

# Best Care: Healthy Communities

## Our Strategy summary

2023-2028



Best Care  
Healthy Communities

# Contents

<b>Letter from Chair and CEO.....</b>	<b>1</b>
<b>Plan on a page.....</b>	<b>2</b>
<b>Introducing our strategy.....</b>	<b>3</b>
<b>Where we are 2023/24 .....</b>	<b>3</b>
<b>Our strategic objectives.....</b>	<b>5</b>
<b>A culture based on our values.....</b>	<b>5</b>
<b>Where will we be by 2028?.....</b>	<b>9</b>

# Letter from Chair and CEO

Our last organisational strategy was developed five years ago.

This introduced our 'Best Care: Healthy Communities' vision and our Trust values: Caring, Open, Respectful, Responsible and Inclusive.

Since then, we have been through a lot. We are immensely proud of how colleagues responded to the demands and challenges presented by the COVID-19 pandemic and continue to do so. We are now confronted with the cost of living crisis, industrial action, long waiting lists and elective backlogs. We would like to thank everyone for their compassion, dedication, innovation, and flexibility in continuing to meet the needs of our patients and service users during these difficult times. We are proud that we have managed to start to bring down waiting lists and backlogs, developed new services such as virtual wards and urgent community response teams, and are working in a more integrated way with our system partners, for the benefit of our patients and communities.

We remain committed to our vision and values and ensuring they drive all that we do together, whilst recognising that we need to work differently if we want to deliver this and tackle the challenges we face.

To support our understanding of how we should go about this, we have been through an extensive engagement programme in the development of this strategy, with colleagues, patients and community groups. This has been invaluable, and we would like to thank you all for your contributions.

As a result, we have established three strategic objectives: **Safe, High Quality Care**, **A Great Place to Work** and **Integrated Care** which will be supported by a commitment to Equity and a culture based on our values. Our commitment to promoting equity in all that we do runs through each of these areas, whether that be in the services we provide to our populations, or how we behave and work with each other as colleagues.

A key element in achieving our strategic objectives will be the Birmingham Community Integrator. It gives me great pleasure that we have been asked to take the lead role in the development of this, which presents us with a great opportunity to provide more integrated, accessible, community based services that deliver the best care possible and support people to live well in their communities. This puts us at the heart of our Integrated Care System (ICS).

We look forward to delivering our strategy and meeting the needs of those that we serve.

Richard Kirby - Chief Executive BCHC



David Sallah - Chair BCHC



# Plan on a page



Objective	Description	Strategic priority
	<p>Work with the people we care for, their families and our partners to ensure equity and excellence in access, experience and outcomes.</p>	<ol style="list-style-type: none"> <li data-bbox="808 1239 1494 1308">1 Improving health outcomes, experiences, and access for all</li> <li data-bbox="808 1308 1494 1353">2 Delivering harm free care</li> <li data-bbox="808 1353 1494 1491">3 Driving improvements in direct clinical care through innovation and research</li> </ol>
	<p>Create a great place to work and learn, enabling our colleagues to be the best that they can be and to be themselves at work.</p>	<ol style="list-style-type: none"> <li data-bbox="808 1491 1494 1537">1 Increasing the capacity of our workforce</li> <li data-bbox="808 1537 1494 1651">2 Developing our culture, so colleagues feel valued, supported, and have a strong voice</li> <li data-bbox="808 1651 1494 1743">3 Valuing our diversity, building equality and inclusion into everything we do</li> </ol>
	<p>Work with our communities and partners to support people to live healthy in their communities.</p>	<ol style="list-style-type: none"> <li data-bbox="808 1743 1494 1903">1 Integrating our services with our partners and communities to deliver seamless multi-professional care, including through the Birmingham Community Integrator</li> <li data-bbox="808 1903 1494 1972">2 Focusing our efforts on deeper integration in our existing communities and footprints</li> <li data-bbox="808 1972 1494 2073">3 Addressing the social determinants of health in our communities by using our role as an anchor institution</li> </ol>

# Introducing our strategy

This strategy sets out what matters most for Birmingham Community Healthcare NHS Foundation Trust (BCHC) over the next 5 years.

Through this strategy we will:

- support and trust everyone who works for BCHC to make the right decisions for patients, service users and their own teams, supported by appropriate information, accountability and safeguards;
- define and nurture the organisational culture and ways of working to ensure these fit with our vision and values; and
- provide a clear framework around which our services, Clinical Divisions and support functions will develop and monitor aligned plans that deliver our common aims for the future of the Trust.

This strategy resets our focus on three main organisational objectives. Central to each of these objectives is the need to align all our resources and energies, better enabling our teams to care for the communities we serve.

## Where we are 2023/2024

We operate from over 300 sites across Birmingham and the West Midlands, providing care for people throughout their lives from the newborn and their families, to the frail elderly and their carers. **Our services operate at different levels:**

- **regional** - our specialised services operate on a footprint across the West Midlands;
- **system** - although many of our services are delivered in the Birmingham and Solihull 'system', we also work with other Integrated Care Systems (ICSs);
- **place** - in Birmingham and Solihull ICS there are two 'places', with Place Committees; one in Birmingham and one in Solihull;
- **locality** (250,000 people) - there are five Localities in Birmingham. Increasingly working at locality level will allow us to understand and focus on local priorities, and to develop partnerships of health and care service providers; and
- **neighbourhood** - within each Locality, Neighbourhoods aligned to Primary Care Networks (PCNs) cover a smaller population of 30-50,000 people. Delivery of care close to home, through Integrated Neighbourhood Teams, is key to our system's commitment to personalised and integrated care.

NHS community services like ours are central to the aims of the new ICSs, with the ability to make the vital connecting links between primary and acute care, physical and mental health, social care, wider public sector and the voluntary, community, faith and social enterprise sector. We cannot achieve our vision and ambitions in isolation.

Our services are key to future developments in extending care outside of the acute hospital setting, supporting people to stay well, at home. In August 2022, we were asked to lead the development of a collaborative partnership called the 'Community Integrator'. This will play a key part in delivery of the ICB's aim to provide more joined up, accessible, community-based services.

We also have an important role to play beyond our local Integrated Care System in the Regional and Specialist services that we provide.

# The strategic context we operate in

In Birmingham and Solohul (BSol), we live and work in amazing places with a large health and care sector, a rich cultural scene, vibrant commercial and industrial sectors, and wonderfully diverse communities. Our system also faces very significant challenges:

- **our communities were some of the worst hit by COVID-19, and continue to feel its long-term effects;**
- **our communities are some of the most deprived in the country, with some of the highest inequalities; and**
- **across the NHS and social care workforce there are high numbers of vacancies and usage of temporary staffing.**

Given the overall economic outlook, it is likely that the NHS will continue to operate in a financially constrained environment during the period of this strategy. It is clear that we must continue to remain focused on financial delivery and efficiency, maximising the productivity of our services.

## Our vision



*Best Care  
Healthy Communities*

We believe that we exist as a Trust to provide the **Best Care** possible, supporting people who need our services (many of whom are amongst the most vulnerable in our society) to live well in **Healthy Communities**.

**Best Care** is values driven, evidence-based and outcomes focussed, and **Healthy Communities** is locally driven, pathways-based and equity focussed.

## Our values



Our 5 values - developed through extensive engagement in 2018 and re-affirmed in 2022 - underpin our approach to how we will make our vision a reality, shaping how we work together and how we deliver care with our communities.

# Our strategic objectives

Our strategic objectives set our direction of travel over the next 5 years in achieving our vision.



Central to achieving these strategic objectives is Promoting Equity. We believe that everyone should have equity in opportunities to access and have a positive experience of care and to achieve good health outcomes, regardless of their socio-economic background or protected characteristics <sup>1</sup>. We will work with partners to take a system-wide approach, to reduce inequalities in everything that we do. Equity of opportunity also includes the people who work at BCHC, ensuring that everyone is able to reach their full potential, with no barriers to their career progression.

## A culture based on our values

We recognise that we cannot expect different outcomes by continuing to do the same things we have always done and by working in the same way.

Critical to the successful implementation of this strategy will be building a culture based on our values in which we collaborate across disciplines and across organisations, supporting all colleagues to deliver the best care they can. The key elements of building our culture and new ways of working are:

**Empowering and Autonomous:** there will be greater local autonomy in decision-making, with clear accountability for delivery, and simplified appropriate governance processes.

**Engaging:** there will be authentic engagement and meaningful two-way communication with colleagues, services users and communities.

**Partnering:** we will work increasingly in multi-disciplinary and multi-organisational teams.

**Innovative:** we will be agile, innovative and creative in the way we work together and with our partners.

<sup>1</sup> Protected characteristics: These are; personal characteristics that the Equality Act 2010 protects. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. <https://www.equalityhumanrights.com/en>

# Objective 1: Safe, High Quality Care

*Work with the people we care for, their families and our partners to ensure equity and excellence in access, experience and outcomes.*



We will deliver the best possible care for the patients and service users we serve. They will be treated with kindness, compassion and respect. Our patients and service users are all unique individuals; we will provide personalised care that meets their needs and empowers them as partners and decision makers in their own care.

## 1. Improving health outcomes, experiences and access for all

Quality and equity are the core of everything we do. We believe in fairness, and value inclusivity. We aim to provide accessible, personalised services that exclude no one and deliver the best possible outcomes and experience. Where inequities do exist, we will be proactive in understanding what is happening so we can take action to address the issues.

**We will have a strong focus on:**

- better understanding and working with the people we care for to shape our services accordingly; and
- developing a biopsychosocial, holistic model of care.

## 2. Delivering harm free care

We aim for the very highest standards of care; patients / service users and the people who work at BCHC should always be protected from avoidable harm, in a safe environment. We will support and empower our colleagues to drive continuous improvement in patient / service user safety throughout our services and also safeguard their own wellbeing.

## 3. Driving improvements in direct clinical care through quality improvement, innovation and research

Innovation and quality improvement will be embedded in our culture and ways of working at all levels of the Trust. We will be more proactive, and less reactive, in our service delivery and how we operate as an organisation. We will prioritise making space for innovation and quality improvement and give all colleagues the capability and capacity to improve services.

# Objective 2: A Great Place to Work

*Create a great place to work and learn, enabling our colleagues to be the best that they can be and to be themselves at work.*

The people who work for BCHC are the heart of everything we do. We will ensure that we have enough people with the right skills to provide safe, high quality care and that our people feel valued, listened to, cared for and are able to develop and progress their careers within BCHC.

## 1. Increasing the capacity of our workforce

We will ensure we have the capacity and capability to sustainably and effectively deliver our services and commitments. We will have a strong focus on:

- **recruitment and retention;**
- **improving our systems and processes; and**
- **supporting health and wellbeing.**

## 2. Developing our culture, so colleagues feel valued, supported, and have a strong voice

We will develop a culture built around our 5 values; they are central to the way we behave and act. We will collaborate across disciplines and organisations and support our colleagues to deliver the best care. Wherever we work we will feel like a team. We will be a compassionate organisation that cares for our colleagues to support them to care for our patients. We will have a strong focus on:

- **supporting colleagues to have a strong voice in trust decision making; and**
- **inclusive leadership.**

## 3. Valuing our diversity, building equality and inclusion into everything we do

We are proud of the diversity of our workforce which we have actively worked to increase in recent years. Diverse teams make better decisions, supporting the safety, quality, equity and effectiveness of care. We have a clear commitment to be an actively anti-racist organisation. We will be an organisation where everyone who works here is treated fairly; where who we are as individuals and how we identify is respected and valued; where we all receive the right support to meet our needs.



## Objective 3: Integrated Care

*Work with our communities and partners to support people to live healthy in their communities.*



We cannot deliver our vision of Best Care: Healthy Communities alone. Our ambition is to develop multi-professional and multi-organisational teams across all disciplines to provide the best care and support for the people who need our services, as locally as possible.

### 1. Integrating our services with our partners and communities to deliver seamless multi-professional care, including through the Birmingham Community Integrator

Integration with other health and care partners is fundamental to patients' overall experience of their care journey and our ability to support people in their own community. We will:

- work with health and care partners, to enable more multi-professional working with shared pathways and outcomes;
- ensure equity of access to services and offer bespoke services to communities to tackle health inequalities;
- have a strong focus on the Community Integrator; and
- strengthen our relationships with our communities through meaningful engagement.

### 2. Focusing our efforts on deeper integration in our existing communities and footprints

To focus our energies on the communities we serve, we will concentrate on integrating care provision and building relationships with the communities and partners within our existing geographical footprint (our BSol ICS and, for our specialised services, the West Midlands).

### 3. Addressing the social determinants of health in our communities by using our role as an 'anchor institution'

Only 20% of being healthy is due to healthcare; the rest is due to the wider social determinants of health (the underlying causes of illness) such as health behaviours, social circumstances and environmental factors. The size and scale of our organisation means we affect the social determinants of health of our local populations, intentionally or not, through our employment practices, spending, buildings, service models and environmental impact. We will be more mindful in our activities and how we allocate resources to positively influence the wider health of our populations.

# Where will we be by 2028?



- We consistently deliver high quality, evidence-based care with low levels of harm and good outcomes for all
- All patients and service users have equitable access to care and feedback positive experiences of our services
- All patients, service users, families and carers are routinely involved in decision-making about their own health and care, and in service design using co-production
- We routinely use data and a population health management approach to design and deliver our services to meet the needs of our diverse local communities
- We are a learning organisation, where incidents, near misses and Learning from Excellence opportunities are reported and responded to, and learning is shared
- We have an embedded culture of continuous quality improvement where everyone is empowered to make improvements
- We are a research-active organisation with clinicians, patients and service users across the organisation involved in research and innovation



- We have the right number of people, with the right skills to provide safe, high-quality care to patients and service users
- Our workforce is diverse and reflects the demographics of the communities we serve at all levels of the Trust
- We provide rewarding careers with opportunities for development and are seen as one of the best employers in the local NHS
- People who work for BChC feel valued, included, able to raise concerns and know that these will be listened to
- Our systems and processes are responsive and focused on maximising time to care for frontline clinical services



- Our universal services are provided based on localities and neighbourhoods, working as multi-professional and multi-organisational teams, supported by our specialist services
- Citizens can access care, advice and support locally in multi-agency hubs and services which are better connected within local areas
- Community health and care services across BSol are provided equitably based on population health need, to consistent safe, high quality standards and result in good outcomes regardless of where citizens live
- We routinely use community engagement and co-production to inform decision-making and improve our services, and we receive strong, positive feedback from our community partners that it is real and making a difference
- We positively influence the social determinants of health in the way we deliver health and care activities, allocate our resources and work in partnership with the voluntary, community, faith and social enterprise sector

Our Vision	Our Values
 <p>Best Care Healthy Communities</p>	
Our Objectives	
 <p><b>Promoting Equity</b></p>	

Please contact us if you would like this leaflet in another language.

اگر آپ اس معلوماتی اشتھار  
کو کسی اور زبان میں  
حاصل کرنا چاہتے ہیں تو  
براہ کرم ہم سے رابطہ کریں۔

আপনি যদি অন্য কোন  
ভাষায় এই লিফলেটটি  
চান তাহলে অনুগ্রহ  
করে আমাদের সাথে  
যোগাযোগ করুন।

如果您需要此宣传单的其  
他语言版本, 请与我们联  
系。

ਜੇ ਤੁਸੀਂ ਇਹ ਕਿਤਾਬਚਾ  
ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿੱਚ ਲੈਣਾ  
ਚਾਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ  
ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ।

Fadlan nala soo xidhiidh  
haddii aad jeelaani lahayn  
buug-yarahan oo luqad  
kale ku qoran.

જે તમે આ ચોપાનિયું અન્ય કોઈ  
ભાષામાં ઇચ્છતા હોવ તો કૃપા કરી  
અમારો સંપર્ક કરો।

Skontaktuj się z nami,  
aby otrzymać tę ulotkę  
w innym języku.

Veuillez nous contacter si  
vous souhaitez obtenir ce  
dépliant dans une autre  
langue.

يرجى الاتصال بنا إذا أردت  
الحصول على هذه النشرة  
بلغة أخرى.

Vă rugăm să ne contactați  
dacă doriți acest pliant în  
altă limbă.

## Birmingham Community Healthcare NHS Foundation Trust Communications Team:

Telephone: 0121 466 7281

Email: [info.bchc@nhs.net](mailto:info.bchc@nhs.net)

This document is also available at [www.bhamcommunity.nhs.uk](http://www.bhamcommunity.nhs.uk)