

2023-
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Bridgewater
Community Healthcare
NHS Foundation Trust



Communities Matter

Creating stronger, healthier, happier communities.





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Introduction

Each and every day our dedicated and professional staff work tirelessly to provide person centred care and support. The work that they undertake is varied and diverse, from visiting new parents to providing compassionate end of life care. Every contact they carry out is used to make a real difference to patients' lives and they speak passionately about how privileged they are to share key life moments with patients and their families. As a Trust, we are exceptionally proud of all the achievements of our staff.

The Bridgewater workforce is our greatest asset, and we could not do what we do without them. Alongside our commitment to continuously improving services, we are committed to supporting our colleagues to be the best that they can be and developing a modern, flexible workforce that has the skills to meet the changing needs of local communities. We will also continue to focus on, and support the wellbeing needs of our staff to try to ensure Bridgewater is an organisation every member of staff is proud to be part of.

We are equally committed to the people and communities we serve and our collaboration with local partners enables us to provide person centred care that improves health, health equity, wellbeing and prosperity. Our focus is on the positive and progressive action we will take to improve health equity across those communities, as we address the challenging health inequalities that exist.

As we launch this strategy, the world looks beyond a global pandemic that has fundamentally changed the way many NHS services are provided, a pandemic that laid bare the health disparities and complex access issues across different ethnic communities. Demand for healthcare is greater than ever, inequalities are deeper and waiting lists are longer. We have faced challenges that have never been seen before and the importance of collaborating with partners has never been greater.

To respond to the demands upon us, we must make sure we continue to drive forward the quality of our services despite growing economic uncertainty. We will continue to work tirelessly to transform and adapt our services to ensure that we meet the needs of local people and their families, using the resources we have to do this in a sustainable and efficient way.

As an organisation, we are values driven. These are the beliefs and principles that guide us and shape our decision making. We have recently reviewed and updated our organisational values with our colleagues, and we will continue to embed them across all that we do. They provide us with the foundations of how we expect Bridgewater staff to think and act in all that they do.



This is a significant moment for us. NHS community services make a huge contribution to patients, their families and the communities in which they live. As recognition of this continues to grow, we are proud and ready to take on the challenges ahead.



Karen Bliss
Chair



Colin Scales
Chief Executive



Communities Matter

Creating stronger, healthier, happier communities.

Our Mission

We will improve health, health equity, wellbeing and prosperity across local communities by providing person centred care in collaboration with our partners.

Our Values



Our Objectives

QUALITY

We will ...

deliver high quality services in a safe, inclusive environment where our patients, families, carers and staff work together to continually improve how they are delivered.

HEALTH EQUITY

We will ...

collaborate with partners and communities to improve equity in health outcomes and focus on the needs of those who are vulnerable and at-risk.

STAFF

We will ...

ensure the Trust is a great place to work by creating an environment for our staff to develop, grow and thrive.

RESOURCES

We will ...

ensure that we use our resources in a sustainable and effective way.

EQUALITY DIVERSITY & INCLUSION

We will ...

ensure that equality, diversity and inclusion are at the heart of what we do, and we will create compassionate and inclusive conditions for patients and staff.

PARTNERSHIPS

We will ...

work in close collaboration with partners and their staff in place, and across the system to deliver the best possible care and positive impact in local communities.

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Context

When it was established, the primary focus of the NHS was on treating single conditions or illnesses, but since then, the health and care needs of the population have changed dramatically. People are living longer with multiple, complex, long term conditions which increasingly require long term support from many different services and professionals, placing increasing demands across all health and care services.

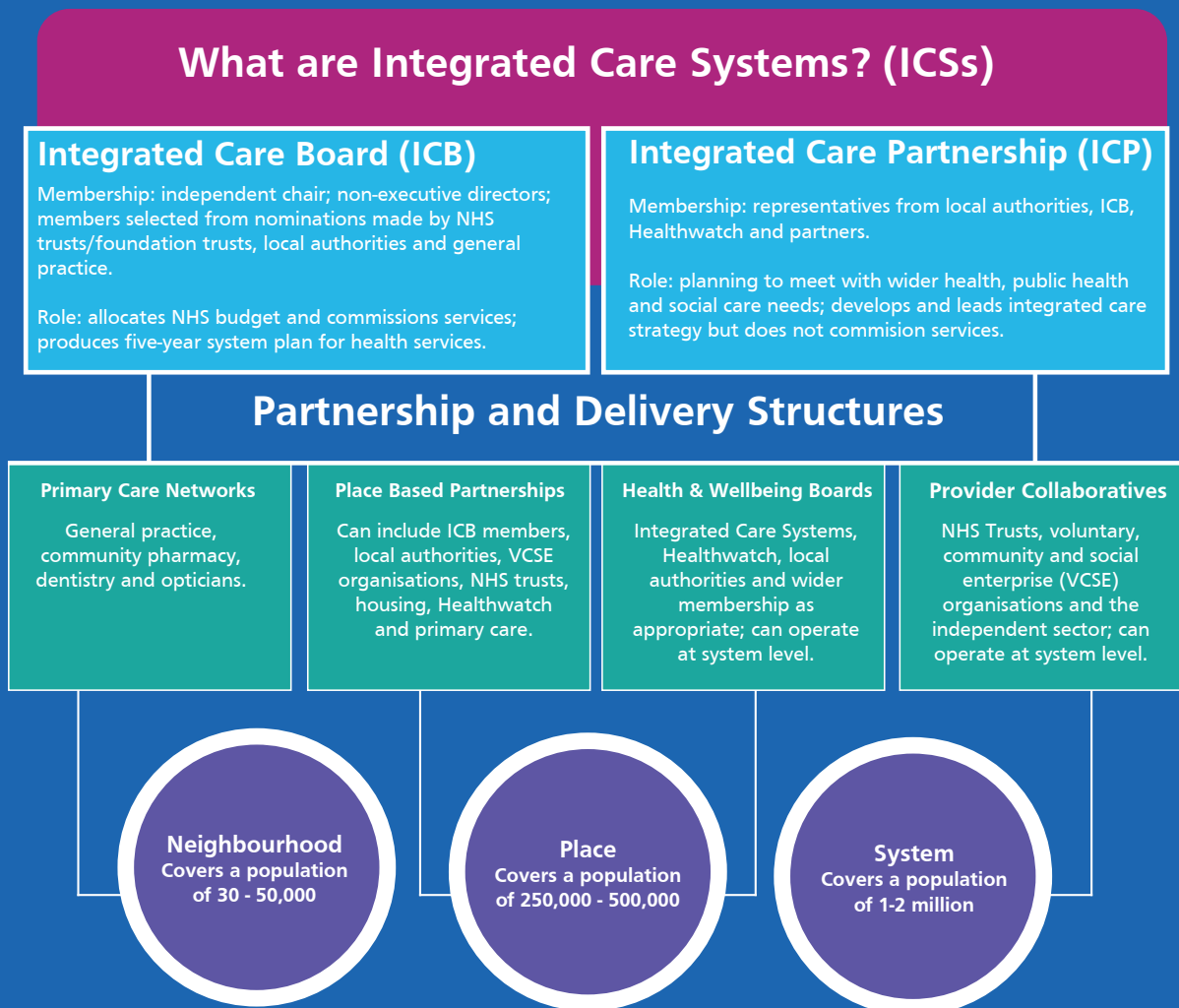
The challenges aren't new and for some years, health and care professionals have been working to bring organisations and services closer together, in neighbourhoods, places and networks, to better meet the needs of local people by working in a joined-up way. Previous legislation, however, has limited integration and encouraged competition between providers.

Where people live matters. Communities matter.

We see the impact of health inequalities, and the wider determinants of health, across our local communities. The Institute for Health Equity 'All Together Fairer' report clearly sets out the health challenges we face as a nation, as a system and as places.

The new Health and Care Act 2022 and associated Integrated Care Systems (ICS) shape a vision of forming integrated partnerships around a person, empowering and supporting them and their families, in their homes and communities, to only access hospital and specialist services when they really need to. This is where we can collaborate to prevent ill health, and ultimately, create health equity and wellbeing.

We have aligned our strategy and ambitions with objectives and emerging priorities of the new ICSs and in the places that we deliver care, so that we collectively address the demands and acuity of need, as well as increasing the economic prosperity for individuals, households, streets and neighbourhoods.



We will focus on supporting and delivering prosperity as we embed the NHS Prevention Pledge and Anchor Institute practices. We will continue to focus on local recruitment across health and care roles, we will focus on local and collaborative procurement helping to support and drive local recruitment, and we will continue to explore new partnership opportunities to increase investment into the local voluntary sector and other local organisations.

These emerging priorities focus on a workforce that is equipped to respond to patient needs and has effective support in place. This will ensure we can prevent ill health, ensure early intervention and accelerate a joined up, integrated approach. This is where we can give the best possible start in life to babies and children, where we can use our vast reach into communities to positively influence wider determinants, and where we focus on improving health equity.

As a community health care provider, Bridgewater is stitched into the fabric of local communities. Every year, our community services in Warrington and Halton, St Helens and Knowsley provide high quality, compassionate, person focused care and support to 30% of the local population, and our Community Dental services reach over 18,500 people across Cheshire, Merseyside and Greater Manchester. Our ability to connect, influence and support our communities is significant and this should be at the forefront of the care that we provide.

We are a critical conduit in people's lives as we work with partners across our broad and diverse range of services every day. We prevent hospital admissions and support people to be discharged from hospital into their usual place of residence. We support and care for people in our communities with long term conditions (and often people with multiple conditions), helping them to live their best lives. We provide specialised dental care to people of all ages, with disabilities and special needs which make it impossible for them to access treatment from an NHS family dentist.

We work with local schools, children's centres/family hubs, children's social services and other partners to give all local children the best start in life. Our Drive Ability North West service helps local people drive safely and remain independent. We will push forward the recognition of community services and promote access to reduce the burden on our hospital and primary care services.

We are determined to maximise the health, wellbeing and prosperity of communities and we are challenging the traditional notion that an NHS provider only treats the ill. Across our service portfolio, we already play a huge role in offering expert clinical care, and we play a significant role in preventing poor health and creating health and wellbeing.

Communities matter. Our role is to develop stronger, healthier, happier communities.



TREAT WITH COMPASSION

Providing treatment, care and support with compassion to local people who have ill health or ailments that require intervention.

PREVENT POOR HEALTH

Preventing ill health in local people, either through primary, secondary and/or tertiary preventative intervention and activity.

CREATE EQUITABLE HEALTH & WELLBEING

Supporting individuals and communities to gain a sense of purpose, hope, mastery and control over their own lives and immediate environment, with a focus on targeted local economic advantage and growth. When this happens, health and wellbeing is enhanced.

Our Services

Our services are structured around four Directorates, each of which has a clearly identified, multi-skilled leadership team.

WARRINGTON ADULTS

Our Warrington Adult's services consist of a large team of community nurses supported by specialised nurses and matrons. Here, we respond to urgent care needs and therapy needs as part of an integrated intermediate tier health and care offer, with intermediate care beds, care in care homes, equipment services, wheelchair services, acquired brain injury and neuropsychology as well as podiatry, musculoskeletal and orthopaedic clinical assessment and dermatology.

HALTON AND ST HELENS ADULTS

As in Warrington, our Halton Adult's services have a large team of community nurses supported by specialised nurses and matrons. With a Neuro Rehabilitation service, we also provide integrated urgent care and integrated frailty services with local providers, as we support the community and intermediate care needs of the population.

Our Urgent Treatment Centre in Widnes is the focal point for a lot of community-based services, with clear connections to our own services and those of our local partners. We also deliver wheelchair services, equipment services, podiatry and speech and language services.

The St Helens based Drive Ability North West service, delivered in partnership with Driving Mobility and the Department for Transport, provides services across the Northwest of England, supporting people with assisted driving, accessibility and independent living.

DENTAL SERVICES

The Bridgewater Dental Network currently provides services to a combined population of over two million people, who live across Cheshire, Merseyside and Greater Manchester.

We provide specialised dental care on referral to people of all ages with disabilities and special needs which make it impossible for them to access treatment from an NHS family dentist (General Dental Practice).

CHILDREN'S SERVICES

We deliver 0-19s (25 for those with special educational needs) services in Warrington and Halton as well as a number of specialised children's services in locations such as St Helens and Knowsley.

These include audiology, occupational therapy, physiotherapy and speech and language. We also have community paediatric services and deliver the neurodevelopmental pathway in both Halton and Warrington.

Bridgewater in numbers

MEMBERS OF STAFF

1,735

PATIENTS CARED FOR

141,000

PATIENT CONTACTS

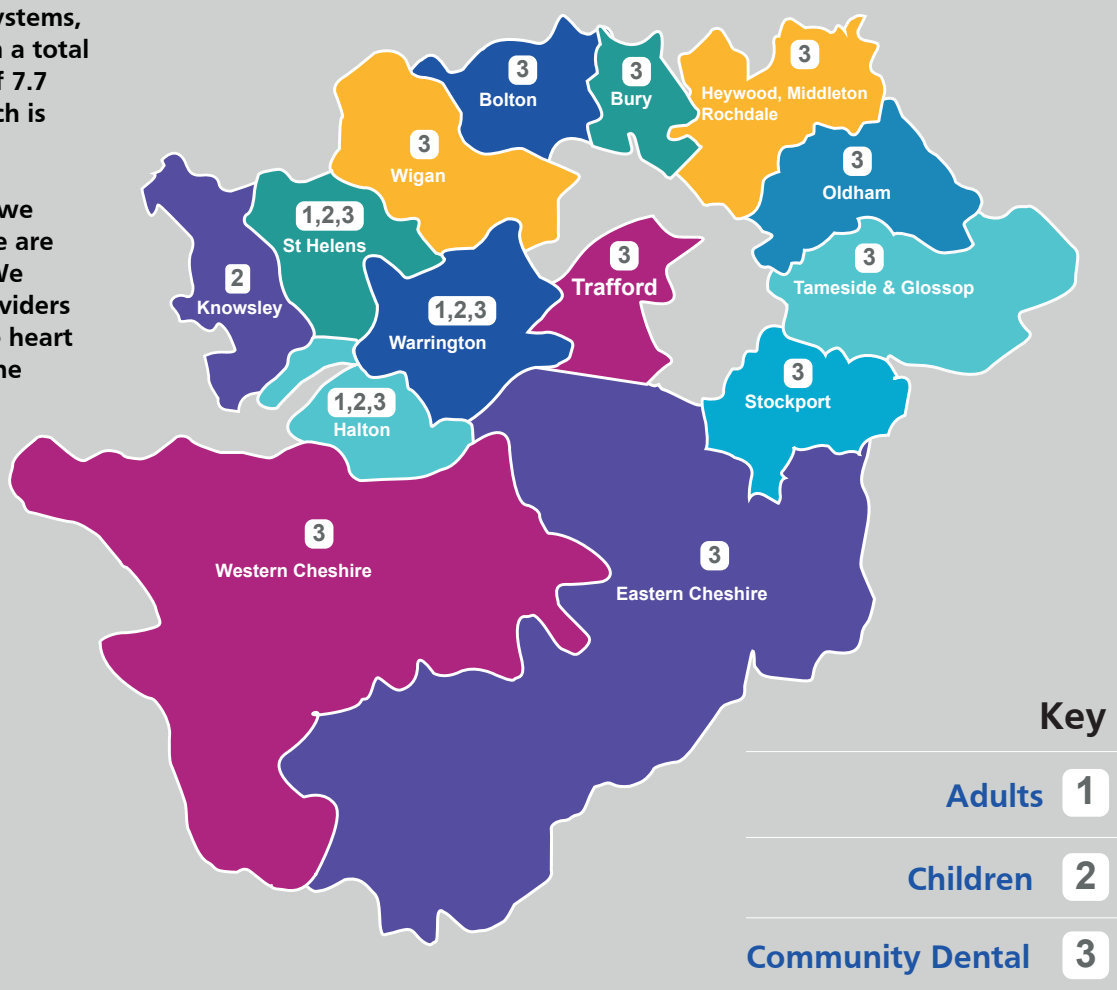
650,000

BRIDGEWATER SITES

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We provide services across three Integrated Care Systems, and 25 local places, with a total catchment population of 7.7 million people. Our reach is vast.

In over 90% of the sites we deliver services from, we are not the sole provider. We co-locate with other providers to deliver services in the heart of communities across the Northwest.



Aligning our Mission

It is vital we maximise opportunities to collaborate across the health and care landscape. In doing so, the alignment of our individual mission is critical. The missions and /or visions of four of our key partners are below.

Our Mission

We will improve health, health equity, wellbeing and prosperity across local communities by providing person centred care in collaboration with our partners.

Cheshire and Merseyside Health and Care Partnership

We want everyone in Cheshire and Merseyside to have a great start in life and get the support they need to stay healthy and live longer.

Warrington Together

To ensure Warrington is a place where we work together to create stronger neighbourhoods, healthier people and greater equality across our communities.

Greater Manchester Health and Social Care Partnership

Our vision is to make Greater Manchester one of the best places in the world to grow up, get on and grow old.

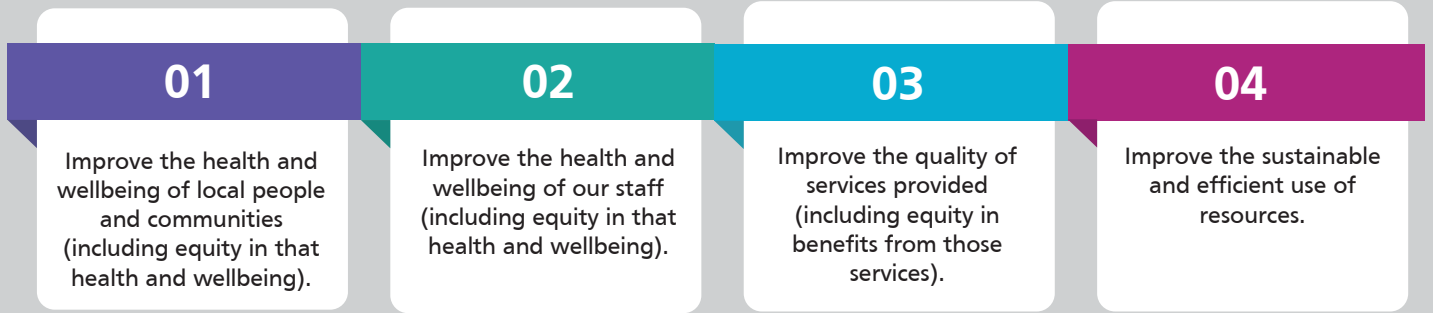
One Halton

To improve the health and wellbeing of the population of Halton by empowering and supporting local people from the start to the end of their lives by preventing ill health, promoting self-care and independence, arranging local, community-based support and ensuring high quality services for those who need them.

We have described the diversity of our service portfolio and the vast reach across our communities. This diversity also means that across our services, we have a range of different national, regional and local priorities and must do's. However, our strategic objectives are cross-cutting and apply to every service and Directorate, and align with those of our partners, supporting our ambition for great collaboration.

Our strategic objectives have been developed to ensure they help drive delivery of our mission, provide clear goals and measurable steps for each Directorate and service, and describe how they will, collectively, enable our services and our staff to thrive.

Our Aims and Strategic Objectives



How will we know if we've been successful?

And by successful, we mean, how will we know if we've met our Mission and Aims?

The following pages describe, for each strategic objective, the key deliverables and relevant context. Each Directorate will, as part of the internal, annual planning cycle, describe how they will meet the strategic objectives and the actions they will take to achieve the key deliverables.

We have created the Bridgewater quadruple aims (using the principles of the Triple Aim) and will use these aims to measure the progress of the key deliverables that underpin our strategic objectives. This will all be aligned, monitored and assured through our Performance Assurance Framework and governance arrangements.



QUALITY



We will deliver high quality services in a safe, inclusive environment where our patients, their families, carers and staff work together to continually improve how they are delivered.

Context

Our services already play a huge role in treating the ill, but we also prevent poor health. We want to build on this, and we want to drive transformation and continuous improvement further with a person centred approach to improve equity, improve outcomes and improve the health and wellbeing of local people. We have invested in our transformation capacity and capability to drive forward a culture of sustainable continuous improvement where staff are empowered and equipped to lead change.

We recognise that the opportunities for increased prevention and health creation actions and activities will vary across our range of services. As we set out in Strategic Objective 4, one of our key deliverables is to work in collaboration with staff, partners and communities to transform the way we provide services to generate efficiencies, which can be reinvested to improve the quality of care and improve outcomes in health equity.

The Trust has worked hard to develop a continuous improvement culture, driven by our People and Quality teams. Leader in Me events, Time to Shine and Staff Awards are examples of how we've invested in the development of our staff, our culture and how we capture and share great practice, ideas and innovation. Our ongoing approach and embedding of Just Culture are critical as we strive to improve people practices and focus on fairness and learning.



We will embed the new Patient Safety Incident Response Framework (PSIRF), which is the NHS's approach to developing and maintaining effective systems and processes for responding to patient safety incidents, for the purpose of learning and improving patient safety. This replaced the current Serious Incident Framework and represents a significant shift in the way the NHS responds to patient safety incidents. As such, PSIRF is a key part of the NHS patient safety strategy.

We recognise the importance of ensuring our staff feel valued and supported with an enhanced model of preceptorship and we have introduced Professional Nurse Advocates. We listen intently and actively seek feedback, holding ourselves to account to create a Just Culture based on a high level of psychological safety, encouraging reporting of incidents and errors without fear, with a focus on learning, development and improvement.

We understand how critical it is to invest in research and innovation. Our ambition is to broaden the opportunities available to all our patients, staff and communities to not only co-produce and participate in high quality research but to ensure staff have the capacity and capability to lead research and drive evidence-based clinically effective practice. Through this, we will not only increase our time to care, but shape the future health services that we provide.

Deliverables

We will apply a systematic approach to the measurement of safety, patient experience, continuous learning, leadership and governance, ensuring accountability for improvement in line with the CQC quality statements.

We will use our Building On Our Strengths Together (BOOST) methodology to drive forward continuous quality improvements in the services we provide, led by our staff. This will be supported by access to learning, mentoring and training to improve the care delivered.

We will ensure patients and their families, including children and young people, are more involved in shaping our services, and the Voice of the Child, and their feedback will shape service transformation plans, alongside the views, insight and experience of our staff.

We will learn through an open approach when things go well and when things go wrong, and we will continually strive to improve the care we provide to patients. We will implement the new NHS Patient Safety Strategy including the Patient Safety Incident Response Framework and Patient Safety Partners.

We will support staff and services to recover from the impact of the pandemic and ensure that patients receive care in a timely way.

Strategic Objective

01



HEALTH EQUITY



We will collaborate with partners and communities to improve equity in health outcomes and focus on the needs of those who are vulnerable and at-risk.

Context

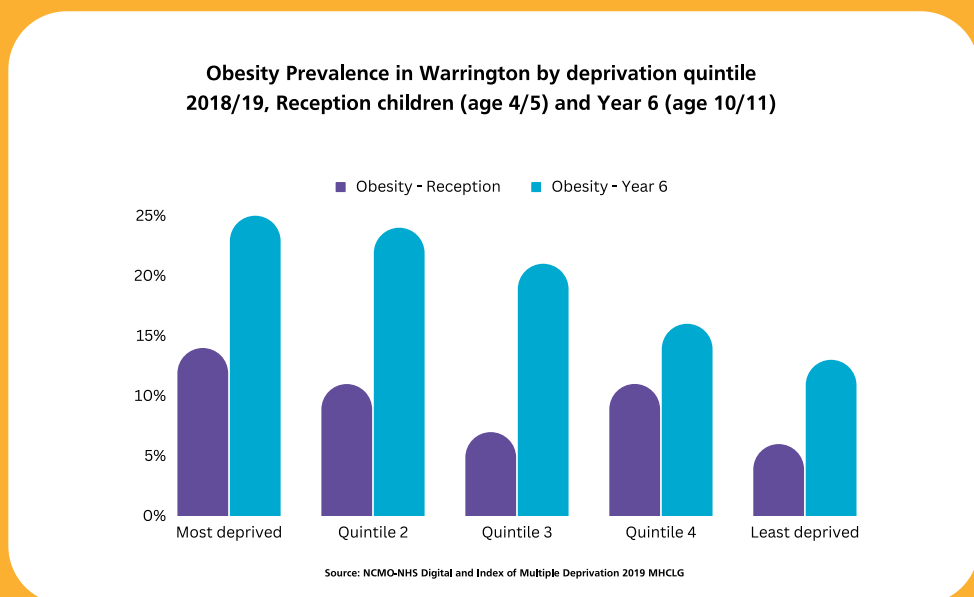
Our focus is on the collaborative, positive and progressive action we will take with our partners to improve outcomes in health equity across the communities we serve.

The World Health Organisation (WHO) defines health inequity as ‘systematic differences in the health status of different population groups.’ This means that certain groups experience worse health and increased difficulty accessing healthcare as a result of the systems that influence their lives. We want the focus of our actions to be on how we ‘level up’, not simply on reducing the gap, hence our recognition of improving equity, rather than reducing inequality.

The data below is sourced from the Halton Public Health Intelligence Team (2017) and has been shown in various Bridgewater meetings over the last year, as it is a powerful demonstration of the health inequity. The primary schools between the wards of Daresbury and Windmill Hill in Halton are two miles apart, and yet the population life expectancy and health metrics vary significantly. It should be noted that inequalities are prevalent across many of the communities where we deliver our services.

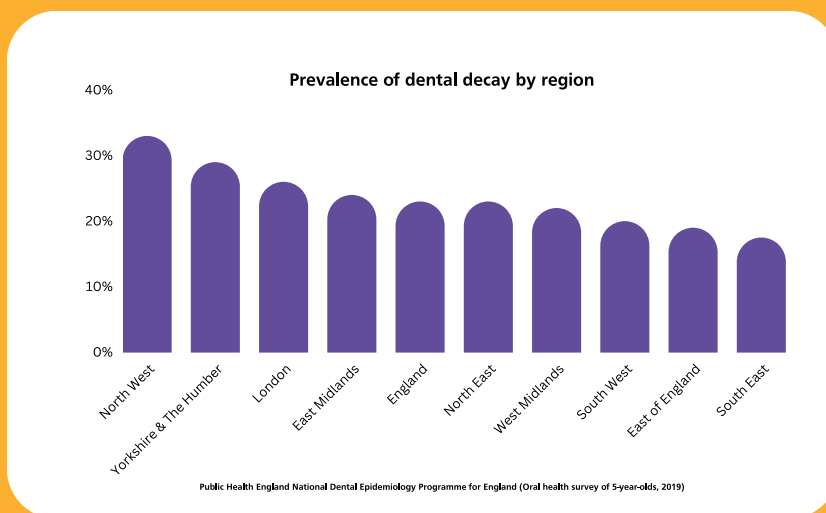
Daresbury	7% of children under 16 live in poverty	81.8 years male life expectancy at birth	88.8 years male life expectancy at birth	40% are breastfed at 6-8 weeks old	3 in 4 4-5 year olds have a good level of development
Windmill Hill	45% of children under 16 live in poverty	73.4 years male life expectancy at birth	78.1 years male life expectancy at birth	17% are breastfed at 6-8 weeks old	40% 4-5 year olds have a good level of development

Using data sourced from the Warrington Joint Strategic Needs Assessment (2021), we see inequalities in the obesity prevalence rates, by deprivation quintile, across both Reception and Year 6 aged children. In Year 6, obesity prevalence is highest (25%) in Quintile 1 (most deprived) and gradually reduces by quintile to 13% in Quintile 5 (least deprived).



Data sourced from the Public Health England National Dental Epidemiology Programme for England (Oral health survey of 5-year-olds, 2019) illustrates the prevalence of experience of dental decay in 5-year-old children in England, by region.

This clearly demonstrates that the highest prevalence rates are in the Northwest. As per the illustrated chart from Warrington, this highlights the difference in prevalence across people living in the most deprived and the least deprived areas.



As part of our response, we are focusing on the delivery of the NHS Prevention Pledge, as we look to achieve Anchor Institute status. We will be embedding the various elements across our organisation and partnerships.

The NHS Prevention Pledge has been designed to assist NHS Trusts in Cheshire and Merseyside to strengthen and scale up prevention activities across local populations. Working together on this with our partners is a vital aspect of our approach.

Driving our actions will be a newly formed Health Equity group, comprising of cross-organisational representation. The group will oversee and coordinate all activities including our Health Inequalities training, research and engagement. From our engagement work, we will bring insights back into our organisation, and share learnings, actions and opportunities.

This new group will also drive the development of Directorate Health Equity reports, to support our services by identifying where the opportunities to tackle inequalities exist.

Deliverables

We will implement the evidence-based, priority areas of focus from the NHS Prevention Pledge.

We will work with partners in place to change the way our services are designed and delivered to ensure more equitable access, which will support improved outcomes and experience.

We will influence, shape and support the delivery of health and wellbeing strategies in the places that we work.

We will further develop working relationships with all our health and care partners to identify high intensity users of services and support these patients to access the right services at the right time.

We will enhance our relationships with the voluntary sector and we will work in partnership with them to support the needs of our most vulnerable and at-risk patients.

Strategic Objective

STAFF



We will ensure the Trust is a great place to work by creating an environment for our staff to develop, grow and thrive.

Context

Key to our continued success as a Trust is that we effectively work across our organisational boundaries with borough partners as we create our future integrated care models, delivered safely and with patient experience at their heart by 'One Workforce' irrespective of employer. Bridgewater People Strategy (January 2023)

We support everyone working at the Trust to be their very best and to reach their full potential through a relentless focus on delivering the NHS People Plan and the NHS People Promise, of which there are seven promises. We are able to measure the impact of these by way of the NHS Annual Staff Survey.

Delivery of our People Strategy will continue to be driven via a People Hub. This will be underpinned by our People Operational Delivery Groups (the PODs), of which there are four.

1. Recruitment and Retention – We have received national recognition and awards for our approach to recruitment and have a significant programme of work underway to retain our valued workforce. We are attracting our future workforce from the communities we serve.

2. Health and Wellbeing – We are constantly focusing on ensuring that our staff can balance their home and work lives, offering a wide range of support programmes and initiatives to ensure that they are safe, healthy and well.

3. Education and Professional Development – We ensure that our staff can learn and develop throughout their careers and have established competency, talent management and succession planning frameworks. Career development pathways are supporting the work of all PODs.

4. Culture and Leadership – We remain committed to our Just and Learning Culture journey with compassionate leadership, kindness, civility and respect being at the forefront of everything we do. Our staff have a voice that counts and we communicate and engage with staff via a variety of methods. Our PEOPLE Values are owned as are the behavioural statements that underpin them.

We are focused on creating a great employee experience and great place to work. We will continue to inspire staff to communicate with us and make suggestions for improvement on our People Plans and Promises. The work of our PODs is further supported by our Staff Survey Action Plans.



Prioritising the health and wellbeing of all our staff, to ensure that working at the Trust has a positive impact on employee experience and our commitment to a healthy workforce includes addressing health inequalities at work and in our communities.

There will continue to be a strong focus on supporting and enabling our Bridgewater People to develop throughout their careers, with a particular emphasis on building the capabilities and expertise that support service transformation and cultural change. Leading improvement, change and innovation will be productive, efficient and much more responsive as our operating model delivers transformation and embeds innovation across the organisation and system at various levels. Crucial to this is our journey to make best use of technology and digital solutions to deliver great services. We are developing our digital capability to equip ourselves for the future.

We are enabling and will continue to facilitate new ways of working and planning for the future, supporting our people to work differently to support new models of care. In doing so, we anticipate the needs of the health and care system and play our part in creating a sustainable supply of workforce which meets the needs of our patients now and for the future. Our continued focus will be on 'growing our own' models of workforce planning, skills mixing and offering opportunities for new entrants into the NHS from our local communities through the support of apprenticeships. This workforce will also share our values and our kindness, care and compassion.

We recognise our efforts and achievements by way of a staff awards celebration event which takes place annually. During the year, we continuously thank our staff through various means for their contribution to the work of the Trust and their impact on the communities we serve.

We are now seeing more integrated working emerge with our partners to provide the best possible care to our communities.

Deliverables

We will maximise our workforce intelligence to fully understand our workforce profile to inform workforce planning utilising Population Centric Workforce Planning approaches.

We will promote 'Grow your Own' initiatives with the local community to understand the potential future workforce and create job pipelines with colleges, local businesses and our strategic partners within each borough.

We will maximise utilisation of the Apprenticeship Levy to support the development of our workforce.

We will realise the added value to our workforce of our volunteers, third sector organisations and the armed forces.

We will create opportunities for working together with our community and other health and social care providers.

We will create a culture where we are supportive of innovative roles, new ideas and innovative ways of working, upskilling and transforming services.

Strategic Objective



RESOURCES



We will ensure that we use our resources in a sustainable and effective way.

Context

As stated in Strategic Objective 1, our ambition is to drive transformation and continuous improvement further to improve the health and wellbeing of local people. We have and will continue to invest in our transformation capacity and capability to support our staff and services, to enable them to drive forward continuous quality improvements.

As part of this, it is vital we maximise the opportunities of collaboration across the health and care landscape, engaging and working with our broad and diverse range of partners, stakeholders and communities.

Our partnerships across service planning and transformation are evolving in place, provider collaboratives and the ICB, with a focus on Starting Well, Living Well, Ageing Well. Our focus in place on developing integrated community services is at the heart of this transformation.

This includes how we maximise and optimise our use of estates, and how our communities access and utilise health and care premises, not just for care, but to support and drive prevention and health creation.



Digital and data is one of the main enablers for our Trust. It underpins nearly everything we do, from seeing patients to ensuring staff are paid; from turning the lights on to communicating. Thinking digitally is our opportunity to use the strengths of our systems, data, and people to focus on delivering the best we can for patients and communities. The challenge for the Trust is to seek out every opportunity to benefit from digitisation for all, whilst protecting those most vulnerable from the impact of the digital divide.

Digital and data have been used to redesign services, raising the expectations of service users about self-service, personalisation, convenience, and increasing workforce productivity. The pandemic accelerated the shift to online and changed patient expectations and clinical willingness to adopt new ways of working. In addition, it has facilitated new collaborations across local health and care systems. Together, these changes have enabled previously unimaginable progress in digitally enabled care pathways, and we must harness this to drive efficiencies and to support our green ambitions.

Together, these opportunities support our plans to become an Anchor Institution and will be vital in our aspirations to create health equity in the places where we deliver services.

Deliverables

We will work in collaboration with staff, partners and communities to transform the way we provide services to generate efficiencies, which can be reinvested to improve the quality of care and improve outcomes in health equity.

We will enable excellent digital and data services to drive and deliver efficiency and optimisation.

We will look to reduce carbon emissions and deliver the Trust's Green Plan.

We will embed Anchor principles and look to procure locally where we can.

We will work with partners to maximise and right size our estates.

We will work with partners to operate within our financial allocations and maintain financial balance.

Strategic Objective

04



EQUALITY, DIVERSITY & INCLUSION



We will ensure that equality, diversity and inclusion are at the heart of what we do and we will create compassionate and inclusive conditions for patients and staff.

Context

Our aim is to have as healthy and diverse a workforce as possible to deliver better health outcomes and improved patient access and experience, taking into consideration health inequalities in the populations we serve and our staff working in and serving those communities.

We are committed to high quality care and compassion for our staff and service users, anticipating the diversity of our patient needs and responding to them to ensure we achieve the best possible outcomes.

We will improve the reach of our organisation and grow recognition of the services we provide in the community through local partnerships, ensuring everyone has equal and fair access to them.

All who come into contact with the Trust will be treated with the utmost dignity and respect, whether that is patients, families or staff.



Deliverables

We will build a culture that champions equality, diversity and inclusion, supporting and developing our people to provide compassionate and culturally competent care to our patients and each other.

We will be proactive in anticipating the diversity of our patient needs and will respond to them to ensure we achieve the best outcomes.

We will become an Anchor Institute in the community and will take our social and environmental responsibility seriously, addressing the socioeconomic determinants of health.

We will improve the reach of our organisation and grow our standing in the community through local partnerships.

Strategic Objective

04



PARTNERSHIPS



We will work in close collaboration with partners and their staff, in place and across the system, to deliver the best possible care and positive impact in local communities.

Context

It is vital we maximise the opportunities of collaboration across the health and care landscape, engaging and working with a broad and diverse range of partners, stakeholders and staff.

The benefits of delivering services in collaboration are well documented and include:

- Improved outcomes.
- Improved equity in health outcomes.
- Improved experience (for patients, local people and staff).
- Faster access to the right intervention, first time.
- Reduced inefficiencies.
- Improved staff morale and job satisfaction.

Throughout our strategy, we have described our ambition to deliver high quality, person-focused care and we believe that a partnership approach will best help us to collectively achieve this. The partnership between community health care, primary care, local government, the voluntary sector and wider partners is absolutely pivotal.

However, our collaboration ambition goes further and beyond some of the traditional boundaries, as we recognise that to improve equity in health outcomes, the opportunities to collaborate with housing, social prescribing, faith, food banks and education – and many, many more local providers, organisations and groups – will enable us to go further, faster. We are united in our mission of providing support, help, aid and/or compassion to local people and communities.



Our partnership working in the places where we deliver care is critical in shaping, influencing and developing integrated services across local communities. Our focus is not only on treating people who are ill (where we already play a huge role in offering expert clinical care), but where we also, collectively, prevent poor health and create health and wellbeing.

Our work in the emerging Cheshire and Merseyside Mental Health, Learning Disability and Community Provider Collaborative is focused on what we can do together to deliver better outcomes for people and communities and to drive and deliver more equitable services in place.

Deliverables

We will continue to work in close partnership with local General Practice, the Primary Care Networks and GP Federations to further enhance the quality and provision of services across our local communities.

We will work closely with all our partners and their staff to drive forward continuous quality improvements in the services we collectively provide.

We will work across our organisational boundaries with partners and their staff in place as we create future integrated care and service models.

We will work with partners to improve equity in health outcomes.

We will work with our system partners to collaborate at scale to enable better care at place.

Strategic Objective



Innovation

The Community Health and Wellbeing Worker service

We are proud to have launched the Community Health and Wellbeing Worker (CHWW) Service in Warrington, as one of three national projects. This service is a great demonstration of how we can and will deliver the mission, values and objectives set out in our strategy and we aspire to create many more opportunities like this.

Our Community Health and Wellbeing Workers utilise a population health approach into primary and community care, through delivery of community, public health and household interventions. They provide holistic, person-focused care, and support the principles and objectives set out the Marmot review to reduce the social gradient in health:

- Give every child the best start in life.
- Enabling all children, young people and adults to maximise their capabilities and have control over their lives.
- Creating fair employment and good work for all.
- Ensuring a healthy standard of living for all.
- Creating and developing sustainable places and communities.
- Strengthening the role and impact of ill-health prevention.

The objective of the service is to support people and families in their homes through regular home visits and virtual contacts, delivering advice, support and interventions.

The CHWWs positively contribute to a range of outcomes, with a focus on improving health equity. This includes:

- Improving rates of screening.
- Partnership working through better linkage of communities to existing third sector resources.
- Early detection of severe mental and physical illness.
- Increased rates of immunisation.
- Supporting the management of long-term conditions.
- Surveillance of patients who have delayed seeking care.

Our ambition is to continue to grow this service and its impacts, working in close collaboration with our partners and local communities.



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Engagement

Our strategy focuses on continuing to build on and reshape how we engage and how we empower individuals. Our Governors have been critical in shaping our thinking, approach and ambitions.

At the heart of the collaboration between the NHS and its partners, our aspiration is that patients, public and staff must be further empowered to ensure their voices are heard and embedded. Not as a one off, periodically undertaken task, but in the true spirit of continuous co-production, to shape and influence how we improve the health and wellbeing of local communities.

By taking a values and strengths-based approach to our engagement, working with partners to consider how we can achieve this and recognising that the conversation will develop over time, our ambition is to engage jointly with our partners and communities, not as individual providers.

We want to build on existing community networks, staff networks, meetings, groups and committees – both internally and externally - and not create extra demands, but incorporate these conversations into our business as usual.

Initially, we have identified four broad stakeholder groups – patients, public, staff and partners.

We are mindful that, across our range of stakeholders, the knowledge and ability to engage in discussions varies greatly but this should not preclude anyone from participating. Our approach must therefore cater, and be tailored, to all.

ENGAGED



INFORMED



CONNECTED



VALUED



PASSIONATE



LISTENED TO



How we will engage

We will engage in all places and across all communities where we deliver services and support, ensuring all communities and community groups have a voice.

We will adopt a strengths-based approach to our engagement, where we will attend existing groups, forums and committees, investing in the areas where we have gaps.

We will develop new and innovative ways to continuously engage with our staff to ensure their voice is embedded in how we deliver our mission and achieve our objectives.

We will embed the patient voice at the heart of our service transformation ambitions.

We will celebrate our successes and share good practice, innovation and case studies and embed this into our business as usual.

Delivering our Strategy

How we will deliver our strategy together

Our approach to the delivery of this strategy will be categorised and guided by the Care Quality Commission's description of an outstanding, Well-Led, NHS provider, where "...the leadership, management and governance of the organisation assures the delivery of high-quality and person centred care, supports learning and innovation, and promotes an open and fair culture."

Guided by the underpinning Key Lines of Enquiry, we have made fundamental changes to our internal governance and ways of working, devolving greater levels of decision-making to our staff and services, through a new Accountability Framework and Performance Framework, providing greater levels of leadership autonomy and accountability, via the newly formed Directorate Leadership Teams.

Good governance is essential to the provision of safe, sustainable and high-quality care for patients. Accountability and performance management are core components of our governance framework and enable the Board to fulfil its obligations in the effective management of the organisation.

A culture of high performance is defined by continued improvement, leadership development, and empowerment to act, providing clear direction through a credible strategy, objectives / values and ensuring effective systems for appraisal and feedback.

There is a strong and established evidence-base demonstrating the link between cultures of compassionate and inclusive leadership and stronger organisational performance in terms of patient experience, innovation, operational delivery, finances, staff retention and staff engagement.

Achieving a culture of high performance is dependent upon performance management being an integral part of our organisational environment. This should be recognised as a positive, not punitive activity. Therefore, the implementation of the new Accountability Framework supports us in delivering our strategy and objectives and will provide clarity on our expectations. As such, our approach to engagement, investment in transformation, digital and data, and a clear focus on action help legitimise this new approach through our Directorate Leadership Teams into the whole organisation, bringing it to life.

Developing annual operational delivery plans

Delivery of our strategy is the responsibility of every member of staff. Each Directorate Leadership Team and their services will be supported to develop an annual operational delivery plan, using a common framework, to ensure consistency in approach, but with the scope to enable each Directorate to tailor and hone their plans to their unique challenges, needs and opportunities.

Through this process, measurable indicators will be developed to monitor all actions identified in the delivery plans, aligned to our quadruple aims. These indicators will be embedded into the new Performance Assurance Framework, which is aligned to our Directorate approach and new governance framework. This is how our Trust Board, Senior Management Team, Governors and all services will monitor the impact and effectiveness of our strategy, objectives and delivery plans and provide the assurance that we are delivering our objectives and meeting our ambitions.



Enabling our Strategy

Underpinning our six strategic objectives are thirteen enabling strategies which feed into all aspects of the Trust's work. The enabling strategies set out what we need to do for each strategic objective. They also provide a critical link between the Trust's ambitions and delivery plans.



QUALITY



We will deliver high quality services in a safe, inclusive environment where our patients, their families, carers and staff work together to continually improve how they are delivered.

We will apply a systematic approach to the measurement of safety, patient experience, continuous learning, leadership and governance, ensuring accountability for improvement in line with the CQC quality statements.

We will use our Building On Our Strengths Together (BOOST) methodology to drive forward continuous quality improvements in the services we provide, led by our staff. This will be supported by access to learning, mentoring and training to improve the care delivered.

We will ensure patients and their families, including children and young people, are more involved in shaping our services, and the voice of the child, and their feedback will shape service transformation plans, alongside the views, insight and experience of our staff.

We will learn through an open approach when things go well and when things go wrong, and we will continually strive to improve the care we provide to patients. We will continue to implement the new NHS Patient Safety Strategy including the Patient Safety Incident Response Framework and Patient Safety Partners.

We will support staff and services to recover from the impact of the pandemic and ensure that patients receive care in a timely way.

HEALTH EQUITY



We will collaborate with partners and communities to improve equity in health outcomes and focus on the needs of those who are vulnerable and at-risk.

We will implement the evidence-based, priority areas of focus from the NHS Prevention Pledge.

We will work with partners in place to change the way our services are designed and delivered to ensure more equitable access, which will support improved outcomes and experience.

We will influence, shape and support the delivery of Health and Wellbeing strategies in the places that we work.

We will further develop working relationships with all our health and care partners to identify high intensity users of services and support these patients to access the right services at the right time.

We will enhance our relationships with the voluntary sector and we will work in partnership with them to support the needs of our most vulnerable and at-risk patients.

STAFF



We will ensure the Trust is a great place to work by creating an environment for our staff to develop, grow and thrive.

We will maximise our workforce intelligence to fully understand our workforce and inform workforce planning utilising Population Centric Workforce Planning approaches.

We will promote 'Grow your Own' initiatives with the local community to understand the potential future workforce and create job pipelines with colleges, local businesses and our strategic partners within each borough.

We will maximise utilisation of the Apprenticeship Levy to support the development of our workforce.

We will realise the added value to our workforce of our volunteers, third sector organisations and the armed forces.

We will create opportunities to work together with our community and other health and social care providers.

We will create a culture where we are supportive of innovative roles, new ideas and innovative ways of working, upskilling and transforming services.

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RESOURCES



We will ensure that we use our resources in a sustainable and effective way.

We will work in collaboration with staff, partners and communities to transform the way we provide services to generate efficiencies, which can be reinvested to improve the quality of care and improve outcomes in health equity.

We will enable excellent digital and data services to drive and deliver efficiency and optimisation.

We will look to reduce carbon emissions and deliver the Trust's Green Plan.

We will embed Anchor principles and look to procure locally where we can.

We will work with partners to maximise and right size our estates.

We will work with partners to operate within our financial allocations and maintain financial balance.

EQUALITY DIVERSITY & INCLUSION



We will ensure that equality, diversity and inclusion are at the heart of what we do and we will create compassionate and inclusive conditions for patients and staff.

We will build a culture that champions equality, diversity and inclusion, supporting and developing our people to provide compassionate and culturally competent care to our patients and each other.

We will be proactive in anticipating the diversity of our patient needs and will respond to them to ensure we achieve the best outcomes.

We will become an Anchor Institute in the community.

We will take our social and environmental responsibility seriously, addressing the socioeconomic determinants of health.

We will improve the reach of our organisation and grow our standing in the community through local partnerships.

PARTNERSHIPS



We will work in close collaboration with partners and their staff in place, and across the system to deliver the best possible care and positive impact in local communities.

We will continue to work in close partnership with local General Practice, Primary Care Networks and GP Federations to further enhance the quality and provision of services across our local communities.

We will work closely with all our partners to drive forward continuous quality improvements in the services we collectively provide.

We will work across our organisational boundaries with partners in place as we create future integrated care and service models.

We will work with partners to improve equity in health outcomes.

We will work with our system partners to collaborate at scale to enable better care at place.

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Get in touch



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Communities Matter

Creating stronger, healthier, happier communities.