



Report to Health & Adult Social Care Select Committee

Date: Thursday 25th November 2021

Title: Buckinghamshire Healthcare NHS Trust Strategy 2021-2025: 'Outstanding Care, Healthy Communities and a Great Place to Work'.

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Recommendations/Outcomes:

The HASC is asked to note and discuss Buckinghamshire Healthcare Trust's 2025 Strategy

1. Background

Our previous Trust strategy was approved in 2016. It supported us on our journey to achieve a CQC rating of 'good' in 2019 ('outstanding' for caring) and to be part of one of the first wave integrated care systems in England. Our organisation and system have moved on, not least in responding to the largest global pandemic for a century. We have refreshed our strategy to reflect the ways we have changed how we deliver care and how we want to change in the future to meet the needs of the population. It was approved by our Trust Board in September. The full strategy, and is published on our website [here](#) along with an Executive Summary and Slide Deck.

Over the last 12 months we have taken the opportunity to look afresh at our changing context. We have worked with senior clinical leadership teams to agree trends and themes that will ensure we are well placed to be successful over the next decade. We have led engagement and analysis to understand our operating context, our strengths and weaknesses and the impact of COVID-19 to develop our clinical strategy and enabling strategies. Central to our approach is the understanding that the clinical strategy is our driver for change and enablers like estates, IT and people strategies are critical to its success.

Our strategy is set out in five sections. Our clinical strategy is set out within the document along with a summary of enabling strategies:

Section 1: Our strategic context.

Section 2: Our strategy for 2025 provides a framework for service strategies that helps us align our plans and get behind our shared vision.

Section 3: Our clinical strategy sets themes of our clinical strategy and high impact changes.

Section 4: Our enablers section provides an overview of the strategies such as People, IT, Estates and Finance.

Section 5: Governance, assurance and communication provides a short summary of how progress and delivery of the strategy will be embedded, monitored, reviewed and communicated.

Our strategy is an outline of our vision for health and social care. It is a living document that describes the choices we have and as such will be subject to changes over time. Any proposed changes are subject to appropriate patient and resident engagement and involvement.

A key part of our strategy is to modernise our hospital infrastructure. We submitted an expression of interest for the new phase of the health infrastructure plan in September. We have appointed an experienced company to set-up portfolio office and contract relevant expertise (e.g. health planners, architect-led design team, project managers, business case authors) to help drive this strategy forward, identify a clear route to capital and develop a programme business case for hospital services during 2021/22.

2. Main content of report

2.1 Our Vision, Mission, Values and Priorities



At the end of 2019 senior leaders from across BHT began to review and update our strategy. In the summer of 2020, our Board agreed a new vision to reflect our aims for the future.

Our Vision is **Outstanding Care, Healthy Communities and a Great Place to Work**.

As a result our priorities are:

- 1. Provide outstanding, best value care** - people deserve to receive outstanding care from us, have the best experience when they encounter our services and expect high quality outcomes.
- 2. Take a leading role in our communities** - we are not just here to treat patients who are in need of our care. We have a role to play supporting people at home and in their communities to live happy and healthy lives.
- 3. Ensure our people are listened to, safe and supported** - we want to be a great place to work that is inclusive, compassionate and diverse. We will support everyone to reach their potential. We know that if we take care of our people we will deliver outstanding care for patients and communities.

During September and October 2020, we asked our people to tell us what they thought about our mission and our values. Over 300 people (75% from patient-facing services) participated in either online polls or focus groups. As a result, we made a small change to our mission. We replaced safe with personal to emphasise person-centred care. It acknowledged safe care as a central component of outstanding care and our quality strategy.

Our mission at work is to deliver **personal and compassionate care every time**.

Our CARE values guide us at work in everything we do to **Collaborate, Aspire, Respect and Enable**.

2.2 Public Engagement and Co-design

During the second half of 2020 we undertook an online survey, focus groups and interviews. This engagement focussed on areas like digital appointments, integrated communities, keeping people safe and health inequalities. It helped us to gather some insight into people's hopes and concerns for the future and identify things we may not have considered as we developed our strategy. The outcomes of this engagement process have been shared with the Buckinghamshire Health and Adult Social Care Select Committee.

We are committed to getting better at involving all our communities in developments in health and social care. We especially want to hear from people living in deprived areas and from minority groups who often have the worst health outcomes in our region.

So far, this activity has provided us with vital information and laid an important foundation for our strategy. It is not one-off, and we want to continue to extend our engagement into

all the communities we serve in a culturally competent way that involves people and ensures any changes we make are robust and meet the needs of local people.

2.3 Our Clinical Strategy

1. Urgent and Emergency Care:

Our vision is to work with our partners to provide highly responsive urgent care services close to home. For more serious or life-threatening emergency care needs we will offer centralised care with the very best expertise, from the best facilities to maximise the chances of survival and a good recovery.

- Digital or phone single point of contact via NHS111 and clinical assessment service to get people to the right place first time when they have an urgent (but not life threatening) need.
- Working with GPs to deliver 24/7 urgent care avoiding unnecessary visits to hospital.
- Strengthening emergency and critical care services by delivering them together ensuring people are treated quickly and effectively in an emergency.
- Making sure we have the right physical space to meet the emergency and critical care needs of our growing population and to guarantee infection prevention and control.

2. Planned Care:

Our vision for planned care services is to use technology to deliver outpatient care that is convenient and only ask people to come to hospital when they need to see an expert. We will work with other planned care providers to perform procedures that deliver the best outcomes in a timely way.

- Offering online booking and virtual outpatient appointments to make outpatients as convenient for people as possible, only asking them to come to hospital when it is essential.
- Working with other providers in the region to make the best use of people and equipment and ensure people do not have to wait longer than they need to for treatment.
- Developing a world-class planned care centre with enough operating theatres to meet the needs of our growing population.
- Delivering efficient and effective care, using the latest technologies (like robotic surgery) to achieve the best outcomes.
- Ensuring separation of planned care from emergency care so it can run uninterrupted when there is a lot of demand for emergency services or if there are future pandemics.

3. Integrated Communities:

Our vision is to simplify the health and social care system and support people to live long, independent and healthy lives at home. When people need support, you will get it from the right person, at the right place and at the right time.

- Integrating services to simplify health and social care for people and their families living with disability, frailty or long-term illnesses.
- Providing support for frail people living at home or in care homes including rapid 2-hour responses at times of crisis and support to return home quickly after a hospital admission.
- Working with communities to tackle unhealthy behaviours like smoking or excessive alcohol consumption to improve outcomes in major illnesses like cancer and cardiovascular disease.
- Working with our partners to deliver the three priorities linked to the Buckinghamshire [Health and Wellbeing Strategy](#); Start Well, Live Well, Age Well. Influencing things like housing, jobs and education to reduce health inequalities.

4. Diagnostics and Medicine Management:

Our vision for diagnostics is to have access to tests that can be performed close to home as well as central capacity for more complex testing. By working in networks and investing in digital technology we will be able to provide rapid test results that improve outcomes by contributing to early diagnosis and treatment.

- Working with other providers and using digital technologies including artificial intelligence to deliver pathology and imaging results quickly and accurately.
- Establishing outstanding diagnostic centres and community diagnostic hubs to improve access to tests essential for early diagnosis and detection in major illnesses like cancer.

5. National Spinal Injuries centre and Rehabilitation:

Stoke Mandeville National Spinal Injuries Centre (NSIC) is the birthplace of the Paralympic movement and the largest and most recognised spinal cord injury centre in the UK and beyond. At the heart of Buckinghamshire's Local Industrial Strategy is the contribution we can make to our region's economic growth and development. We will build on our heritage and develop a centre of excellence for rehabilitation with an international reputation for care, research and innovation.

- Building on our expertise at the NSIC and our long history of rehabilitation stemming back to the birth of the Paralympics we will develop an international centre of excellence for rehabilitation.
- Bringing together other services like Buckinghamshire Neurorehabilitation Unit (BNRU), Community Head Injury Service (CHIS), Community Neurorehabilitation Service (CNRS), psychology and therapies for people with conditions resulting from disease or injury to the brain or nervous system.
- Collaborating with Wheelpower to incorporate sports disability and rehabilitation and become an exemplar site at Stoke Mandeville.
- People will achieve their maximum potential for physical, mental, social and psychological function as a result of bringing together this expertise along with research and innovation.

2.4 Our Key Enablers

- **Digital Strategy** increasing the use of digital technologies (clinical and non-clinical) to help clinical teams deliver the most effective and efficient care. Digital technology will also enable people to take more control of their own care and access care quickly and conveniently.
- **Estates and facilities** investing in estates and facilities by upgrading, reconfiguring or finding new sites. This will create net zero carbon, 21st Century environments and remove old buildings and their associated £200m backlog maintenance. It will also enable us to ensure we have enough space to meet the needs of our growing population, maximise its use for clinical services and guarantee infection prevention and control.
- **People Strategy** investing in our people, making sure we have the right people with the right skills in the right place. We are creating a compassionate culture that values people working in inclusive innovative teams to deliver the best care for people that use our services.
- **Financial Strategy** ensuring that, as a local health economy, we deliver the best care within the overall financial envelope available and ensure that sustainable, high-quality services are provided within that envelope.

2.5 Estate Modernisation

Our clinical strategy is driving the configuration and any possible options for changes to our hospital and community estate. We are keeping our options open at this stage. We will engage with options and proposals with the community when they have been developed and assessed towards the Spring of 2022.

3 Next steps and review

The HASC is asked to note and discuss Buckinghamshire Healthcare Trust's 2025; 'Outstanding Care, Healthy Communities and A Great Place to Work'.