

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Our Trust Strategy

2024-2029



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

↑ Clinical Decisions Unit
← Same Day Emergency Care
← Assessment Rooms
DVT Clinic →
Vascular Ultrasound →

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

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 and core ambitions

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 Vision

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

Our Values

Vision

Be Positive

Openness

Be Inclusive

Integrity

Be Honest

Compassion

Be Kind

Excellence

Be Bold

Our strategy on a page

A great place to work

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

What this means in practice:

Improving staff experience

Unlocking our potential

Reflecting our population

A high performing, productive organisation

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

What this means in practice:

Improving access to our services

Being efficient and productive

Delivering financial sustainability

A positive partner

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

What this means in practice:

Developing our neighbourhoods

Working as one team

Partnering for local benefit

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

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

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 of 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 particularly for 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 recognise 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
- Our Priorities as Nurses, Midwives, Allied Health Professionals and Healthcare Scientists.
- 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, use 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 set out their priorities and objectives, and understand how their work contributes to the 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:

- Promoting 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 feel 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 the 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. Our buildings and physical environment can meet and adapt to changing future demand, and 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.
- Developing 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.
- Continuing 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.
- Reducing 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 outcomes 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.
- Building on our partnership with Wrightington, Wigan and Leigh Teaching Hospitals NHS 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 five ambitions set out in this strategy.

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

and plans which form our strategic framework.

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

Our measures of success

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

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





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