Fit for 2022
Vision, Values & Strategy: Emerging Thinking

October 2018
It is time to refresh our vision, values and strategy.

- **A strong track record . . .** – strong performance, 2.1 million patient interactions, 93% Friends & Family Test score from patients.

- **. . . but average staff survey results** – 73% recommend us for treatment; 59% recommend us as place to work.

- **Local opportunities** – new Sustainability and Transformation Partnership strategy, refocus on integrated working in localities, new CCG community commissioning strategy.

- **Strong system case for change** – growing and ageing population + increasing long term conditions + impact of technology + constrained resources = need for transformational service change.
Fit for 2022: Developing our Future Strategy

Birmingham Community Healthcare
NHS Foundation Trust

LiA Pulse Check
Have your say in a no risk way

Better Care: Healthier Communities
Engagement

Staff Pulse Check

• 62% response - well over half our colleagues; highest response we have ever had
• 3,400 suggestions and comments

Big Conversations

• 400+ colleagues took part – over 10%
• Some immediate practical actions implemented

Stakeholders

• Council of Governors
We’re not producing a long document that sets out in detail our plans for every year for every service but that no one will read!

We are producing a living document that will guide our future action:

✓ clear shared vision / purpose;
✓ strong set of values;
✓ an engaged and agile culture;
✓ a clear accountability framework / measures of impact and success;
✓ Divisional strategic plans and supporting strategies for estates, IT, workforce and finance;
✓ consistency with / alignment to wider Sustainability & Transformation Partnership and national strategies.
A framework for our thinking

• A shared purpose based on commitment to:
  – delivery of the best possible care for our patients;
  – Working with partners to integrate care in pathways;
  – Aiming to enable people to live well at home for longer.

• Services that support people to stay well; alternatives to admission and quick and safe discharge after hospital care.

• Focus on Birmingham & Solihull and surrounding area plus continued development of our specialist regional services.
Our Vision

Best Care: Healthy Communities

- Small changes to reflect staff feedback
- Links with Birmingham and Solihull Sustainability and Transformation Partnership strategy (*Live Healthy, Live Happy*)
Our Values – colleague led

- **Themes**: from analysis of the responses captured at the Big Conversation events draft themes were identified:

<table>
<thead>
<tr>
<th>How we care for each other and service users</th>
<th>How we treat people</th>
<th>How do we behave as individuals and as an organisation</th>
<th>How do we approach our work</th>
<th>How we lead</th>
<th>How we work with partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassion</td>
<td>Considerate</td>
<td>Transparent</td>
<td>Responsible</td>
<td>Engaging</td>
<td>Partnership</td>
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<td>Passion</td>
<td>Dignity</td>
<td>Open</td>
<td>Accountable</td>
<td>Accessible</td>
<td>Teamwork</td>
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<td>Quality</td>
<td>Respectful</td>
<td>Ethical</td>
<td>Commitment</td>
<td>Diversity</td>
<td>Multidisciplinary</td>
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<tr>
<td>Caring</td>
<td>Polite</td>
<td>Integrity</td>
<td>Resilient</td>
<td>Inclusive</td>
<td>Integrated</td>
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<td>Nurturing</td>
<td>Good mannered</td>
<td>Honest</td>
<td>Professional</td>
<td>Participation</td>
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<td>Kind</td>
<td>Approachable</td>
<td>Fairness</td>
<td>Dedicated</td>
<td>Person-centred</td>
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<td>Making a difference</td>
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<td></td>
<td>Effective</td>
<td>care</td>
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<td>Safe</td>
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<td>Courageous</td>
<td>Well-led</td>
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<td>Proactive</td>
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<td>Brave</td>
<td>Equality</td>
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<td>Responsive</td>
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<td>Reliable</td>
<td>Empowering</td>
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</table>

- Staff vote (electronically and manually) – Sept 2018 - >600 responses
- Reference Group – review results and make recommendations to Trust Board.
- Group representation from clinical divisions, corporate, admin forum, staff side, BME network etc.
Our Strategy

In order to deliver our vision . . .

• **Core services.** We will provide services that:
  – help people to stay well at home;
  – provide alternatives to acute emergency admission at times of crisis;
  – support people to regain independence and return home;
  – push the boundaries of what is possible to support people at home.

• **Core geography.** We will focus on providing services:
  – within Birmingham & Solihull;
  – within surrounding areas including the Black Country where we have the expertise to do so well;
  – on a wider regional or national footprint where we have the specialist expertise to do so well;
  – We expect most of the services we provide to be in Birmingham & Solihull and immediately surrounding areas.
Our Strategy

- **Partnerships.** Partnerships will be central to what we do.
  - We see ourselves at the heart of community-based care in the Birmingham and Solihull system (working with the GP federations, mental health services and social care) as one of the three connected parts of the BSol system i.e. commissioning (the CCG, BCC), acute care (UHB, BWC, ROH plus SWBH) and community (us plus MH, GPs and social care).

- **Service Portfolio.** A way of describing what we do and where it fits in the system
  - Community health services for adults;
  - Community health services for children and families;
  - Intermediate care services for older adults and specialist rehabilitation
  - Community learning disabilities services
  - Dental services – community and hospital based.
New Strategic Objectives

• **Safe, High Quality Care**: Working with the people we care for, their families and our partners to deliver the best possible outcomes and experience.

• **A Great Place to Work**: Creating a great place to work and learn enabling our colleagues to be the best that they can be.

• **Integrated Care in Communities**: Working with our partners to support people to stay healthy

• **Making Good Use of Resources**: Getting the best from our people, technology, information, estates and money as effectively as possible
## BCHC: Fit for 2022

### Our Vision

#### Best Care: Healthy Communities

<table>
<thead>
<tr>
<th>Safe, High Quality Care</th>
<th>A Great Place to Work</th>
<th>Integrated Care in Communities</th>
<th>Making Good Use of Resources</th>
</tr>
</thead>
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<td>Working with the people we care for, their families and our partners to deliver the best possible outcomes and experience.</td>
<td>Creating a great place to work and learn enabling our colleagues to be the best that they can be.</td>
<td>Working with our partners to support people to stay healthy.</td>
<td>Getting the best from our people, technology, information, estates and money as effectively as possible</td>
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<tr>
<td>• Quality and safety of care.</td>
<td>• Staff Health and wellbeing is a priority</td>
<td>• Integrated pathways take precedence over organisational priority</td>
<td>• Fit for the future workforce</td>
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<tr>
<td>• Outcomes for our patients.</td>
<td>• Empowered leadership is embedded across the organisation</td>
<td>• Locality and neighbourhood working</td>
<td>• A digital organisation</td>
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<td>• Experience of our patients.</td>
<td>• Inclusion, equality and diversity is central in all that we do</td>
<td>• Partnerships across physical &amp; mental health and social care</td>
<td>• The right information to make high quality decisions</td>
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<td>• Population health approach.</td>
<td>• Staff are listened to and involved</td>
<td>• Improving outcomes including reducing use of emergency acute care and reducing length of stay</td>
<td>• An estate that supports our role within the local system and our clinical objectives</td>
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<td>• All staff are supported to grow and develop</td>
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<td>• Sustainable financial plans</td>
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<td>• Staff are recognised and appreciated for their commitment</td>
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### Our Values - Underpinning our decisions and behaviours - Set by our colleagues

Better Care: Healthier Communities
Our 2022 Ambitions

Draft – to be finalised

**Strategic Objective:** Safe, High Quality Care

Working with the people we care for, their families and our partners to deliver the best possible outcomes and experience:

- Quality and safety of care
- Outcomes for our patients
- Experience of our patients
- Population health approach

**Exec Leads:**
Andrew Dayani, MD
Lynne Lainé, DN&T

**Non-Exec link:**
Jenny Belza
David Sallah

**Deliverables to ensure we are Fit for 2022:**

**Trust Wide**

1. Establish and sustain a strong safety culture supported by a robust approach to clinical governance and quality assurance
2. Design and embed a locally owned quality improvement methodology
3. Continue to develop and improve our safeguarding systems to ensure vulnerable children and adults are protected
4. Work with Public Health to integrate evidence based practice and a population health based approach to influence how we design and deliver services
5. Building on the strengths in dental and specialist rehabilitation develop our research and innovation capacity and capability

**Services**

6. Ensuring that Community children’s services measurably demonstrate the healthiest and happiest start in life for the children of Birmingham
7. Understanding and meeting the End of life choices available to our patients
8. Deliver the Transforming Care Programme and Building the Right Support plan to ensure the lives of our Learning Disability service users can be happy, healthy and independent
9. Dental Division will focus on improvement methodologies to evidence services which are safe, efficient and responsive to patient needs
10. Our services will support patients to maintain happy, independent lives in the community while living with long-term conditions (e.g. respiratory), frailty and co-morbidities.

**High level measures/ indicators/ dashboards of success**

- We will attain a minimum CQC rating “Good”
- Our quality and safety indicators will indicate low levels of harm
- We will maintain high levels of incident reporting with low level of recurrence
- We will utilise and demonstrate improvement in outcomes and experience for patients and service users (PROMS, PREMS)
- Patient waiting times will be as short as possible
- We will utilise evidence based decision making to design services to improve the health of the population
**Our 2022 Ambitions**

*Draft – to be finalised*

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<td>David Holmes, DHR</td>
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<td>Lorraine Thomas, DS&amp;T</td>
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<tr>
<td>Tom Storrow, David Sallah</td>
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<td>1. Support staff to be at work, make healthy choices, remain resilient in a demanding work environment through the implementation of our Health and Wellbeing Plan</td>
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<td>2. Create a leadership style that is empowered, engaging and open delivered through leadership development across the organisation</td>
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<td>3. Embed clinical leadership that delivers quality improvement through high performing teams</td>
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<td>4. Create opportunities for staff to grow and develop their careers with us through the delivery of our succession planning and talent management strategy</td>
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<td>5. Design and embed a BCHC improvement approach building on LiA, patient safety ambassadors and service transformation, to create an organisation capable of continuously improving</td>
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<td>6. Embed an inclusive culture reflecting our communities</td>
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<td>7. Develop a working environment that nurtures, educates and trains</td>
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<td>8. All staff feel engaged and that they are listened to</td>
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<td>9. Maximise the impact of our initiatives through partnership working across the STP</td>
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<td>• Staff survey result improvement and improved balanced scorecard;</td>
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<td>• Improvement against all equality and diversity themed staff survey responses</td>
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<td>• Improved staff FFT scores</td>
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<td>• Improving equality and diversity representation;</td>
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<td>• Improved /reduced sickness absence rate, reported work-related stress;</td>
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<td>• CQC Well-led assessment improvement</td>
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<td>• Improved Pulse Check responses</td>
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<td>• Improved vacancy rates and reduction in temporary staffing</td>
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**Our 2022 Ambitions**  
*Draft – to be finalised*

### Strategic Objective: Integrated Care in Communities

Working with our partners to support people to stay healthy.

- Integrated pathways take precedent over organisational priority
- Locality and neighbourhood working
- Partnerships across physical & mental health and social care
- Improving outcomes including reducing use of emergency acute care and reducing length of stay

### Exec Leads:

- Jo Thurston, COO
- Andrew Dayani, MD
- Lorraine Thomas, DS&T

### Non-Exec link:

- Sukhbinder Heer

### Deliverables to ensure we are Fit for 2022:

1. Implement a model of locality (c 250k pop) and neighbourhood (c 50k pop) multidisciplinary team working with GPs, social care and mental health.
2. Delivery of STP on-going personalised care programme
3. Establish “trusted assessor” model for children and adults as the way agencies work together with single assessment process and systems which reduce the need for repetition of patient history taking.
4. Delivery of Birmingham Older Peoples Programme including new intermediate care service model serving each of the 5 localities to provide step up and step down services to reduce avoidable acute Occupied Bed Days. Will require review of locations and service model for current c. 300 beds.
5. Develop improved support for the residents of nursing homes in Birmingham to reduce avoidable acute Occupied Bed Days for this vulnerable population.
6. Extend the scope and capacity of our Rapid Response Nursing Teams for children and adults to maximise alternatives to acute admissions.
7. Adult community teams configured to align with neighbourhoods (c 50k pop)
8. Successfully deliver learning disabilities Transforming Care Partnership in Birmingham
9. Improve the pathways at the Interface of acute trust front door and discharge planning
10. Develop collaborative systems with partners to develop an effective prevention and self-care offer for communities
11. Develop a more effective and efficient community dental service model

### High level measures of success

- Improved service user reported experience (x%)
- Increased uptake of alternatives to acute admission;
- Good clinical outcomes for patients supported at home;
- Reduced emergency admissions for nursing home residents and high users of acute care;
- Reduced DTOCs, LoS and excess bed days across the system.
- IT User reported improvement in ability to “do their job” (x%)
Our 2022 Ambitions
Draft – to be finalised

Strategic Objective: Making Good Use of Resources
Getting the best from our people, technology, information, estates and money as effectively as possible:
• Fit for the future workforce
• A digital organisation
• The right information to make high quality decisions
• An estate that supports our role within the local system and our clinical objectives
• Sustainable financial plans

Exec Leads:
Peter Axon, CFO
Jo Thurston, COO
David Holmes, DHR

Non-Exec link:
Jerry Gould
Neil Scott

Deliverables to ensure we are Fit for 2022:

Workforce
1. Identify workforce demand for 2022 based on service needs and strategies
2. Develop workforce supply (new roles, recruitment and retention plans, training and development) in conjunction with system partners
3. Develop workforce policies and processes to effectively support agility, mobility and fairness

A digital organisation
4. Effective mobile technology and infrastructure to support care in communities
5. A fully operational Electronic Patient Record
6. Using technology to support innovation in care - remote monitoring for patients, decision support systems for clinicians
7. Business intelligence supporting frontline staff to make high quality decisions
8. Streamlined, user-friendly back-office systems making it easier for staff to use

Estates
9. Economically optimal estates that supports the locality and neighbourhood model of care
10. Make greater use of agile & mobile working, sharing estate with partners and reducing our number of sites

Finance
11. Long Term Financial Model approved; evidence based set of financial plans

High level measures of success
• Workforce specific measures incl vacancies, temporary staffing, absence rates.
• Independent/external audit and staff/user surveys e.g. IT effectiveness, estate environment etc.
• Revised policies agreed with staffside
• Delivery of Electronic Patient Record
• Dashboard to monitor decision making effectiveness
• Improved estates metrics e.g. utilisation of m2, reduction in # of BCHC sites, increased % shared sites
• Improved Carter estate metric comparison
• NHSI Use of Resources rating of 1
• NHSI Control Total achieved
• 30 days’ cash
What is “Fit for 2022”? 

**Safe, High Quality Care** – a culture that puts safety and quality first, tackling issues in community children’s services, delivering improvements for frail older people and in end of life care pathways;

**A Great Place to Work** – creating an open, engaged and empowered organisation that supports colleagues to do a great job;

**Integrated Care in Communities** – establishing locality and neighbourhood place-based integrated teams; a new model for intermediate care serving 5 localities;

**Making Good Use of Resources** – a step change in our use of digital technology to support colleagues; a major estate review to align with locality and neighbourhood model.
Place: A framework for our clinical service strategies

Principles to determine how services are aligned to Place:

• Support patient outcomes
• Support integration with partners
• Are clinically and operationally resilient
• Consider economies and diseconomies of scale
• Minimise and mitigate risk

Service Users & Families

- Neighbourhoods #30 (c. 50k pop)
- Districts #10 (c. 100k pop)
- Locality #5 (c. 250k pop)
- City-wide #1 (>1m pop)
- STP / Regional / National

- Sandwell SN
- Dental
- Rapid Response
- Prison Health
- Inpatients
- LD Community Hubs
- School Nursing
- IMTs
- Specialist Nursing
- MSK
- Diabetes (LTC)
- SARC
- CHIS
- LD Specialist

Better Care: Healthier Communities

NHS Birmingham Community Healthcare
NHS Foundation Trust

FIT FOR 2022
Our Place in the System

A developing Birmingham & Solihull integrated care system based on three linked systems

- **Strategic Commissioner**
  - BSoI CCG
  - BCC

- **Acute**
  - UHB / HGS, BWC, ROH

- **Community**
  - BCHC, BSMHFT, GPs, Social Care

Plus: Black Country & West Bham STP
- SWB CCG
- SWBH
Western B’ham community services

Better Care: Healthier Communities
Our “Fit for 2022” Plan

Inputs:
- 4 FF22 workstreams
- CQC report BCHC
- CQC system review report
- OfSTED / CQC SEND report
- CQC Prison health report
- Well Led Review (Deloitte)
- Pulse Check results (staff)
- Big Conversation outputs (staff)
- Equality & Diversity review
- Carter productivity review
- Stakeholder feedback (service users etc.)

Plus . .
- New STP strategy
- CCG community commissioning strategy
- SWB integrated system planning
- New NHS national 10 year plan

Vision, Values & Strategy

Fit for 2022 Development Workstreams
- Development of new vision, values & strategy
- FF22 Roll out across organisation
- Trust Governance Plan (WLR)

Strategic Objective Workstreams
- Safe, High Quality Care
- A Great Place to Work
- Integrated Care in Communities
- Making Good Use of Resources

Divisional Workstreams
- Adult Community Services
- Adult and Specialist Rehabilitation
- Children & Families
- Learning Disabilities
- Dental
Stakeholder Engagement

Medium priority stakeholders
Potential to raise awareness of equitable health improvement

High Priority stakeholders
Vital to our success

Low priority stakeholder
Not vital to our success

Medium priority stakeholders
Potential to increase positive

Increasing influence

Increasing interest

Better Care: Healthier Communities
Stakeholder Engagement

Stakeholders ‘vital to our success’ are

• Commissioners; Birmingham & Solihull CCG, Sandwell & West Birmingham CCG, BCC
• Providers: UHB/HGS NHS FT (including Solihull Community Services) SWB NHS FT, ROH NHS FT, BSMH FT, BWC NHS FT, WMAS FT, BCC
• Council of Governors
• Public Members
• Sustainable Transformation Partnerships (STPs)
• GP Federations Leadership
• Urgent & Emergency Care Programme Board
• NHS Improvement
• Universities in Birmingham
• Healthwatch