

AGENDA: COUNCIL OF GOVERNORS

To be held Wednesday 12 June 2024 at 13:00
In BICS Rooms 1&2, Musgrave House
Royal Bolton Hospital

Ref N ^o	Agenda Item	Process	Lead	Time
	<i>Welcome and refreshments: Members of the Council of Governors and all attendees</i>		<i>All</i>	13:00

CG027/24	Governor Session on Team Working	Interactive Discussion	Organisational Development	13:00
NETWORKING OPPORTUNITY				14:30

This networking session offers an opportunity to interact with members of the Council of Governors and the Board.

Refreshments will be served in the meeting room.

PRELIMINARY BUSINESS				
CG028/24	Chair's welcome and note of apologies	<i>Verbal</i>	Chair	15:00 10 mins
	<i>Purpose: To record apologies for absence and confirm quoracy</i>			
CG029/24	Declaration of Interests concerning agenda items	<i>Verbal</i>	Chair	
	<i>Purpose: To record any interests relating to items on the agenda.</i>			
CG030/24	Minutes of the previous meeting held on 18 April 2024	<i>Report</i>	Chair	
	<i>Purpose: To approve the minutes of the meeting held on 18 April 2024</i>			
CG031/24	Matters Arising	<i>Presentation</i>	Chair	
	<i>Purpose: To consider any matters arising not included anywhere on agenda.</i>			

Proposed resolution:

Representatives of the press and other members of the public be excluded from this part of the meeting having regard to the confidential nature of the business to be transacted.

CG032/24	Approval of External Audit Appointment	Presentation	External Auditor Panel (DOF)	15:10 10 mins
	<i>Purpose: To approve the appointment of the External Auditors</i>			

CORE BUSINESS

CG033/24	Governor Strategy Committee Chair's Update	Presentation	Cttee Chair	15:20 05 mins
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*Purpose: To **receive** the Governor Strategy Committee Update*

CG034/24	Governor Feedback	Verbal	All	15:25 10 mins
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- BoSCA

*Purpose: To **receive** feedback from governors*

CG035/24	Membership Engagement Update	Presentation	Director of Corporate Governance	15:35 10 mins
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*Purpose: To **receive** the Membership Engagement Update*

CORE BUSINESS

CG036/24	Performance Report	Presentation	Executives and, Jackie Njoroge	15:45 15 mins
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- Operation Update
- Finance Update

*Purpose: to **receive** the Performance Reports*

CG037/24	Corporate Strategy	Report	Director of Strategy, Digital & Transformation	16:00 10 mins
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*Purpose: To **receive** the Corporate Strategy*

CG038/24	Staff Survey Results 2023	Presentation	Assistant Director Organisational Development	16:10 10 mins
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*Purpose: To **receive** the Staff Survey Results 2023*

CONCLUDING BUSINESS

CG039/24	Any Other Business	Verbal	Chair	16:20 05 mins
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*Purpose: To **receive** urgent business not included on the agenda*

Date and time of next meeting:

Thursday 1 August 2024 – from 2pm to 5pm in BICS Room 1&2

16:30 CLOSE

Chair: Jackie Njoroge

Draft Council of Governors Notes of the Meeting

Held in BICS 1&2, Musgrave House

18 April 2024 at 14:30

(Notes to be shared for information as meeting not quorate)

Present

Name	Initials	Title
Niruban Ratnarajah	NR	Chair
Adele Nightingale	AN	Appointed Governor
Ann Schenk	ASc	Appointed Governor
Cara Burns	CB	Staff Governor
Catherine Binns	CBi	Staff Governor
Dave Bagley	DB	Public Elected Governor
Dave Thomas	DT	Public Elected Governor
David Barnes	DB	Public Elected Governor (from item 016)
Dawn Yates-Obe	DYO	Appointed Governor
Gary Burke	GB	Public Elected Governor
Grace Hopps	GH	Public Elected Governor
Jack Ramsay	JR	Public Elected Governor
Jean Cummings	JC	Staff Governor
Lindiwe Mashangombe	LM	Staff Governor
Kayonda Ngamaba	OA	Public Elected Governor
Pauline Lee	PL	Public Elected Governor
Samm Cusick	SCu	Public Elected Governor

In Attendance

Name	Initials	Title
Alan Stuttard	AS	Non-Executive Director (for items 017 – 020)
Annette Walker	AW	Chief Finance Officer (from item 017)
Carol Sheard	CS	Deputy Director of Workforce (from item 017)
Fiona Taylor	FLT	Non-Executive Director (from item 017)
Francis Andrews	FA	Medical Director (from item 017)
Jackie Njoroge	JN	Non-Executive Director (from item 017)
Lianne Robinson	LR	Deputy Director of Nursing (from item 017)
Martin North	MN	Non-Executive Director (from item 016)
Sean Harriss	SH	Non-Executive Director (from item 017)
Seth Crofts	SC	Associate Non-Executive Director (from item 017)
Sharon Katema	SK	Director of Corporate Governance
Tosca Fairchild	TF	Non-Executive Director (from item 017)
Victoria Crompton	VC	Corporate Governance Manager

Apologies

Name	Initials	Title
Champak Mistry	CM	Public Elected Governor
Dalton Thompson	DT	Public Elected Governor
Deborah Parker	DP	Public Elected Governor
Elaine Catterall	EC	Public Elected Governor
Fiona Noden	FN	Chief Executive
James Mawrey	JM	Director of People/Deputy Chief Executive
Malcolm Bristow	MB	Public Elected Governor
Melanie Rushton	MR	Appointed Governor
Rachel Carter	RC	Associate Director of Communications and Engagement
Rae Wheatcroft	RW	Chief Operating Officer
Tyrone Roberts	TR	Chief Nurse

AGENDA ITEM	DESCRIPTION	Action Lead
PRELIMINARY BUSINESS		

CG017/24 Chair's Welcome and Note of Apologies

The Chair welcomed Governors and attendees to the meeting.

CG018/24 Declaration of interests concerning agenda items

There were no declarations of interests in relation to the agenda items.

CG019/24 Minutes of the previous meetings held on 01 February 2024

The Council of Governors reviewed the minutes of the meetings held on 01 February 2024, which were approved a correct and accurate record of proceedings.

CG020/24 Matters Arising

External Auditor Panel Update

AS advised that the External Audit presentations would be taking place on Friday 26 April 2024. Five Governors were involved and following the presentations the auditor panel would bring a formal recommendation to Council of Governors in June for ratification.

RESOLVED:

The Council of Governors **received** the Matters Arising Update

CORE BUSINESS

CG021/24 Performance Report and Board Committee Chair's Reports

Strategy and Operations Committee

Rebecca Ganz presented her Chair's report detailing proceedings from the Strategy and Operations meeting held on 25 March 2024, the key points highlighted were:

- The Board Assurance Framework (BAF) was reviewed and risk 1.2 relating to operational standards was increased to a rating of 20 from 16, due to the prevailing backdrop. Risk 5 (integrating care) and 6 (partnerships) remained unchanged.
- Urgent Care was a key focus, it was noted the Emergency Care Improvement Support Team (ECIST) work was system focused and triangulated with a locality perspective.
- Cancer 62 day performance trajectory had moved from expected best case of >85% in January to May due to bank holidays, industrial action and an uptick in lung referrals.

- The productivity programme demonstrated clear benefits of doing more with less resource starting to be quantified in terms of financial and non-financial wins. Capacity for the programme confirmed as part of existing workstream.

ASc queried whether the Trust used reference costs for productivity. AW confirmed the organisational reference costs were last scored at 94 which was good, but the Trust was awaiting new figures. There are a myriad of productivity metrics and the organisation gave consideration to all metrics ensuring workplans were in place.

People Committee

Tosca Fairchild presented her Chair's Report detailing proceedings from the People Committee held on 19 March 2024, advising that an alert was raised regarding the NHS Staff Survey and the committee welcomed a detailed discussion on the results and the actions being taken to ensure the Trust met its Strategic aim of being a great place to work.

The Deputy Director of People presented the workforce update advising that sickness rates had decreased and vacancy rates remained below tolerance levels which was positive given the challenging employment market. Training rates had fallen slightly which was not uncommon for the time of year but required divisional focus and agency had increased albeit overall falling trend.

PL raised concern regarding low recruitment figures for Healthcare Assistants (HCAs) and CS advised this was an area of recruitment which had experienced issues. The recruitment processes had since changed to ensure those applying had a greater understanding of the role and LR added the Trust had moved to a values based interview process with a focus on being open and honest. At the end of February there were 67 HCAs appointed to the Acute Adult Division.

ASc queried whether the organisation received any feedback from Junior Doctors. FA advised the most recent Junior Doctor survey placed the Trust second in the North West for a positive experience.

In response to a query regarding the Staff Survey, CS advised the response rate compared favourably within Greater Manchester, but unfavourably nationally. The Communications Team along with managers throughout the organisation had encouraged colleagues to complete the survey and the Trust aimed to increase the response rate year on year.

KH queried what support was available to staff and it was confirmed that psychological support was available to all staff and the Chaplaincy Team also provided support which was documented. There was also a staff support dog "Tandal" who visited wards and departments regularly. The Trust had a number of staff networks and had introduced the Our Voice Change Programmes which empowered all staff to make the changes which had been highlighted as mattering the most. There were five domains:

- Flexible working
- Car parking

- Living our Values
- Digital Systems and Equipment
- Your working environments

Quality Assurance Committee

Fiona Taylor presented her Chair's report detailing proceedings of the Quality Assurance Committee held on 27 March 2024. The committee had approved the updated Terms of Reference and received the Quality Improvement Plan, Clinical Negligence Scheme for Trusts (CNST) update and an update from the Medical Director on the CQC Well Led Recommendations. The committee received and scrutinised the Integrated Performance Report at each meeting.

The Medical Director provided an update on urgent care advising the Emergency Care Improvement Support Team (ECIST) had provided support to the organisation and the Urgent Care Improvement Group had been working to address the recommended actions. FA also updated on quality and safety advising that:

- There was a reduction in category 2 pressure ulcers with the review of these being led by the divisions and there were no reported unstageable, category 3 or category 4 pressure ulcers acquired in hospital.
- Crude mortality in month rate was slightly below Trust target and average for the period and had remained in control for more than three years.
- Hospital Standardised Mortality Measures (HSMR) and Summary Hospital-level Mortality Indicator (SHMI) figures remained below average for the period in control.

SCu queried whether there were plans to reopen the birthing centre. LR advised that a first Task and Finish Group meeting had taken place to consider the issues and options available to reopen the centre.

Finance and Investment Committee

Jackie Njoroge presented her Chair's report from the Finance and Investment Committee held on 27 March 2024, which included:

- The month 11 Finance Report was presented and it was noted there was a year to date deficit of £9.3m compared with a planned deficit of £11.5m and capital spend for the month was £0.9m.
- The Committee approved the accounts for 2023/24 to be prepared on a going concern basis.
- The Committee approved the contract extension with Inspired Energy for 2024/25 and to join the NHS Energy Basket for the purchase of energy from April 2025 for a term of 30 months.
- The Committee approved the transfer of solid-tumour oncology activity at the Trust to a Christie@ Bolton onsite in line with the GM Cancer Oncology Delivery Strategy.

- The Committee approved the proposed extension of the 0-19 contract.

GH queried the Cost Improvement Programme (CIP) and AW confirmed the CIP for Divisions was 4% and for corporate departments was 7% which was a significant challenge for the organisation.

RESOLVED:

The Council of Governors **received** the Performance Report and Board Committee Chair's Reports

CG02/24 Strategy Update

The Director of Strategy, Digital and Transformation presented the strategy update advising that an associated set of Key Performance Indicators (KPIs) were in development. The final iteration of the Strategy would be presented at Board of Directors for review and approval in May.

In response to a query regarding achievement of the strategy, SW there were a number of plans which supported the Corporate Strategy such as the Digital Strategy and commented that if Governors had not made that link from the Strategy then it would be updated to better reflect that.

RESOLVED:

The Council of Governors **received** the Strategy Update

CG023/24 Governor Elections

The Director of Corporate Governance presented the Governor election update advising the following seats were up for election in summer:

- Bolton South East – two seats
- Bolton West – two seats
- Rest of England – one seat
- Nurses and Midwives – one seat
- Doctors and Dentists – one seat

Nominations would open on Friday 14 June and voting would commence on Monday 05 August. The elections would close on 29 August with the election results received on Friday 30 August 2024.

RESOLVED:

The Council of Governors **received** the Governor Elections

CG011/24 Governor Quality Committee Chair Update

The Governor Quality Committee was held on Tuesday 07 March 2024 and Chaired by Grace Hopps. The agenda items included:

- Worry and Concern Pilot
- BoSCA Improvement Journey in Elective Care Centre

The next meeting was due to take place on Tuesday 04 July 2024 at 5pm on Microsoft Teams.

RESOLVED:

The Council of Governors **received** the Governor Quality Committee Chair update.

CG012/24 Governor Feedback

GH advised that she had undertaken a BoSCA at Laburnum Lodge which was a good facility, there was just one issue around the staff buzzer for the Local Authority area which rang within our area.

Resolved:

The Council of Governors **received** the Governor feedback

CONCLUDING BUSINESS

CG013/24 Any Other Business

There being no other business the Chair closed the meeting at 17:15.

The next Council of Governors meeting would be held on Wednesday 12 June 2024 at 1pm in BICs Rooms 1&2, Musgrave House.

Name	Role	Oct	Dec	Feb	April
Present					
Niruban Ratnarajah	Chair	✓	✓	✓	✓
Oboh Achioyamen	Public Governor	✓	✓	DNA	DNA
Imteyaz Ali	Public Governor	DNA	DNA	DNA	✓
Abdul Atcha	Appointed Governor	DNA	DNA	DNA	
Dave Bagley	Appointed Governor	✓	✓	A	✓
David Barnes	Public Governor	✓	✓	✓	✓
Catherine Binns	Staff Governor	✓	A	A	✓
Malcolm Bristow	Public Governor	✓	✓	✓	A
Cara Burns	Staff Governor	✓	✓	✓	✓
Elaine Catterall	Public Governor	A	A	✓	A
Samantha Connor	Appointed Governor	DNA	DNA	DNA	
Jean Cummings	Staff Governor	A	✓	✓	✓
Sumirna Cusick	Public Governor	A	A	✓	✓
Gary Burke	Public Governor	✓	✓	✓	✓
Edward Gorman	Public Governor	A	A	DNA	DNA
Grace Hopps	Public Governor	✓	✓	✓	✓
Dorothy Kenworthy	Public Governor	DNA	A	A	DNA
Pauline Lee	Public Governor	A	✓	✓	✓
Lindiwe Mashangombe	Staff Governor	✓	A	✓	✓
Champak Mistry	Public Governor	✓	A	A	A
Susan Moss	Staff Governor	✓	A	A	
Samir Naseef	Appointed Governor	A	A	A	A

Kayonda Hubert Ngamaba	Public Governor	✓	✓	DNA	✓
Adele Nightingale	Appointed Governor	A	✓	✓	✓
Deborah Parker	Public Governor	✓	A	✓	A
Jack Ramsay	Public Governor	A	✓	✓	✓
Melanie Rushton	Appointed Governor	A	✓	✓	A
Ann Schenk	Public Governor	✓	A	✓	✓
David Thomas	Public Governor	✓	DNA	A	✓
Dalton Thompson	Public Governor	✓	A	✓	A
Alan Yates	Public Governor	A	A	DNA	DNA
Dawn Yates-Obe	Appointed Governor	A	A	✓	✓
In Attendance					
Francis Andrews	Medical Director	*	✓	✓	✓
Malcom Brown	NED	*			
Seth Crofts	Associate NED		✓	✓	✓
Victoria Crompton	Corporate Governance Manager	✓	✓	✓	✓
Tosca Fairchild	NED		A	✓	✓
Rebecca Ganz	NED	*	✓	A	✓
Sean Harriss	NED		✓	A	✓
Sharon Katema	Director of Corporate Governance	✓	✓	✓	✓
James Mawrey	Deputy CEO / Director of People	*	✓	✓	A
Jackie Njoroge	NED / Deputy Chair	*	✓	A	✓
Fiona Noden	Chief Executive	*	✓	✓	A
Martin North	NED	*	✓	✓	✓
Alan Stuttard	NED	*	✓	✓	✓
Tyrone Roberts	Chief Nurse	*	✓	✓	A
Fiona Taylor	NED		✓	A	✓
Annette Walker	Chief Finance Officer	*	✓	✓	✓
Rae Wheatcroft	Chief Operating Officer	*	✓	A	A
Sharon White	Director of Strategy, Digital and Transformation	*	✓	A	✓

*Attendance not required

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Our Trust Strategy

2024 - 2029

... 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

Our 2019-24 strategy

What we achieved

When we developed our previous five-year strategy, we did not anticipate the years ahead to be some of the most challenging we have ever faced in the history of healthcare. Despite this we still managed to achieve some incredible things. Highlights included:

- Opening four new theatres and a community diagnostic centre (CDC) following national investment in our estate.
- Delivering against our recovery targets to eliminate the longest waits for our care.
- Becoming an exemplar site for the recruitment of international nurses.
- Working in partnership with the University of Bolton to develop a medical learning facility on our hospital site.
- Our Chief Executive was appointed as Place-Based lead for Bolton.

What we learned

Through our review of the 2019-24 strategy, it was clear that we did not always set the right performance indicators that would enable us to track and report on our progress. The learning from this has resulted in a very different approach to tracking and monitoring for our new strategy, with clear measures of success and key performance indicators aligned to each outcome.

When we developed our previous five-year strategy in 2019, we set out to improve the outcomes and experience of the people we serve and address the gaps we identified in quality, workforce, finance and efficiency. Whilst we have seen good progress in these areas over the last few years, there is still work to be done to address these gaps. All of the priorities from 2019-24 that remain important and relevant to our progress, are embedded in our new ambitions and outcomes¹.

Where we are now

Through our work to develop this strategy, we have considered the key challenges we face that require our focused attention over the next five years.

1. Our population is growing and changing

- Bolton's population is approaching 300,000 people in 2024 and is predicted to rise by 4.3% per year. This means that our town may grow by around 55,000 people by 2029. We can therefore expect that demand for our services will rise unless we do more to prevent ill health and improve pathways of care.
- Unfair differences in health between different groups of people, known as health inequalities, are more pronounced.

¹ A full report of performance against our 2019-24 measures of success is included at Annex A.

- 26% of Bolton residents live in an area that is among the 10% most deprived in England and 56% live in an area that is in the most deprived. We know that this is likely to contribute towards their overall health and wellbeing, with the most deprived living on average, 11 years less than people living in areas that are more affluent.
- Circulatory, respiratory, cancer and digestive diseases account for over 60% of the life expectancy gap in Bolton.

2. How we organise and deliver our services is more important than ever

- Providing the highest quality of care for the people we serve remains our top priority but this is becoming more challenging with constraints in staffing and finances.
- Reducing waiting times is a national priority and people in Bolton are still waiting longer than we would like for treatment.
- There is a national shortage of some clinical staff groups, meaning that it is becoming harder to recruit staff to certain specialties. Without adequate staffing in place, reducing waiting times and meeting the needs of our population becomes more challenging.
- Our ageing estate is affecting our ability to provide services in the way we want to and the Greater Manchester financial position means that we have less money to invest in our estate.
- As our population grows, we will need to be more innovative in how we plan to meet demand for our services. We know that growing and expanding our workforce and our buildings is not a long-term solution, and we therefore need to think differently about how we serve our population.
- Delivering services at a neighbourhood level in Bolton means we have an opportunity to better meet the needs of our population, by delivering more services locally.
- Advances in medicine and technology mean that we have opportunities to improve quality through a focus on safety, experience, effectiveness and efficiency.
- We have good relationships with our local partners and we work together to achieve shared outcomes that benefit our local communities.
- To support our population we need to work towards integrating and consolidating our services across the providers, standardising patient pathways and bringing together the healthcare organisations to work collectively to improve health care delivery and health outcomes.
- We want our clinicians to lead the way in designing new ways of working with services users and communities, so we are in a strong position to address the complex challenges they face.

3. The NHS needs to deliver savings

- Delivering this strategy will require the Trust to be financially sustainable so we can plan for investment in our people, estate and equipment.
- The financial impact that COVID-19 has had and is continuing to have on our Trust and the wider NHS system is still being felt, it is significant and will impact on the decisions that we make about the use of our collective resources going forwards.
- We will work as part of a wider system to develop a 3-5 year sustainability plan that will return the Greater Manchester Integrated Care Board to financial sustainability.

To achieve this we need to reduce costs whilst still delivering quality services and improving productivity. We therefore need to focus on ways to make our services more efficient, effective and productive.

Working to reduce the impact of these three primary challenges is critical to our success over the next five years, and our new ambitions and objectives are structured to help us respond to them.

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.

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 Guiding Principles

Our values, vision and ambitions are our guiding principles and have been developed with the feedback of patients, staff and our population who told us what matters most to them. Delivering the best quality and safest care requires teamwork and within our organisation, this means staff supporting each other to achieve our shared ambitions.

Outside of our hospital and community services, it's about working more effectively with other providers across the health and social care sector. Underpinning our vision and values and aligning to the Trust objectives and priorities are the foundations of getting the basics right, and aspiring to be better and to be the best we can possibly be.

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 Vision

Our vision for how things should be in five years' time is *to deliver exceptional care to improve the health and wellbeing of our communities*. If we consistently do this, we will collectively contribute towards a better Bolton for the people we serve.

To help us to make this a reality, we have set five ambitions to guide us over the next five years.

Our five core ambitions

Our core ambition is to deliver the best care for people when they use our services, and that's why *Improving Care, Transforming Lives* is the central ambition in our strategy. Each and every member of our team plays a role in bringing this ambition to life and in making sure that the care we provide is the best it can be.

Our four enabling ambitions 'orbit' around *Improving Care, Transforming Lives*. They are no less important as they are the building blocks of success for the next five years.

Our strategy on a page

Our Vision

To deliver exceptional care to improve the health and wellbeing of our communities.

Our Values

Vision

Be Positive

Openess

Be Inclusive

Integrity

Be Honest

Compassion

Be Kind

Excellence

Be Bold

Our five core ambitions

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 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 benefits

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

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

Ensuring financial sustainability

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

... for a **better Bolton**

Delivering our ambitions

Ambition 1: 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.

Our objectives:

- Deliver high quality, safe care to everyone who uses our services and make sure that everyone has a positive experience of our care.
- Create a culture where staff can innovate and collaborate to improve care.
- Play our part in improving health and preventing illness, so that people live healthier lives.

Why are these objectives important?

People who use our services should expect to have a positive experience of the care that we provide, and we all have a role to play in helping people achieve the outcomes that are important to them.

Alongside this, we must also work with our partners to address inequalities, improve health and support the identification and management of ill-health and disease at an earlier stage. Over the next five years, we want to become known as an organisation that relentlessly pursues and delivers the highest quality care through a focus on safety, experience and effectiveness, is committed to improvement and innovation to achieve these standards, and acts with care and compassion in everything we do.

How we will do it

1. We will deliver safe and effective care and make sure that everyone has a positive experience by:

- Focusing on the continued and sustained improvement of our ward and departmental standards, to ensure consistently high standards of care for all.
- Listening to, understanding and acting on what matters to the people we care for, and supporting our patients, service users, carers and families to provide feedback.
- Consistently improving our approach to patient, service user, carer and public involvement and engagement in how we design and deliver our services.
- Getting the basics right every time, making sure that people in our care are well nourished, hydrated, and are treated with compassion, dignity and respect.
- Reducing the avoidable harms across all of our services by making our environment and processes safer, focusing on prevention, and learning from harm so that everyone is safe in our care.

- Establishing new models of care in the community and through our neighbourhoods that are more accessible, better meet the needs of our population and reduce pressure on our hospital services, including frailty services, elderly care and access to therapies.
- Implementing continuous improvement techniques and methodologies so we keep improving the things we do.
- Using more technology to support people with Long Term Conditions to live well at home.

2. We will make it easier for our staff to innovate and collaborate to improve care by:

- Growing a culture that supports innovation, creating an environment where our colleagues are comfortable in their place of work and enabling them to suggest and trial changes.
- Scoping the areas where innovation has the potential to improve access, experience and outcomes – such as robotic surgery to reduce complications and improve surgical recovery time, and new genomics tests to improve diagnoses – and working together to deliver these innovations.
- Training staff in quality improvement techniques so that they have the skills to improve quality through a focus on safety, experience and effectiveness.
- Introducing the use of artificial intelligence (AI) and robotic process automation to free-up time and support decision-making.
- Increasing access to research trials, so that more people can benefit from innovative therapies.

3. We will play our part in improving health and preventing illness to help people live healthier lives by:

- Improving pathways to link seamlessly across primary, community, secondary, and social care, so that people are able to access the right services and get the right advice when they need it.
- Ensuring the information we provide is accessible, timely and relevant, so that everyone gets the information they need, when they need it.
- Increasing our focus on prevention and public health, ensuring equitable access, experience and outcomes for all of our population, regardless of postcode or background.
- Measuring, understanding and improving access to, experience of and outcomes from our services so that we reduce inequalities for our population.
- Identifying and involving carers in care planning, decision making and discharge so that we improve experience.
- For our population who live in areas where the life expectancy gap is most profound, we will strengthen their voice, identifying and reducing any barriers to access via health literacy and communication.
- Ensuring continuity of care in our maternity services for all residents and particular from those most at risk, including women from Black, Asian and minority ethnic communities and from the most deprived groups.
- Diagnosing 75% of cancers at stage I or II by 2028.

- Increasing health promotion guidance offered by our teams through programmes like Making Every Contact Count.

What will be different for our patients, carers and our staff?

- More of our patients, carers and staff will recommend us a place to receive care.
- More of our staff will have the skills and support to improve quality, to innovate and make positive changes to the services they provide.
- There is a measurable reduction in inequalities in our services, improved continuity of care and improved rates of early diagnosis.
- People report easy access, positive experience, and effective outcomes.
- People are kept safe from avoidable harm.
- More people provide feedback, in a way that works for them.
- We consistently recognize and celebrate the things that go well, and we learn and change when things go wrong.
- There is measured new learning through research and innovation.
- We co-produce and implement ways to measure the quality of our services.
- Service users and carers have access to effective advocacy support when they need it.

Associated Plans

Bolton Carers' Strategy

Bolton Locality Plan

Clinical Strategy

Nursing, Midwifery & Allied Health Professionals Priorities

Patient safety priorities

Quality Improvement Plan

Research Strategy (in development)

Ambition 2: 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.

Our objectives:

- Improve the experience of our staff and make our organisation a great place to work.
- Help all staff to unlock their potential.
- Ensure that our workforce reflects the population we serve.

Why are these objectives important?

When staff are able to do their best at work, develop their skills, feel safe to speak up and are valued for their contribution, our organisation and our population benefits from improved performance, enhanced outcomes, and increased staff retention. This in turn helps us to meet the access needs of our service users now and in the future.

As an anchor institution and the largest employer in Bolton, we want to continue to ensure we offer fulfilling career opportunities for our diverse communities, and make sure our workforce reflects the population we serve, at all levels.

Over the next five years, we will focus on ensuring staff have a good experience at work, can unlock their potential and deliver the standards of care and outcomes that we all aspire to. We want our staff to be able to recommend Bolton as a place to work to their colleagues, family and friends, and for our patients and population to receive the positive benefits that flow from staff who feel fulfilled in their work.

How we will do it

4. We will improve the experience of our staff and make our organisation a great place to work by:

- Valuing the voices and experiences of our staff members by ensuring all staff feel they can shape change, provide feedback and most importantly speak up.
- Responding to and acting on all feedback from staff, and - through the *Our Voice* change programme - using feedback to make Bolton a great place to work for all.
- Working towards improved staffing ratios across our clinical areas so we can better meet the needs of our patients and service users, and create an environment where we can all do our best.
- Embedding our VOICE values in everything we do, so that they are understood and role-modelled by all of our staff.
- Reviewing our behaviour framework to reflect the way we do things in Bolton.
- Creating a culture of excellence where we are clear on our priorities and everyone is accountable for the work that they do, and can aspire to excellence.

- Prioritising investment to improve our estate through the development of our estates strategy.

5. We will help all staff to unlock their potential by:

- Refreshing our appraisal process so that all staff can develop, understand their priorities and objectives, and how their work contributes to Trust's ambitions.
- Implementing our new leadership programme to ensure that our managers and leaders have the right skills and behaviours to help them lead effective, high-performing teams and supporting managers and leaders to succession plan and cultivate the next generation of leaders.
- Working with our academic partners to provide enhanced training and development opportunities for our staff.

6. We will make sure that our workforce reflects the population we serve by:

- Promote a workforce culture where differences are celebrated and where every employee feels included and respected.
- Continuing to work towards the Workforce Race Equality Standard so that our workforce reflects our Bolton communities at all levels of the organisation.
- Continuing to deliver recruitment processes that are fair, equitable and accessible for all, and improving access to recruitment information.
- Continuing to deliver our schools outreach programme so that our young people understand the breadth of employment opportunities in our organisation and how to access them.
- In partnership with our local academic institutions, providing the people of Bolton with equitable access to training opportunities and healthcare careers.

What will be different for our patients, carers and our staff?

- More of our staff will recommend us a place to work.
- More of our staff will feels valued and supported to develop.
- Our organisation will be more reflective of our diverse population at all levels so that we are an employer our population aspires to be part of.
- Our recruitment will not disadvantage anyone or give an unfair advantage.
- People feel heard and see action from their feedback.
- People agree we are a flexible, equitable and inclusive employer

Associated Plans

- Equality, Diversity and Inclusion Plan 2022-2026
- Medical Workforce Plan
- People Plan

Ambition 3: 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.

Our objectives:

- Improve access to our services.
- Be more productive and efficient.
- Be in a good financial position.

Why are these objectives important?

Over the last ten years, demand for NHS services has increased and waiting lists have reached record highs as a consequence of the pandemic. Long waits for treatment have a detrimental impact on the health and wellbeing of our patients and service users, and NHS England has now placed a firm focus on driving a national improvement in productivity to bring down waiting times and improve access. As our population grows, rates of ill-health rise, and funding continues to be restricted, we need to think differently about how we meet demand for our services.

When delivered in tandem with a focus on quality and safety, productivity becomes the gold standard of care that we can be proud to deliver. We need to make sure that each and every member of staff understands and plays a role in delivering improvements in productivity and performance.

Over the next five years, we will make our services more productive and accessible so that we make the best use of the time and space we have to see and treat people. Alongside this, we will make the best use of the money we have so that we deliver value alongside quality.

How we will do it

7. We will improve access to our services by:

- Reducing the length of time people stay in hospital to a minimum that is clinically required for them.
- Ensuring every patient has an Expected Discharge Date that all services work towards so that fewer people stay in hospital or community beds when they could be at home or another place of residence.
- Reducing the number of people waiting for operations and procedures.
- Reducing the time people spend waiting for urgent and elective care.
- Making better use of our capacity and identifying opportunities to innovate.
- Working with our local partners to identify and reduce the barriers people experience in accessing our services, to deliver equitable access to care.

8. We will be productive and efficient by:

- Embedding improvement methodology and learning from best practice so that all of our services function at peak performance.
- Making the best use of our capacity to improve flow, reduce waiting times, improve utilisation of our theatres and clinics, and reduce missed appointments.
- Promote a culture where everyone understands the positive impact of productivity on waiting times, experience, outcomes and on our finances, and is empowered to contribute to improvements.
- Reducing waste, inefficiency and bureaucracy in our systems, processes and ways of working so that we spend more time on the activities that deliver the greatest value.
- Using our data and best practice examples to identify opportunities to improve what we do and how we do it, and committing to implementing them.
- Facilitating earlier discharge by expanding into enhanced 7-day provision of therapies, with therapy services delivered closer to home.

9. We will be in a good financial position by:

- Delivering recurrent cost improvement efficiencies and processes to make best use of public money.
- Making the best use of available technology to reduce waste and improve efficiency and effectiveness.
- Regularly reviewing investments to make sure that we are delivering identified benefits and financial savings.
- Developing our Bolton NHS Charity into a thriving charity that can continue to invest in and enable developments that enhance the NHS offer.

What will be different for our patients, carers and our staff?

- Our patients will report improved access to the services they need, reduced waiting times and spend less time in hospital.
- We will be able to demonstrate better use of our hospital and community capacity and we have eliminated waste and inefficiency through our work on becoming more productive.
- Our organisation will be financially sustainable and we will be able to use resources to invest in service improvement.

Associated Plans

Clinical Strategy

Financial Plan

Green Plan

Ambition 4: 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.

Our objectives:

- Be digitally enabled and inclusive.
- Improve our estate and make it more environmentally sustainable.
- Proactively plan for the future.

Why are these objectives important?

To be fit for the future means that we understand and are planning for the changes we expect to occur over the next five years, enabling us to respond to the opportunities and challenges that lie ahead. This means that we need to implement the right technology and innovations to support efficient services, patient access to information and wider digital transformation, that our buildings and physical environment can meet and adapt to changing future demand, and that we are investing in and supporting our workforce to deliver.

Over the next five years, we will improve our environment and infrastructure in a way that supports us to deliver, both now and in future. We will create a culture where staff are comfortable and confident to capture and use data, so that we make the best decisions for our patients, their carers and families, and for our organisation.

How we will do it

10. We will be digitally enabled and inclusive by:

- Delivering our Electronic Patient Record across all our services.
- Delivering integrated health and care records with social care.
- Ensuring patients and service users have the data and tools to manage their own records, bookings, and ensuring they have access to information to support their health and wellbeing.
- Ensuring that - wherever we offer a digital solution for our patients and service users - that non-digital alternatives are always available.
- Using digital technology to transform service delivery.
- Develop systems and data so clinical teams have the right information.

11. We will improve our estate by:

- Developing an estates strategy that responds to the changing demand for our services, describes our vision for our hospital and community estate and the plans to realise that vision.
- Continue to improve how we design, use, and build our estate to create an improved environment to work and receive care in.

- Identifying opportunities to develop and enhance our estate through partnership working and collaboration.
- Reduce our carbon footprint and strive to deliver net zero targets to create a greener, more sustainable future.

12. We will proactively plan for the future by:

- Setting annual priorities each year through our annual planning cycle, which will drive the practical actions that deliver our strategic objectives and will be how we will deliver our organisational priorities.
- Reviewing our clinical services to make sure that they are sustainable and delivered in a way that best meets the needs of the people who use them, both now and in the future.
- Using our data and intelligence to inform planning and decision-making, and creating a workforce that is comfortable and confident in capturing and using information.
- Developing our approach to workforce planning to make sure that we have the right staffing levels and skill mix in our organisation.
- Working with our academic partners to offer training and development opportunities to our existing workforce, and to develop the workforce of the future.

What will be different for our patients, carers and our staff?

- Our digital infrastructure supports improvements in our services and enables productivity. Our population can access information in the best way for them.
- We have a clear plan for our hospital and community estate that supports the delivery of high quality services and is in line with NHS Net Zero targets.
- Net Carbon Zero targets are met through procurement, more sustainable sources of power, increased recycling, and greater access to energy efficient transport.
- We have a clear understanding of the medium to long-term impacts of population growth and rising rates of ill health, and proactively plan to meet future challenges.

Associated Plans

Clinical Strategy

Digital Strategy

Green Plan

Ambition 5: 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.

Our objectives:

- Develop our neighbourhoods in partnership with our communities
- Work as one team across our organisation and with our locality partners
- We will develop partnerships for local benefit

Why is this important?

Bolton has some of the starkest differences in health outcome and life expectancy in Greater Manchester, and we know that the wider determinants of health – which include access to good quality housing, work and education – play a significant role in shaping people's health outcomes.

As one of the largest employers in Bolton, we can play an important role in shaping the health, social and economic future of our town by acting as a positive partner to our people, our population and our partner organisations.

Over the next five years, we will use our neighbourhoods to bring together the people and teams required to provide the best service and experience for the people in that area. We will help people to live well at home and will work in partnership to make it easier for our communities to access our services, focusing on the people who need our services the most.

How we will do it

13. We will develop our neighbourhoods by:

- Continuously improving our understanding of our population and communities, and building local services that are responsive to need.
- Delivering community services in six neighborhoods that support connections in our communities.
- Developing and embedding our neighbourhood delivery model to provide integrated care where people live.
- Building strong partnerships with existing and new stakeholders with integrated services to enhance care outcomes.
- Using our infrastructure to support our partners in the voluntary and community sector, Primary Care Networks and other care providers.
- Through our service reviews, identifying services that could be better provided in our neighbourhoods.
- Working with other organisations and partners to tackle ill health and inequalities.

14. We will work as one team by:

- Collaborating across primary, secondary and social care to find shared solutions to issues of access and flow.
- Increasing the number of co-located services with other public bodies in our neighbourhoods, moving to a vision of one public estate across Bolton.
- Improving digital integration across Bolton so that information and records can be shared easily.
- Undertaking training and development across the system to increase staff understanding of health inequalities, ensuring we make every contact count.
- Ensuring all our plans deliver clinically led collaboration with health and care partners to reduce unfair differences in health.
- Ensuring that all partner services shape their offer to address the wider determinants of health, including deprivation and poverty e.g. cold homes, lack of access to transport, insecure employment.

15. We will develop partnerships for local benefit by:

- Working with our local education institutions to develop and grow the training programmes that we deliver.
- Building on our partnerships with academic institutions to develop the healthcare workforce of the future.
- Evolving our partnerships with academic institutions to develop research and education capability, moving towards becoming a University Hospital by 2025.
- Continuing to include a focus on social value when we put out contracts for services, helping us to work with companies that give back.
- Investing back into our local economy and purchasing locally wherever possible.
- Build on our partnership with Wrightington, Wigan and Leigh Foundation Trust and other GM Provider Partners to maximise services for the benefits of our populations.

What will be different for our patients, carers and our staff?

- Our patients and service users have access to neighbourhood services that feel more connected and responsive to their needs.
- We work seamlessly with our partners for the benefit of the people of Bolton and beyond, so our population feels the benefit of more joined-up, easily accessible service provision.
- We will ensure we are focused on giving back local community creating opportunities for local people to train and gain employment in Bolton.

Associated Plans

Bolton Carers Strategy

Clinical Strategy

Locality Plan

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.

Annex A - Review of 2019-24 Strategy

KPI/measure of success	Achieved	To be included in 2024-29 strategy
All GIRFT-reviewed specialties have implemented all appropriate GIRFT recommendations	Yes	Ongoing
Bolton FT is fully compliant with Better Births recommendations	Yes	Retire
Trust break even delivered in 2020-21	Yes	Ongoing
BFT generating annual revenue from sale of Digital Services	Yes	Retire
New technologies in place to support the delivery of clerical services	Yes	Ongoing
100% of SLAs will be reviewed and refreshed as required	Yes	Ongoing
Capital Plan is informed by the plan for the development of BFT's estate	Yes	Ongoing

BFT to enter the top 20% of Trusts for total costs per weighted average unit (WAU) of activity on the Model Hospital portal	Yes	Retire
All new business cases to follow the new process	Yes	Retire
Implementation of Attend Anywhere and development of virtual hubs	Yes	Retire
To support the delivery of system financial changes	Yes	Retire
Financial and productivity benefits realised and reported on	Yes	Retire
Master Plan published and development programme in place (estates)	Yes	Retire
College open	Yes	Retire
All our community services have access to developed technologies	Yes	Retire
All patients to be streamed in A&E	Yes	Retire
Document published (Digital Strategy)	Yes	Retire
Document published (Communications and Engagement Strategy)	Yes	Retire
BFT contributes to the equitable delivery of services across GM	Yes	Ongoing
Document published (Research and development strategy)	Yes	Ongoing

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Bolton NHS Foundation Trust
Royal Bolton Hospital
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	Overall outcome	KPIs/measures	Oversight committee	Source of data
Improving care, transforming lives	Improving quality, safety & experience	Year-on-year improvement in patients who report that they were treated with dignity and respect	QAC	Patient surveys
	Improving quality, safety & experience	Year-on-year reduction in avoidable harm and mortality	QAC	Internal reports
	Improving quality, safety & experience	Compliant and achieving top quartile against National and local quality recommendations ssuch as GIRFT	QAC	Internal reports
	Improving quality, safety & experience	Year-on-year improvement in the % of staff reporting they would recommend BFT as a place to receive care	People	NHS staff survey
	Improving quality, safety & experience	Year-on-year improvement/increase in the number of patients responding to national survey	QAC	Patient surveys
	Improving quality, safety & experience	A minimum of 60% of our wards and departments score a silver or higher by 2029 as measured through our BOSCA accreditation programme	QAC	BOSCA
	Improving quality, safety & experience	Year-on-year improvement in patients who reported that they were involved in decision making	QAC	Patient surveys
	Innovating & collaborating for the future	Through developing our approach to quality improvement, embedding QI methodologies and nurturing a culture of improvement and innovation and will ensure that a minimum of 75% percentage of our staff have the skills and knowledge to do this	QAC	Training reports
	Innovating & collaborating for the future	Annual increase in changes and innovations that are developed and implemented aligned to the priorities in our annual plan	SOC	Internal reports
	Innovating & collaborating for the future	Enhanced corporate and clinical decision-making accuracy and efficiency through the effective utilisation of technologies such as AI, predictive analytics and decision-support	SOC	Internal reports
	Innovating & collaborating for the future	Expanded research collaboration and provision, providing service users with increased access to clinical trials and supporting our workforce to take part in research	QAC	Internal reports
	Innovating & collaborating for the future	Improvement in NHS IMPACT self assessment Maturity Matrix level	SOC	Internal reports
	Playing our part in improving health	Contribute to Smoke Free targets for Bolton locality to support delivery of a reduction in the % of people who smoke	Locality	Locality Plan
	Playing our part in improving health	Contribute to reduction in obesity targets for Bolton locality to support delivery of a reduction in the % of people who are overweight or obese through implementation of Making Every Contact Count	Locality	Locality Plan
	Playing our part in improving health	Continued optimisation of health outcomes for cancer and chronic conditions through earlier diagnosis and specific interventions; including playing our part in diagnosing 75% of cancers at Stage I/II by 2028	Locality	Internal reports/ Locality Plan
	Playing our part in improving health	Working towards decreased acute demand, as a result of proactive and preventive approaches i.e. reduced avoidable admissions, re-admissions and extended hospital stays	Locality	Internal reports
A great place to work	Improving staff experience	Year-on-year improvement in % staff reporting that they would recommend BFT as a place to work	People	NHS staff survey
	Improving staff experience	To remain in the top 20% of NHS organisations for staff engagement scores	People	NHS staff survey
	Improving staff experience	An achieved sickness rate of 4.8% or lower	People	Internal reports
	Improving staff experience	An achieved turnover rate of 10-12% in line with GM targets	People	Internal reports
	Unlocking our potential	Continue to achieve and sustain an appraisal rate of 85% and deliver a year-on-year improvement in the % reporting that their appraisal helps them to perform their role	People	Internal reports
	Unlocking our potential	Overall Trust vacancy rate lower than 4% by 2025		
	Unlocking our potential	To achieve compulsory training rates of 95% or greater	People	Internal reports
	Reflecting our population	To have a workforce that represents the population we serve - specifically ensuring that the organisation is as diverse as the population we serve, as measured by the Workforce Race Equality Standard and Workforce Disability Equality Standard	People	Internal reports
	Improving access to our services	Annual improvement in timeliness of care - including reduced wait times for appointments and treatment, response to requests and length of stay	SOC	Internal reports

A high performing, productive organisation	Improving access to our services	Deliver annual operating plan targets	SOC	
	Being efficient & productive	Deliver year on year improvements in productivity and efficiency as per the op plan	SOC	Internal reports
	Being efficient & productive	Achieve at least 75% of our annual plan targets	SOC	Internal reports
	Being efficient & productive	Processes, workflows and pathways are streamlined resulting in minimised waste and optimised recourse allocation and reduced duplication	F&I	Internal reports
	Being efficient & productive	Improved service performance to the highest benchmarking quartiles in Model Hospital and GIRFT, enhancing overall quality of care and productivity	QAC	Internal reports & benchmarking tools it MH GIRFT
	Delivering financial sustainability	Deliver financial break even/deliver financial sustainability	F&I	Internal reports
	Delivering financial sustainability	A measurable increase in income/revenue growth (measured through recording gains, contract review, commercial opportunities)	F&I	Internal reports
	Delivering financial sustainability	Annual achievement of our Cost Improvement Programme	F&I	Internal reports
	Delivering financial sustainability	Annual agency spend of 3.8% or lower	People	Internal reports
	Delivering financial sustainability	Ensuring return on investment through regular review and evaluation of business cases and investments as agreed through Investment Assurance Group	F&I	Internal reports
An organisation that's fit for the future	Being digitally enabled & inclusive	Year on Year improvement in the Digital maturity matrix level	SOC	Internal reports
	Being digitally enabled & inclusive	Increasing the number of specialties in which Patients will have digital access to Self Help Information & Information about procedures	SOC	Internal reports
	Being digitally enabled & inclusive	Sub-KPI: Publication of a clear plan for agile working by 2025	People	Project status
	Improving our estate	Achievement of our Green Plan targets with a focus on annual improvement towards net zero,	F&I	Internal reports
	Improving our estate	Year on Year improvement in estates utilisation	F&I	Internal reports
	Improving our estate	Publication of an estates strategy by 2026	F&I	Project status
	Improving our estate	Improved safety and compliance through a year-on-year reduction in backlog maintenance	F&I	Internal reports
	Proactively planning for the future	Improved accuracy and timeliness in forecasting service demand, leading to optimised resource allocation, strategic planning and enhanced decision making	SOC	Enhanced data provision
	Proactively planning for the future	Comprehensive understanding of long term healthcare trends, their impact on our services and plans in place to address	SOC	Enhanced data provision
	Proactively planning for the future	Estates and capital planning based on data and intelligence on demographic and demand changes	F&I	Enhanced data provision
	Proactively planning for the future	% of clinical services that have access to demographic data and disease prevalence and use this to inform planning	SOC	Enhanced data provision
	Proactively planning for the future	Sub-KPI: Approach to workforce planning and service design informed by population health changes		Enhanced data provision
	Proactively planning for the future	Sub-KPI: Succession planning effectiveness measured by the percentage of key positions with identified successors		Internal reports
A positive partner	Developing our neighbourhoods	Staff report that neighbourhood working is improving the care, experience and outcomes of the people we serve	SOC	Staff feedback
	Developing our neighbourhoods	Patient, service user and carer feedback demonstrates that neighbourhood working has improved their care, experience and outcomes	SOC	Patient surveys
	Developing our neighbourhoods	Increase in the number of services that are provided in the neighbourhood footprint	SOC	Internal reports
	Developing our neighbourhoods	Neighbourhood leaders report that they are able to use data and intelligence to inform the health and care priorities for their neighbourhood	SOC	Staff feedback
	Developing our neighbourhoods	Percentage reduction in preventable hospital admissions as our neighbourhoods mature	SOC	Internal reports
	Working as one team	Sub-KPI: Staff report an improvement in their ability to work across teams and with partner organisations to achieve organisational priorities		Staff feedback
	Working as one team	Working with partner organisation to agree integration priorities (i.e. shared systems) and delivering on these priorities	SOC	Project status
	Working as one team	Percentage increase in shared electronic health records linked to partner organisations	SOC	Project status
	Working as one team	Improvement in patient and service user satisfaction and feedback/decreased complaints	QAC	
	Partnering for local benefit	Readiness to be lead partner for Bolton Medical School in 2024/25	SOC	Project status
	Partnering for local benefit	100% tenders published by BFT include a social value section	F&I	Internal reports
	Partnering for local benefit	% of total spend on goods and services from local suppliers	F&I	Internal reports

Report Title:	Staff Survey Response and People Promise Plan
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Meeting:	Council of Governors	Purpose	Assurance	✓
Date:	12 June 2024		Discussion	✓
Exec Sponsor	James Mawrey		Decision	

Purpose	This report proposes how the organisation intends to respond to the 2023 staff survey – specifically the trust wide cross cutting themes.
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Summary:	<p>Colleagues will be aware that the Staff Survey provides invaluable insights into the experiences, perceptions, and opinions of the Trust's workforce.</p> <p>People Committee and the wider Trust Board members have already received a very detailed independent presentation from the IQVIA (our NHS Staff Survey provider) regarding our NHS Staff Survey 2023 findings. Staff and the leadership teams throughout the organisation have also had the opportunity to receive similar presentations of these findings.</p> <p>Based on these findings the People Committee and Board of Directors have supported the actionable recommendations made in this paper to enhance staff satisfaction and organisational performance. Please note that the report focuses on the Trustwide cross cutting themes. Divisional actions will of course continue to take place to meet their more local needs.</p>
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Previously considered by:
People Committee and Board of Directors.

Proposed Resolution	The Council of Governors are asked to receive the 2023 National Staff Survey Results.
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This issue impacts on the following Trust ambitions				
To provide safe, high quality and compassionate care to every person every time	✓	Our Estate will be sustainable and developed in a way that supports staff and community Health and Wellbeing		✓
To be a great place to work, where all staff feel valued and can reach their full potential	✓	To integrate care to prevent ill health, improve wellbeing and meet the needs of the people of Bolton		✓
To continue to use our resources wisely so that we can invest in and improve our services	✓	To develop partnerships that will improve services and support education, research and innovation		✓

Prepared by:	Lisa Rigby, Dawn Grundy and Lynne Doherty	Presented by:	Lisa Rigby, Assistant Director of Organisational Development
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1. Introduction

The Bolton NHS Foundation Trust Staff Survey 2023 provides invaluable insights into the experiences, perceptions, and opinions of the Trust's workforce. This report aims to provide a high level recap on the key findings of the survey, identify areas of strength and improvement, and propose trust-wide actionable recommendations to enhance staff satisfaction and organisational performance.

2. Staff Survey 2023

The Staff survey utilises a comprehensive questionnaire designed by NHS England. The questions cover areas such as job satisfaction, work environment, communication, leadership, and opportunities for professional development. 2023 questions were themed across the seven People Promise elements and two themes, those being:

- Elements:
 - We are compassionate and inclusive
 - We are recognised and rewarded
 - We each have a voice that counts
 - We are safe and healthy
 - We are always learning
 - We work flexibly
 - We are a team
- Themes:
 - Staff Engagement
 - Morale

Data was collected anonymously to encourage honest feedback with results being managed and analysed through our contracted survey provider, Quality Health, also known as IQVIA. The analysis from IQVIA which were recently presented to Trust Board. The full findings of the NHS Staff Survey have already been published via the data co-ordination centre and shared throughout the organisation.

3. Survey Findings

The 2023 Staff Survey provides invaluable insights into the experiences, perceptions, and opinions of the Trust's workforce. A total of 2518 staff completed the 2023 survey from a headcount of 6067 staff, this is almost a 6% increase from 2022. It is good to see that the enhanced promotion of the staff survey by staff experience and communications colleagues has supported the increase in participants. Though there is more to do as we are still behind our national benchmark group which for 2023 stands at 45.23%. The People Promise scores are noted below:-

People Promise/Theme/Question	2022 Score	Significance	2023 Score	Significance	Sector Score
Theme - Staff engagement	7.13	Not Significant	7.07	Significantly Better	6.88
Theme - Morale	5.99	Not Significant	6.04	Not Significant	5.92
People Promise 1 - We are compassionate and inclusive	7.59	Not Significant	7.53	Significantly Better	7.24
People Promise 2 - We are recognised and rewarded	6.16	Not Significant	6.19	Significantly Better	5.91
People Promise 3 - We each have a voice that counts	7.07	Not Significant	6.93	Significantly Better	6.69
People Promise 4 - We are safe and healthy	6.11	Not Significant	6.18	Not Significant	6.07
People Promise 5 - We are always learning	5.69	Not Significant	5.78	Not Significant	5.63
People Promise 6 - We work flexibly	6.26	Not Significant	6.26	Not Significant	6.17
People Promise 7 - We are a team	7.01	Not Significant	7.07	Significantly Better	6.73

3.1. Key Findings:

- The staff survey finding is an opportunity to celebrate what we have done well but to also ensure that focus is given to those areas requiring improvement.
- IQVIA have communicated that our results show we are a Trust that is responding well to the current challenges being faced across the NHS.
- The survey did tell us, however that there are areas showing a decline which require improvement.

3.2. Areas of Strength

- Team work and Culture:** The survey indicates a strong sense of team work within the Trust, with 84% of staff reporting they enjoy working with colleagues. This positive culture is further bolstered by 74% of staff feeling their immediate manager encourages them at work.

Overall we achieved a score of 7.07 for People Promise 7 – ‘We are a team’ which is significantly better than the sector average of 6.73.

Of the 12 questions that feed into this element, the Trust scored significantly better than the sector average in 11 questions.

- Job Satisfaction & Making a Difference:** Overall, the majority of staff expressed satisfaction with their roles. Of significance 89% of staff believe their role makes a difference to patients, highlighting staff motivation and purpose.
- Four People Promise themes** scored significantly better than our sector comparators, those being:
 - We are compassionate and inclusive
 - We are recognised and rewarded
 - We each have voice that counts
 - We are Team
- Staff Engagement:** The Trust’s score for this theme was significantly better than our sector comparators.

Overall we achieved a score of 7.07 with the sector average score being 6.88. , the majority of staff expressed satisfaction with their roles. Of significance 89% of staff

believe their role makes a difference to patients, highlighting staff motivation and purpose.

The Trust also had a significant number (33) question level scores in the top 20% range.

3.3. Areas for Improvement

Recommended as a Place of Care:

When asked if they would be happy with the standard of care provided for friends and relatives, 60% of respondents felt confident recommending the Trust as a place of care. Staff providing a negative response (they disagreed or strongly disagreed) accounted for 14% of responses and those providing a neutral response to this question (neither agree nor disagree) accounted for 26% of responses.

Understanding the reasons for this, will help to improve conditions for staff and patients. We are analysing data further to break this question down by division.

Recommended as a Place to Work:

When asked if they would recommend the Trust as a place to work, 58% of staff responded positively that they would recommend the Trust as a workplace. Staff selecting they disagreed or strongly disagreed with recommending the organisation as a place of work accounted for 16% of respondents, with 27% of staff selecting they neither agreed or disagreed.

More work needs to be done to further understand the reasons for the gradual decline in score for this question over the last few years but looking at the wider details of the survey, it is likely caused by workload, work-life balance, feelings of lack of recognition and lack of opportunity for career progression. Again, we are analysing data further to break this down by division.

Discrimination:

The results of the 2023 Staff Survey indicates a rise in staff reporting experiences of discrimination. When asked if the organisation acts fairly with regard to career progression/promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age, only 53% of staff responded positively which was a decrease from 59% in 2022. The number of staff who gave a negative response accounted for 12% with 34% advising they didn't know the answer to this question.

Staff were asked if in the last 12 months they had experienced discrimination at work from a manager/team leader or other colleague and 7% of staff indicated they had experienced this with the remaining 93% indicating they had not.

When asked on what grounds they had experienced discrimination, most respondents reported this was due to their ethnicity, age or disability. A large proportion of staff who reported discrimination (22%) chose the category 'Other' and so no clear data is available for this category.

- **Ethnicity:** Compared to 2022, the percentage of staff reporting discrimination based on ethnicity rose from 38% to 47%, with 85 staff reporting discrimination due to their ethnic background in 2022 versus 135 staff in 2023.
- **Disability:** Reports of discrimination based on disability rose from 10% in 2022 to 12% in 2023, with 21 staff reporting discrimination due to their disability in 2022 versus 33 staff in 2023.

- **Age:** There was a slight reduction in staff reporting age discrimination with 19% reporting this in 2023 compared to 21% in 2022, with 66 staff reporting discrimination due to their age in 2022 versus 64 staff in 2023.

Speaking Up

61% of staff responded positively (agreed/strongly agreed) that they felt safe to speak up about anything that concerns them, this number represents a decline from 2022 (66%). Staff who responded negatively (strongly disagreed/ disagreed) accounted for 17% of the score. 22% neither agreed nor disagreed with this question.

Staff were asked if they felt secure raising concerns about unsafe clinical practice and 73% indicated they agreed or strongly agreed with this, a 4% decline compared to 2022. 10% of staff disagreed or strongly disagreed with this question compared to 7% in 2022.

Staff were also asked if they felt confident the organisation would address their concern about unsafe clinical practice and 57% responded positively with 13% responding negatively. 30% of staff neither agreed nor disagreed.

Staff Wellbeing

A significant proportion of respondents indicated concerns regarding workload, stress levels, and work-life balance. Around a third of staff indicated they felt tired and burnt out due to work and fewer staff this year (54% vs 55%) felt the Trust took positive action about health and wellbeing.

Only around half of respondents felt they achieved a good balance between work and home life and the same again felt the Trust was committed to helping them achieve this.

Flexible Working

Just over half of staff (54%) indicated they were satisfied/very satisfied with opportunities for flexible working patterns, a 1% decrease compared to 2022. A fifth of staff (22%) indicated they strongly disagreed or disagreed with this statement with a quarter indicating they were neither satisfied nor dissatisfied. Despite these results, around 70% of staff responded positively that they could approach their manager to talk openly about flexible working.

Leadership

Feedback on leadership was mixed, with some staff praising the support and guidance provided by managers, while others expressed dissatisfaction with decision-making processes and perceived lack of recognition for their efforts.

Work Environment

The majority of staff reported feeling safe and supported in their work environment, however there were concerns raised about issues such as staff shortages, equipment availability, and workplace culture.

Only around half of staff indicated they had adequate materials, supplies and equipment to do their work with around 30% indicating they did not and 20% providing a neutral response to this question.

FABB Appraisals: A large number of staff (92%) reported having had an annual FABB appraisal, only 22% indicated it definitely helped them improve how they did their job. 50% of staff felt the appraisal helped them to some extent with 28% feeling it did not help them improve how they worked.

Around 30% of staff felt their appraisal helped to agree clear objectives with 52% indicating it helped to some degree and 18% feeling it was no help in agreeing clear objectives.

3.4. Divisional Data

IQVIA (survey providers) recommended we explore the following themes in more detail by location / division to explore any themes or areas of focus:

- Recommend as a place to work and receive treatment
- Career progression
- Balance of work /home life

In summary, the data shows that FCD, ICSD and Chief Execs tend to have higher scoring responses around these themes. DSSD, Informatics and Patient Safety & Experience have some of the lower scoring responses.

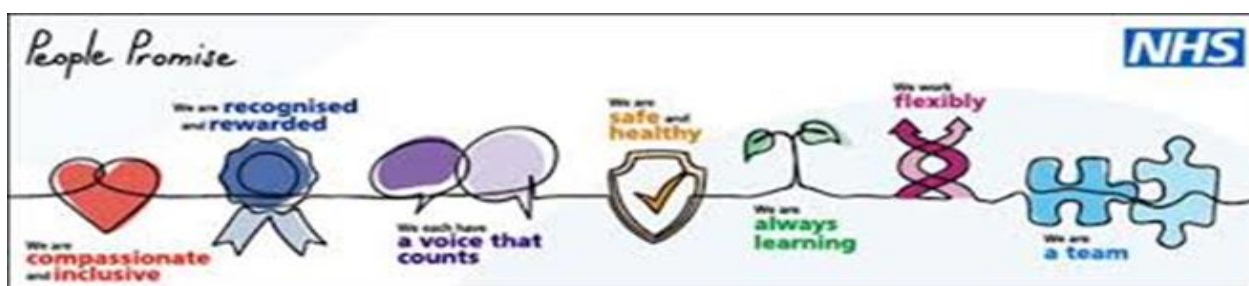
The Organisational Development team emailed local results to each division on 07 March 24 along with a heatmap by question to help make the results clearer. Members of the team have also been out to support divisions who requested support with interpreting their results.

The Divisional action plans will be reviewed at the next Staff Experience Group and this will of course be discussed at the subsequent People Committee.

4. Key Deliverables / actions

4.1 Trustwide actions

The following are the key deliverables identified as part of the 2023 staff survey results. These were shared via a series of Staff Briefings in March 2023. Highlighted in bold is how these actions support the two People Promise themes and seven People Promise elements.



Action	Response
Understand and remedy the decline in staff confidence in recommending the Trust as a place of care and a place of work	The Chief Nurse and the Medical Director are working within their Teams to consider views on the reasons for this decline. Actions have already been taken by our Chief Nurse. Recommendation of organisation as place to receive care and questions relating to safety processes now linked to CNO work-plan 24/25. The CNO has added to all N&M, AHP objectives to review their results, by location/team to

	<p>understand themes over and above the expected concerns. Finally the CNO and MD are working closely with operational teams to ensure that our extreme pressures continue to support strong patient care.</p>
<p>Understand and remedy the decline in staff confidence in recommending the Trust as a place of care and a place of work</p>	<p>Through the Our Voice Change Teams, information and ideas are being sought by staff to better understand and improve working conditions at the Trust. Through the actions arising from these change teams, a bettering of culture, conditions and the working environment is already being achieved and in turn should address the majority of concerns that resulted in the loss of staff confidence in recommending the Trust as a place to work.</p> <p>Committee and Board members have already received an update on the Our Voice Change programme.</p>
<p>Improve culture</p> <p>“We are always learning”</p> <p>“We are a team”</p>	<ul style="list-style-type: none"> • refresh and relaunch the Trust VOICE values. Work within the organisation has started, a pilot approach will take place over the summer months with relaunch in September/October. • improve learning and development opportunities through the Our Leaders programme to equip managers and leaders to understand compassionate leadership and gain skills to effectively manager negative behaviours. The first cohort is taking palce in June, 2024. • a Culture Dashboard has been developed by the Head of Workforce Information to better understand and measure culture across the Trust
<p>Action against discrimination</p> <p>“We are compassionate and inclusive”</p>	<p>The EDI Team have begun accelerating our equality, diversity and inclusion programme with steps already taken as follows (non exhaustive):</p> <ul style="list-style-type: none"> • introduction of the reasonable adjustments passport has taken place and being rolled out; • a Neurodiversity Peer Support Group has recently been introduced; • unconscious bias training provided to hiring managers; • reciprocal mentoring • active bystander training is further being rolled out; • enhancements to the BAME staff forum and Disability and Health Conditions staff networks; • LGBTQ+ and Gender Network listening events; • rainbow badge assessment; and • celebration of various events to promote inclusive working environments
<p>Improve Speaking Up</p> <p>“We each have a voice that counts”</p>	<p>Actions already taken since the 2023 survey:</p> <ul style="list-style-type: none"> • the expansion of our Freedom to Speak Up Champions network • arrangements for staff to speak up to an external guardian at Greater Manchester ICB have been introduced.

	<ul style="list-style-type: none"> an internal audit of our FTSU processes has been undertaken and substantial assurance was provided regarding the application. Where improvements were identified then an action plan for further improvement has been produced and monitored via the People Committee from the FTSU quarterly reports. <p>Further improvements are being developed including:</p> <ul style="list-style-type: none"> campaign to support ways in which staff can report concerns in a range of different ways in addition to the FTSU route such as talking to managers or colleagues introducing further FTSU training. In the summer all Leaders and Managers must undertake a FTSU awareness training programme. Discussions are very close to being finalised regarding a rollout for all staff.
<p>Address Staff Wellbeing:</p> <p>“We are safe and healthy”</p>	<p>The Trust already has a significant staff wellbeing offer covering access to mental health, physical health and financial wellbeing support. However, better communication and promotion of the existing offer is required, to ensure all staff are aware of the support available. This is being taken forward by the Head of Occupational Health.</p> <p>Through the Our Voice Change programme with change teams covering themes of flexible working; values and culture; and working environment, actions will be taken forward to improve working conditions and access to flexible working, which will invariably help improve staff wellbeing and staff achieving a better work-life balance.</p>
<p>Increase Flexible Working opportunities</p> <p>“We work flexibly”</p>	<p>The existing Flexible Working Our Voice Change Team have identified the following priorities for action:</p> <ul style="list-style-type: none"> Review of the existing policy flexible working and other associated policies Training and development for staff to include a ‘master class’ with real life examples and scenarios to focus policy understanding and application Creation of myth-busting guide around flexible working Collaborative working between the Agile Working Group and Flexible Working Change Team to ensure joined up approach
<p>Invest in Leadership Development:</p> <p>“We are compassionate and inclusive”</p>	<p>The Trust is launching in June the ‘Our Leaders’ programme which is a Trust-wide leadership social movement. The details of this programme are under development and a pilot is due to launch in June. Culture, compassion and inclusivity are key themes throughout.</p>
<p>Improve the Work Environment</p> <p>“We are safe and healthy”</p>	<p>Through the existing ‘Your Working Environment’ Our Voice Change Team, actions are being developed to improve:</p> <ul style="list-style-type: none"> Toilet facilities across the site Access to appropriate rest spaces Catering and break facilities Smoking cessation for staff and patients across Trust site

Review and development of FABB Appraisals “We are always learning” “We are recognised and rewarded”	Undertake a review of the FABB appraisals process –with feedback and insight from the Living Our Values’ Change Team. Work within the organisation has started, a pilot approach will take place over the summer months with relaunch in September/October.
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4.2 Divisional actions

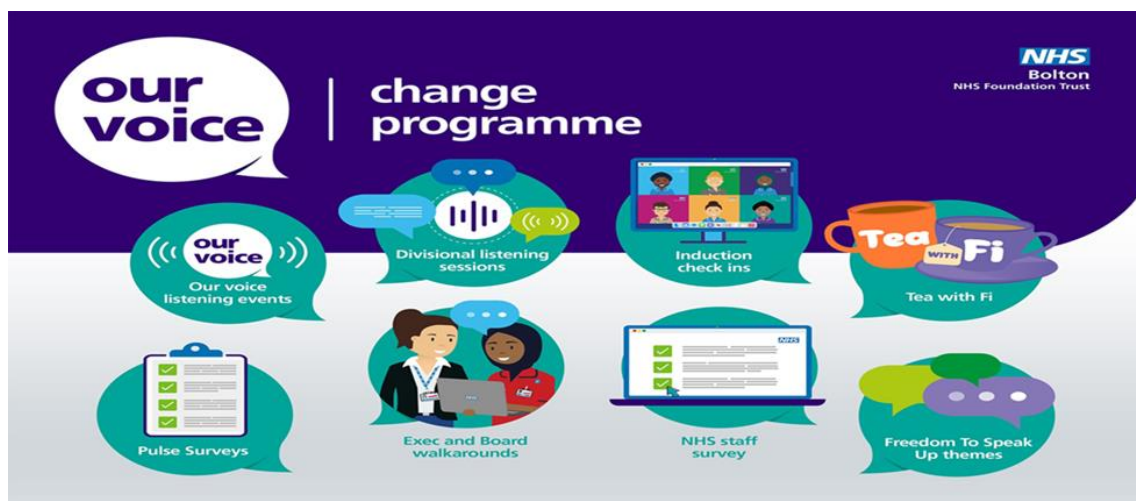
As noted in section 3, the Divisional Teams are in the process of pulling together their action and these will be discussed at their Divisional People Committee, the Staff Experience Group and reported up to the People Committee.

5. Staff Intelligence and Insights

5.1 Our Voice Change Programme and the NHS People Promise

In addition to the data discussed in section three of this report, the five themes identified as part of the Our Voice Our Change Programme represent a large percentage of the free text comments in the 2023 Staff Survey. This demonstrates that the change team priorities are the right focus for the organisation. The continued new membership and engagement ensure that staff feel part of the movement by discussing issues and co-creation of solutions with subject matter experts with support from Executive sponsors to make those changes. As part of the Our Voice Change programme we ensure that everyone has a voice that counts. This supports the organisations engagement and listening activity – a data driven approach and strong drive for continuous quality improvement across the Trust as illustrated below.

Figure 2



Communications & Engagement

Enhancing our Communications Channels to increase reach at pace is a priority. Other measures of success to support the actions and responses to the staff survey and the work which will be undertaken as part of the People Promise includes regular updates from Change Teams progress as part of Monthly Team Brief and the development of BOB pages to support the understanding of our commitment to the People Promise.

6. Governance and next steps

The Staff Experience Team will be monitoring delivery of the Bolton NHS FT Staff Experience Action Plan overall. In addition, the Staff Experience Team is supporting divisions to maximise the insights gained from the 2022 NHS national staff survey at a local level. It is intended for the Trust-wide action plan to set the overall direction of travel with the Divisional action plans complementing and picking up the nuances within their Divisions for appropriate areas of focus needed for their teams.

The Trust-wide action plan and Divisional action plans will be monitored and reported on through the Staff Experience Steering Group, Divisional People Committee and People Committee.

8. Conclusion

The delivery of the Bolton NHS FT Staff Experience Plan is important to ensure that the Trust makes improvements on the priority areas of focus detailed within this paper. This will ensure that the Trust continues to build on its successes, learns where things can be even better and most importantly takes action as a result of staff feedback to ensure that Bolton NHS Foundation Trust is a great place to work.

9. Recommendations

The Council of Governors is asked to note the details of this paper.