration for the development of services		✓	✓			Development and implementation of a new clinical model

Ambition	Programme	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 4 (2023/24)	KPI achieved by 2024
Ambition 6 Sustainable estate	Implement the recommendations of the Greater Manchester Improving Specialist Care programme	✓	✓				BFT delivering specialist services as determined by Greater Manchester
	Continue to work across the North West Sector and Greater Manchester on key service transformation programmes	✓	✓	✓	✓	✓	BFT working collaboratively on the configuration of local services across the sector
	Research and development strategy to be published	✓					Document published
	Develop on-site campus for education and training	✓	✓	✓			Campus is launched

References

- i <https://www.boltonccg.nhs.uk/media/3027/bolton-locality-plan.pdf>
- ii <https://www.boltonccg.nhs.uk/media/3027/bolton-locality-plan.pdf>
- iii <https://www.boltonccg.nhs.uk/media/3027/bolton-locality-plan.pdf>
- iv <https://www.hfma.org.uk/publications/details/nhs-efficiency-map>
- v <https://improvement.nhs.uk/resources/patient-safety-strategy/>
- vi <https://www.england.nhs.uk/wp-content/uploads/2017/03/nhs-guidance-maternity-services-v1.pdf>



