

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Summary version

Our Trust Strategy

2024-2029



Improving care,
transforming lives...for a **better** Bolton

Foreword from our Chief Executive and Chair

Our strategy for 2024-2029 sets out our vision for the future, and the work that will be delivered to make it a reality over the next five years.

It has been developed based on the knowledge, experience and ambition we share across our teams and most importantly, based on what matters most to the people we serve – our patients, families and communities.

We are proud to be an integrated community and acute Trust, delivering services across Bolton.

We know that for some, life is not easy with the cost of living on the rise, life expectancy in Bolton being lower than the England average and health outcomes differing greatly depending on postcode.

Our strategy demonstrates our commitment to addressing the challenges we face by improving our

care and transforming the lives of our local population, through the delivery of five core ambitions.

To be able to achieve this and consistently provide the high quality care our communities deserve, we know that we need to push boundaries by embracing technology, research and innovation to transform health and care. This will only be possible by creating the right conditions for our staff to be able to learn, develop and have long and fulfilling careers with us.

A huge thank you for the contributions you have made in shaping our strategy, and for the part you will play in bringing it to life.

Fiona Noden
Chief Executive Officer

Dr Niruban Ratnarajah
Chair



What people told us was important to them

Our new strategy is not just about addressing the challenges we face, but about building an organisation that we can all be proud of. To do that, we asked our patients, communities, local carers and our staff to tell us what is most important to them.

Our patients and population told us that:

- They want services to be easy to access when they need them.
- They want to be able to make choices about their care and appointments.
- They want to be treated with compassion and respect, and to be involved in decisions about their care.
- They want regular communication and updates about their care.
- They want services in Bolton to be more joined-up and easier to navigate.



What people told us was important to them

Carers told us:

- They want to be listened to and supported to access healthcare in ways that work for them.
- They want to feel valued for the contribution and recognised as an expert in the care they provide.
- They want to be listened to and action taken to address concerns they raise.

Our staff told us that:

- They want to be supported to do their best for the people we care for.
- They want to contribute to clear, shared goals that reflect their top priorities.
- They want to provide personalised care, supporting their patients to best use services and take control of their own care.
- They want to expand clinical areas, being aspirational for ourselves and our patients.



Our Values

Since their development, our values – **Vision**, **Openness**, **Integrity**, **Compassion** and **Excellence** (VOICE) - have become deeply embedded in our culture.

Our values underpin the way we work, 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 of our organisation. 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 values directly inform our recruitment processes and run through our appraisals, so that staff are held to account and encouraged to challenge each other on the way we behave towards those we work with, and those we care for.

Our strategy on a page

A great place to work

We will invest in our staff and support them to develop their skills so they are able to provide the best care. Our workforce will feel a sense of belonging and be reflective of our communities.

What this means in practice:

Improving staff experience

Unlocking our potential

Reflecting our population

A high performing, productive organisation

We will make the best use of our resources and identify opportunities to innovate, develop research and continually evolve so that we can be the best we can possibly be, both now, and in the future.

What this means in practice:

Improving access to our services

Being efficient and productive

Delivering financial sustainability

A positive partner

We will embrace and build on the partnerships we have with our communities and organisations in Bolton and across Greater Manchester, and to improve health and outcomes for our population.

What this means in practice:

Developing our neighbourhoods

Working as one team

Partnering for local benefit

An organisation that's fit for the future

We will make sure that we have the right infrastructure and technology to allow our systems to work seamlessly, and our buildings will enable us to provide the best care. We will look for opportunities to reduce the impact we have on the environment.

What this means in practice:

Being digitally enabled & inclusive

Improving our estate

Proactively planning for the future

Improving care, transforming lives

We will deliver high quality care through a focus on safe and effective systems and processes, and make sure that everyone has a positive experience in our care. We will work to improve people's health, to transform the lives and outcomes of the people of Bolton.

Improving safety, effectiveness & experience

Innovating & collaborating for the future

Playing our part in improving health

How we will get there

This strategy provides a clear and ambitious vision for the next five years, shaping our future and responding to the challenges ahead.

We are confident that by working together with our partners, we can make it a reality. To deliver our vision and objectives, we need substantial change in how we provide services. We do not underestimate the scale of the challenge and have developed

delivery plans that set out the steps required and have a Clinical Strategy that is ambitious and will deliver the 5 ambitions set out in this strategy.

Annual priorities will be set each year through our annual planning cycle, which will drive the practical actions that deliver our strategic objectives and how we will deliver our strategy priorities. This will be coupled with the delivery of the enabling strategies

and plans which form our strategic framework.

The Board of Directors and Council of Governors will receive reports twice a year on the progress we are making and importantly, the impact we are having for services users, carers and our colleagues. We will review our strategy each year to ensure that it remains up to date and responds to any evolving local or national context.

Our measures of success

To help us demonstrate progress against our strategy, we have published key performance indicators and measures of success alongside our strategy.

These will be tracked and monitored as part of our annual plan and will help us to ensure that we are making progress against the things that are important to us.



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www.boltonft.nhs.uk

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