

Strategic Direction

2013/14 – 2018/19

A SUMMARY



Introduction

Bolton NHS Foundation Trust was formed in 2011 when hospital services merged with the community services previously managed by Bolton Primary Care Trust.

The Trust now has an annual turnover of more than £272m and employs more than 7000 people.

The majority of diagnostic, treatment and care services provided from the Royal Bolton Hospital (RBH) are general hospital-level emergency and planned services, but the RBH is also a major hub within Greater Manchester for the provision of specialist women's and children's care.

In 2011, following the Greater Manchester-wide reorganisation of services, Bolton became one of only three neonatal level 3 centres and one of eight major centres in Greater Manchester centres providing 24-hour services for babies, children and in maternity. About 6,400 births a year now take place at RBH. A major

expansion and upgrade of women's and children's units was completed in 2011.

The Trust's community services comprise a broad range of preventative, treatment and care provision, almost exclusively for the Bolton population. On the other hand, hospital services also serve a significant non-Bolton catchment area, including parts of Wigan, Salford and Bury, which accounts for about 25% of the hospital's work.

As a foundation trust (FT), the organisation operates under a licence from the FT regulator, Monitor. In 2012, the Trust was found in breach of the terms of its licence because of failures to achieve target access time standards for Accident and Emergency (the "four-hour" standard) and for patients being treated within 18 weeks after referral from their GP. The Trust was also found in breach of its financial and governance obligations. Significant progress has

been made over the last twelve months to improve in all of these areas.

Over the last twelve months, much energy and effort has been directed to resolving these immediate issues, but at the same time, just as importantly, the Trust has also been considering its future direction; where it will aim to be, and what kind of organisation we intend to be in the next three to five years. An outline of our strategy is set out in the following pages. We hope it will generate interest and discussion both inside and outside the Trust. We intend that it will provide the basis for how we plan and deliver services across the organisation in the years to come. I think it is a realistic but exciting prospect that we have set out.

Jackie Bene
Chief Executive

THE POPULATION WE SERVE AND DEMAND FOR SERVICES

The population of Bolton has generally poorer health than other areas in the country. In particular, rates of heart and circulatory diseases and respiratory conditions are high, and there is marked variation in the health of people in different parts of the borough. This means that there are higher numbers of people living with long term health problems, leading to growing demand on services. In addition, Bolton is set to experience a 12.6% rise in the number of people aged over 75 between 2013 and 2018, and a 7.6% rise in the 0-14 age group over the same period. These are challenges for all local public services, including those provided by our own Trust.

NHS FUNDING

Nationally, it is expected that the next three to five years will see further significant efficiencies needed in the NHS in order to deal with growing demand and rising costs. For our Trust, we anticipate having to find savings of an average of 4.7% a year over the next five years.

What are the big things that will influence our plans over the next three to five years?



IMPROVEMENTS IN STANDARDS OF CARE

Across the NHS, there is renewed focus on improving the safety and effectiveness of care and the experience of patients, especially since the Francis Report into failings at Mid Staffordshire, and subsequent inquiries. A new performance framework has been established for the NHS, and regulators, commissioners and patient groups are all part of strengthened systems to hold NHS organisations to account on every aspect of the care they deliver. This Trust recognises the need to deliver best care – it is at the very centre of its plans and priorities.

CHANGES IN GREATER MANCHESTER

A major exercise is underway across Greater Manchester to look at what changes will be necessary to improve standards of care, while working within an NHS budget which will either reduce or stay the same, and, at the same time, dealing with the demands resulting from population changes. This exercise is called Healthier Together and it is focussing on three areas of reform:

- General practice
- “Joined up” health and social care community-based services, especially for older people and people with long-term conditions, but also including services for children.
- The organisation of hospital services, both for planned and unplanned (i.e. emergency or urgent) care.

These are important changes which influence the Trust’s own plans for the future.

BETTER WAYS OF CARING FOR PEOPLE OUTSIDE HOSPITAL

Across the country, and internationally, health and social care systems are beginning to demonstrate that it is possible to create stronger and more comprehensive community-based services which enable people to stay as fit as possible, and cared for at home, without the current level of reliance on hospital care. There is a firm commitment by Bolton’s Clinical Commissioning Group, the Local Authority and the Trust to reform local services over the next three years to achieve these changes. As a provider of community and hospital services, we see these changes as key to our plans.

PERFORMANCE AND FINANCES

The Trust has already made good progress improving key aspects of its performance and has a robust plan in place to more than halve its deficit, to £7.8m by the end of 2013/14 to, aiming to be back in surplus by the end of 2014/15.

The Foundations of Our Strategy

Taking account of all these factors, inside and outside the Trust, we are re-affirming in our strategy the fundamentals of our vision for the organisation, and our highest level objectives. These are the commitments which will drive our plans, shape our decisions and influence how we manage the organisation.



OUR VISION

To be an excellent integrated care provider within the district of Bolton and beyond, delivering patient-centred, efficient and safe services.

AIMS

- ◆ IMPROVED CARE
 - * Improved clinical outcomes for patients
 - * Improved patient experience
 - * Better integrated care
 - * Safer care across patient pathways, in hospital and community
- ◆ TO BE FINANCIALLY STRONG
- ◆ TO BE WELL GOVERNED
- ◆ TO BE A GREAT PLACE TO WORK
- ◆ TO BE FIT FOR THE FUTURE

This means.....

The quality and safety of care	◆ Not accepting anything less than highest quality and professionalism in everything we do
The experience of patients	◆ Having a strong reputation with our community, based on patients' and visitors' own experience of a caring, competent and responsive organisation
Our role in serving the local population	◆ Recognising our significant role in responding to the needs of the Bolton population, in partnership with primary care and social care, as well as our wider role in Greater Manchester
The way we use resources	◆ Continually seeking ways of doing things that drive out waste, reduce cost and improve quality ◆ Being a reliable steward of public monies
The way we care for and develop our workforce	◆ Being an organisation where people want to come and work

The services we aim to provide in future



Our Future Services

Bolton NHS FT will build on the advantages of being an **integrated provider of local hospital and community-based health services** to deliver, with our partners, the very best care for Bolton patients. We will focus on ensuring the best care for frail elderly people and people with long term conditions, outside hospital.

Prevention, early intervention and keeping people healthy is central to why we are here, as well as to provide excellent care for people who need treatment.

Royal Bolton Hospital will remain a **major provider of Accident and Emergency, and medical and surgical emergency services**.

The Trust will **continue to develop as a centre of excellence for women's and children's services**, remaining one of Greater Manchester's hubs for those services.

The Trust will **retain and develop a range of planned diagnostic and treatment services** which

- * can sustain high standards, have sufficient levels of work to retain expertise and are clinically viable
- * meet the needs and preferences of patients
- * make a positive financial contribution and/or
- * are essential to sustaining the wider service in the Trust.

Why?

This fits entirely the Bolton-wide vision for the future of local services – providing multi-disciplinary care through teams of professionals, working across traditional organisational boundaries and enabling more specialist care outside hospital.

The Trust provides a wide range of preventative/early intervention services for both adults and children. National and local population trends and resultant pressure on services demands that much greater emphasis is placed on services which keep people well.

The hospital remains one of Manchester's busiest medical and surgical emergency receiving sites. Its geographical location, healthcare demand in its catchment area, the presence of large and specialist women's and children's services all support the Trust's vision of a future continuing to be a major emergency care centre in Greater Manchester.

After five years of planning and major capital investment and successful implementation, from 2011 women's/ children's and level 3 neonatal services in Bolton expanded significantly – now seeing 6,400 births per year, and is one of eight obstetric-led maternity units, and 24/7 paediatric services across Greater Manchester. The Trust believes that the specialist centre that is evolving in Bolton remains core to its future.

Planned treatment and diagnostic services in the Trust are generally high performing in terms of waiting times and other quality standards, and, in some instances, are vital to supporting core emergency services. They provide valuable access to the local population, both in hospital and community. The Trust's recent top-level review has provided a framework, identifying areas of potential change but, broadly, the Trust would aim to continue to provide these services, where appropriate, working with partners in Bolton and beyond.



Headlines from our service plans

INTEGRATED CARE-HOSPITAL/COMMUNITY

- ◆ Having a single electronic patient record which enables the whole professional team to share essential information about patients.
- ◆ Building skills and capacity so that community-based teams can meet more healthcare needs outside hospital. Teams will be aligned to ten GP practice clusters in Bolton.
- ◆ Enable access to more specialist skills outside hospital, with closer working between GPs and hospital clinicians.
- ◆ Using the Trust's buildings and other NHS property in Bolton better, to enable more services to be moved out of hospital.



WOMEN'S AND CHILDREN'S SERVICES

- ◆ Provide obstetric and midwifery services in a way that ensures safe and high quality care within the new financial regime for these services.
- ◆ Review the way antenatal services are provided for women from Salford and Bury.
- ◆ Work with general practitioners to reduce children's unplanned hospital admissions, and build on nursing skills in the community to support children outside hospital.
- ◆ Extend hospital capacity for children, to accommodate increasing referrals from Salford and to avoid the bed pressures which can lead to postponement of planned admissions.
- ◆ Continue to ensure that safeguarding of children is a Trust-wide priority.
- ◆ Relocate more services from RBH to community locations, including children's outpatients, , sexual health services and, potentially, child and adolescent mental health services.
- ◆ Maintain on the RBH site those essential clinical specialties which make it possible to provide strong children's, obstetric and neonatal emergency services, around the clock.

PLANNED DIAGNOSTIC AND TREATMENT SERVICES



- ◆ Expand endoscopy capacity, to meet the projected future growth in demand, including the extension of the Bowel Cancer Screening Programme.
- ◆ Relocate more outpatient services to the community, including skin services, paediatrics and orthopaedics.
- ◆ Expand access to chemotherapy and acute oncology (care of people with complications of cancer treatment) on the RBH site.
- ◆ Protect capacity for planned admissions.
- ◆ Improve the way we manage planned admissions to achieve lengths of stay and day case rates which compare with the best in the country.
- ◆ Work on the case for the development of breast services, in line with plans for changes in the organisation of breast cancer services across Greater Manchester.
- ◆ Look for opportunities to attract more work to Bolton in those specialties that can offer high quality and efficient services.

ROYAL BOLTON HOSPITAL – REMAINING A MAJOR PROVIDER OF EMERGENCY CARE

- ◆ Continue to make changes that allow more patients to avoid admission to hospital, where that is possible, or to return home without delay after a hospital admission. (It is estimated that initiatives already in hand could save 15,000 bed days a year).
- ◆ Collaborate with other units to meet requirements for round-the-clock senior medical input to general surgery.
- ◆ From this Winter, ensure that the hospital has in place a comprehensive rota of senior clinicians to respond to patients who have bleeding in their digestive system (gastrointestinal bleed).
- ◆ Plan for the amalgamation, into a single area, of the Intensive Care and High Dependency Units on the RBH Site.
- ◆ Agree a workforce plan to sustain senior clinical input to the A& E service at RBH at all times.

High Quality Care – Our Priorities



CARING, SAFE AND EFFECTIVE – HIGH QUALITY CARE – OUR PRIORITIES

Underpinning our service plans is a strategy for high quality care. Our priorities for the quality of care were identified after consultation with staff across the Trust, building on the improvements seen in the last five years.

◆ To reduce mortality

- * Aiming to be in the top ten trusts nationally on measures of hospital mortality and perinatal mortality.

◆ To prevent infection and harm

- * Aiming for a 50% reduction, year-on-year, in cases of clostridium difficile and other healthcare acquired infections.

- * Working to ensure that “never events” don’t occur when patients are in our care.
- * Aiming to consistently achieve best practice standards for harm free care.

◆ To respond and learn

- * Improving our complaints process.
- * Learning from clinical incidents.
- * Ensuring that we listen to patient voices in planning and delivering our services.

◆ To deliver a better patient experience

- * Improving our monitoring systems.
- * Sharing best practice.
- * Aiming for the best ratings from all our patients, as measured by the national survey of whether patients would recommend our services to friends and family.

The Medical Director has now established a quality improvement team to co-ordinate action in each area, and in three supporting workstreams – information and IT, the estate and facilities, staff engagement and training.

ACHIEVING AND MAINTAINING FINANCIAL HEALTH

The Trust’s service aims, and its enabling strategies are supported by its financial plans for the next five years. The Trust aims to:

- ◆ *return to surplus by the end of 2014/15*
- ◆ *improve its financial rating with regulators to level three (on a scale of 0-4) by 2016/17 (that means no regulatory concerns)*
- ◆ *achieve sufficient surplus to finance its IT and estate strategies*
- ◆ *manage the risks of unexpectedly reduced income or higher costs.*

The plans assume income and cost improvements together, amounting to £73.1m over the next five years.



Enabling Strategies

The overriding aims of our enabling strategies are to:

- * provide an infrastructure and a workforce that is fit for the future, supporting the Trust's service strategy;
- * improve quality, safety and the experience of patients;
- * enable best value for money.

THE ESTATE - PRIORITIES

- ◆ enabling more work to shift from hospital to community premises;
- ◆ better facilities for urgent/emergency care;
- ◆ expansion of endoscopy capacity;
- ◆ achieving highest ratings for estate condition, utilisation and management;
- ◆ reducing backlog maintenance and costs and generating income.

INFORMATION AND IT - PRIORITIES

- ◆ integration of hospital and community systems;
- ◆ development of an electronic patient record;
- ◆ introduction of electronic document management;
- ◆ supporting mobile working;
- ◆ improving business intelligence.

WORKFORCE - PRIORITIES

- ◆ building integrated teams, across hospital and community services
- ◆ improved management and leadership;
- ◆ developing the capacity and capability of the unqualified workforce
- ◆ having a strong performance assessment framework;
- ◆ ensuring staffing levels geared to the needs of patients;
- ◆ developing the roles of staff, and contracts of employment, to meet changing service need.





Managing the Trust well

To be successful in delivering this strategy, the Trust will require stable and effective leadership and management systems. Our priorities are:

- ◆ To ensure Board members Governors and the Executive Team are equipped to provide strong direction and enable highest standards across the Trust.
- ◆ To strengthen the Trust's risk management systems.
- ◆ To develop management and leadership skills at all levels.
- ◆ To maintain strong partnerships with health and social care organisations in Bolton, and with other trusts, and Greater Manchester-wide networks, and, particularly with patient representative organisations such as the newly formed Healthwatch.

- ◆ To provide our clinical teams with financial performance information which enables them to run their services more efficiently.
- ◆ To develop excellent systems, providing useful performance management information at all levels in the Trust.

We believe our strategy is a realistic response to the challenging circumstances in healthcare, and builds on the significant improvements already achieved in the last year. It sets out a vision for a strong future, providing high quality and efficient services, in the community and in hospital, which meet the needs of patients.

Your views....

We would welcome your views. Written comments may be addressed to:

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If you represent a local organisation and would value a representative from the Trust coming to meet your members to discuss our plans, we would be pleased to arrange this. Please contact:

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If you require further copies of this document, we can supply further printed copies. Alternatively, a copy is also able to be downloaded from our website at www.boltonft.nhs.uk/about-us/trust-publications-and-declarations/annual-plan/

TRUST VALUES



The Bolton Way – Our Values

Our Trust values demonstrate our deeply held beliefs about what is good, right and appropriate for both patients and staff. We have four simple values which were formulated from over 750 staff voices from the Big Conversation exercises held with our staff during 2010/11. These are:

- To put patients and staff at the heart of everything we do
- To be respected
- To be valued
- To be proud.