









Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Report to which Academy?	RAG Rating
<b>Patients</b> <b>Our ambition</b> - We are committed to making a difference to everyone who needs our care. We recognise that that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.				
The delivery of outstanding nursing and midwifery care	<ul style="list-style-type: none"> <li>Implement Nursing &amp; Midwifery, AHP and Clinical Risk Management strategies with focus on Leadership, Education &amp; Development, Patient Experience, Staff Experience, Partnership Working and Quality &amp; Safety of Care</li> </ul>	<p><b>Karen Dawber</b> – <i>In the previous Logic Model submission (November 2022) it was reported that the Nursing and Midwifery Strategy had been launched in May 2022 with a series of 7 Shared Governance Councils to support all elements of the strategy. It was presented at Board of Directors in September 2022. Processes set out in the strategy are still in place and working well.</i></p> <p><i>The Nursing and Midwifery Leadership Council is also in place and its Terms of Reference were agreed at the Quality and Patient Safety (Q&amp;PS) Academy in June 2022. The Leadership Council provides updates to the Quality and Patient Safety Academy three times a year.</i></p> <p><i>A series of KPIs is being established, enabling the monitoring of the progress of the strategy via the working groups.</i></p> <p><i>There is also a Clinical Professions Strategy which is a forward-looking plan covering a broad range of professions (23 in total) and operationalised by the CSUs. The aim was to produce annual work plans, with key actions in the first year (2022/23) comprising:</i></p> <ol style="list-style-type: none"> <li><i>Publish the Clinical Professions strategy.</i></li> <li><i>Strengthen the Clinical Professional Leads forum within BTH and externally.</i></li> <li><i>Review representation and engagement with Act as One programmes across place.</i></li> <li><i>Develop strategic workforce plans.</i></li> </ol>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy on a quarterly basis</li> <li>People Academy (staff experience and recruitment and retention elements)</li> </ul>	Green 


		<p>5. <i>Progress our ability to demonstrate demand and capacity in services.</i></p> <p><i>All 5 of these aims have been achieved in the period since the last Logic Model submission in November 2022.</i></p> <p><i>In relation to Infection Prevention and Control (IPC) – there is regular reporting to the Q&amp;PS Academy and Board re the Board Assurance Framework and quarterly IPC reports. The new Director of Infection Prevention and Control (DIPC) is looking at new ways of presenting data. An IPC week was held in October 2023 and was well represented with several wards and departments displaying content.</i></p>		
	<ul style="list-style-type: none"> <li>• Senior staff to be empowered to resolve key issues and develop services</li> </ul>	<p><b>Karen Dawber</b> – <i>It was previously reported that Corporate Shared Governance Councils had been established with a unit council approach being rolled out across all areas to support the framework for shared decision making and empowering decisions made locally. Stroke and AED are good examples of where this is working well.</i></p> <p><i>We also have the Outstanding Maternity Services (OMS) and Outstanding series in place with developed work streams and reporting arrangements to Academies. Since the previous Logic Model submission, the OMS has become embedded and moved to business as usual.</i></p> <p><i>The Neonatal Unit continue to mirror the OMS programme and will do so for another year.</i></p> <p><i>The CSU to Executive meeting process has enabled staff to have direct contact with the executive group. This is more than a performance meeting and focuses on empowering staff to work through their own solutions.</i></p>		<p>Green</p> 

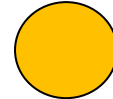

	<ul style="list-style-type: none"> <li>• Training and education as a means to recruit and retain the very best people</li> </ul>	<p><b>Karen Dawber</b> – <i>this ambition has been developed as part of the Workforce Growth and Transformation Group, reporting to the People Academy, and linked with the work plan for the Recruitment, Retention and Recognition Council supported by the People Promise exemplar actions and the Nursing and Midwifery Retention toolkit.</i></p> <p><i>Links are also being made with the University of Lahore to develop a joint nursing programme.</i></p> <p><i>The Volunteer to Career scheme is currently being piloted and is aimed at giving people with little or no experience with an understanding of the working environment to ready them to apply for roles in the workplace.</i></p>		<p>Green</p> 
Providing outstanding patient experience	<ul style="list-style-type: none"> <li>• Further development and delivery of the <i>Embedding Kindness</i> programme</li> </ul>	<p><b>Karen Dawber</b> – <i>This has been incorporated as part of the Patient Experience and Patient Engagement Strategy refresh for 2023. Kindness and Civility work plans are aligned to support the approach throughout our workforce. Partnership working is in place, linking the kindness work and civility saves lives work streams.</i></p> <p><i>We now have a bi-annual Kindness Conference in place.</i></p> <p><i>The Patient Experience and Engagement Strategy has been completed and approved with a soft launch underway in Q3 and a formal launch planned for Q4 of 2023/24.</i></p> <p><i>The Trust has achieved the Veterans Aware accreditation in 2023 as recognition of our commitment and measures in place to help and support veterans.</i></p> <p><i>Our Spiritual Pastoral and Religious Care (SPaRC) team have developed the innovative SPaRC App which has now been embedded and is accessed by staff and patients. The App is being continually updated and expanded with new content.</i></p> <p><i>VIP passports and red rucksacks have also been introduced for patients with learning disabilities or neurodivergence.</i></p>	<ul style="list-style-type: none"> <li>• Quality and Patient Safety Academy on a quarterly basis</li> </ul>	

	<ul style="list-style-type: none"> <li>Engagement with patients so that they have a voice and can see that their voice is being heard.</li> </ul>	<p><b>Karen Dawber</b> – <i>Engagement with patients is enhanced through regular Community Engagement meetings and via the refreshed engagement strategy (as above) - the Community Engagement Group meets once per month.</i></p> <p><i>There are well established examples of engagement through the Maternity Voices Partnership. This approach is being widened across all areas.</i></p> <p><i>Department specific engagement events are in place, for example these have been held in Renal, Haematology and Maternity.</i></p> <p><i>Governor to Executive session have also been held.</i></p> <p><i>The Trust has been involved in listening events and forums across the Bradford Place.</i></p>		<p>Green</p> 
	<ul style="list-style-type: none"> <li>Continue to collate information and feedback from FFT, national surveys and specific patient experience projects.</li> </ul>	<p><b>Karen Dawber</b> – <i>This is in place, and we are currently undergoing a tender process to enable the organisation to get real time information that can be shared locally to embed our culture of improvement work for patient experience,</i></p> <p><i>National IP survey results had previously showed improvement on previous years, but the latest results show a deterioration. This is being reviewed and the reasons understood.</i></p> <p><i>Robust KPIs monitoring complaints and patient feedback are in place.</i></p> <p><i>The Daisy Awards were launched at the of end 2022-23. These are for patients to nominate nurses for awards to recognise care and kindness. So far there have been 3 award winners.</i></p> <p><i>The Complaints, Litigation Incidents and PALS (CLIP) report is produced and reported to Quality and Patient Safety Academy. Embedded process of safety event group, reporting to Quality of Care (QUOC) on a weekly basis bringing all elements together with the quality team to ensure triangulation of data, extract themes, learning and improvement.</i></p>		<p>Green</p> 


Delivery of high-quality services	<ul style="list-style-type: none"> <li>Implement new Quality Strategy with focus on the WHO 6 areas of Safety, Timeliness, Effectiveness, Efficiency, Equity and Patient Centric care</li> </ul>	<p><b>Ray Smith</b> – <i>In the previous logic model report (November 2022), it was noted that the Quality strategy had been written and was being circulated for comment. A session was scheduled with the Governors for December with launch expected in January 2023</i></p> <p><i>The Quality Strategy has since been amended as an Improvement Strategy. This is now complete and has been presented to ETM. It is due for presentation at the November meeting of open Board. The Trust is currently recruiting for the role of Executive Director of Strategy and Improvement.</i></p> <p><i>The Quality Account is complete and has been presented to Quality and Patient Safety Academy.</i></p> <p><i>The 4 priorities are:</i></p> <ul style="list-style-type: none"> <li><i>Care of the deteriorating patient (including sepsis)</i></li> <li><i>Improving patient experience advancing ED&amp;I</i></li> <li><i>Saving Babies Lives (Care bundle 3)</i></li> <li><i>Implantation of PSIRF.</i></li> </ul>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy on a quarterly basis</li> </ul>	<p>Green</p> 
	<ul style="list-style-type: none"> <li>Support for clinicians to implement specific programmes of improvement</li> </ul>	<p><b>Ray Smith and Karen Dawber</b> – <i>In November 2022 we reported that the OMS was at the end of its 2<sup>nd</sup> year and OTS was at the end of its first. The next planned Outstanding programme was aimed at supporting Pharmacy services. A research project was in place with the Improvement Academy to review efficacy of the OMS programme with a view to professional publication.</i></p> <p><i>A Trust-wide Getting It Right First Time Programme (GIRFT) was also being established and Clinical Services Improvement Group was being created. The objective of this group being to promote the Model Health System, Getting It Right First Time Programme (GIRFT), Patient Level Information Costings System (PLICS), and workforce development to identify improvement opportunities relating to quality, performance, efficiency, workforce and finances within clinical services for the next 12 months. This would enable CSUs to select which opportunities that they wish to adopt and</i></p>		<p>Green</p> 



		<p><i>deliver themselves.</i></p> <p><i>It is now intended that the Clinical Services Improvement Programme will be brought under the general Improvement Strategy outlined above. This will be within the portfolio of the new Executive Director of Strategy and Improvement and include GIRFT, Quality Improvement, Model Health Systems, PLICS, Outstanding Programmes and Transformation. This will allow for a 'toolbox' of improvement methodologies to be considered together to address a quality or operational challenge in the most appropriate way.</i></p> <p><i>The Outstanding Theatre Services (OTS) programme has entered its final 6 months and the focus is now sustainability. The Outstanding Pharmacy Services (OPS) programme has commenced.</i></p>		
	<ul style="list-style-type: none"> <li>Strengthening of relationships with healthcare research partners</li> </ul>	<p><b>Ray Smith and Karen Dawber</b> – <i>In the previous Logic Model submission it was noted that there is good visibility at Board level of activity within BIHR and there was to be launch of a Trust dashboard of specific research projects in early 2023. Briefings re Bradford City of Research and 'Research as One' are also presented at Board. It was also highlighted that BIHR/BTHFT is the lead organisation for Yorkshire and Humber Applied Research Collaborative and for the Secure Data Environment application.</i></p> <p><i>As part of the Nursing and Midwifery Shared Governance Councils there is a University of Bradford representative to support widening the links with our local higher education institute.</i></p> <p><i>A forum is established for reviewing the current evidence-based literature and embedding into practice through collaboration. A Quality Lead for Nursing Excellence post is in place to support enhancement of research and evidence-based practice through the nursing workforce as part of the Magnet for Europe programme.</i></p> <p><i>Since the last logic model update the application for</i></p>		<p>Green</p> 



		<p><i>BIHR/BTHFT to lead the Secure Data Environment (SDE) programme has been successful.</i></p> <p><i>Fully funded extensions to the Patient Recruitment Centre (PRC) award and the Patient Safety Research Centre have been secured with BTHFT backing.</i></p> <p><i>Agreement has also reached with Leeds University Medical School on the development of a Bradford Academic Clinical Fellow (ACF) programme.</i></p> <p><i>The Trust Chief Medical Officer (CMO) is on the Yorkshire ARC and Wolfson oversight boards and is a member of the BIHR/BTHFT Research Committee.</i></p> <p><i>Regular meetings have been established with Leeds Medical School attended by the Dean and Head of Partnerships from Leeds, and the Chief Executive, Chief Medical Officer and Director of Education from BTHFT.</i></p>		
Development of Virtual Hospital: a clinically-led transformation	<ul style="list-style-type: none"> <li>• Delivery of a clinically and operationally led VRI programme</li> </ul>	<p><b>Sajid Azeb</b> - Expansion of the virtual ward continues and now includes clinical pathways in general surgery, acute medicine, vascular, COPD, heart failure and gastroenterology/hepatology.</p> <p><i>The Patient Education workstream has developed several new information sites and virtual clinics which are now live.</i></p> <p><i>Work continues to increase the uptake of virtual outpatient appointments and increase the use of Patient Initiated Follow Up (PIFU).</i></p> <p><i>The VRI Programme Board meets monthly and is chaired by Chief Operating Officer, with membership including CIO, senior clinicians and operational managers.</i></p> <p><i>The team also participated in a Board Development session in June 2023.</i></p>	<ul style="list-style-type: none"> <li>• Finance and Performance Academy on a 6 monthly basis</li> </ul>	<p>Green</p> 


	<ul style="list-style-type: none"> <li>Create an operational infrastructure to support the provision of clinical care in settings away from the traditional 'on site' in hospital pathways</li> </ul>	<p><b>Sajid Azeb</b> – <i>The Virtual Services Team has been successfully recruited and established in conjunction with Place-based partners and as a result of project monies being made available. This infrastructure has enabled the expansion of virtual pathways across multiple specialties to promote the spread of virtual working.</i></p> <p><i>We have developed an informatics solution within EPR and SystmOne to enable tracking and reporting of virtual patients.</i></p> <p><i>Work is underway to incorporate information into the Command Centre tiles.</i></p>		<p>Amber</p> 
Development of Digital technology and data: transforming how we deliver care	<ul style="list-style-type: none"> <li>Focus on the “brilliant basics”, right devices, right tools in the right numbers – ensure that we are “always on”.</li> </ul>	<p><b>Paul Rice</b> - <i>The organisation has invested substantively in its core digital offer as a consequence of internal capital plan funding and attracting additional exceptional external funding from global digital exemplar, targeted investment fund and frontline digitisation. It has – as reflected in the Digital Annual Report presented to Quality and Patient Safety Academy and Board – substantively upgraded switchboard, delivered radiology reporting stations to colleagues’ homes, deployed cutting edge RFID/GSI barcode scanning technologies and delivered a new Cerner Maternity Electronic Patient Record solution.</i></p> <p><i>We have prioritised investment for the coming year and year following to upgrade/replace our ageing edge and wi-fi infrastructure which will dramatically improve our mobile/agile working capability as part of the Virtual Royal Infirmary delivery programme. This will also materially improve the experience of patients and their families re connectivity and provide an infrastructure capable of delivering VOIP communications channels to the future (Voice over internet protocol)</i></p> <p><i>We have invested in additional electronic patient record functionality specific linked to theatres and anaesthesia and will be deploying this resource as part and parcel of the Outstanding Theatres Programme.</i></p> <p><i>Go-live for this is confirmed as Autumn 2024 in conjunction with</i></p>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy</li> <li>Digital and Transformation Committee</li> <li>Digital and Intelligence Enabling Workstream</li> </ul>	<p>Green</p> 




		Airedale NHS Foundation Trust.		
	<ul style="list-style-type: none"> <li>Supporting digital transformation through the creation of a consistent digital and data architecture across our ICP to allow the development of digital working and support for Population Health Management.</li> </ul>	<p><b>Paul Rice</b> - Through the leadership by the CDIO of the Digital Information and Intelligence workstream within the PBP and in conjunction with the Reducing Inequalities workstream we continue to work towards creating a “single source of the truth” to inform priority decision making, highlight (in addition to the national Core 20plus5 toolkit) those areas where deprivation and inequality have the greatest adverse impact on opportunity, access and outcomes, identifying and confirming those highest impact interventions.</p> <p>The submission of an expression of interest to NHSE for the creation of a secure data environment (SDE) that BTHFT/BIHR would lead on behalf of the three ICSs in Yorkshire underscored our commitment to creating and exploiting intelligence and insight resources at scale that will drive our decision making and Population Health Management solutions. Since the last Logic Model submission, NHSE have confirmed the selection of BTHFT/BIHR and an MoU detailing expectation is currently under development.</p> <p>The Work as One workstream is continuing to focus on creating an environment where regardless of employing organisation it is possible for colleagues to use a core set of digital tools anytime, anywhere, that best enable individual organisational and cross cutting programmes of delivery.</p> <p>Collaborative and collective needs assessment and procurement activity is being scoped to most efficiently and effectively secure at lowest cost, exploiting economies of scale, digital resources/assets across WYAAT Providers and Place Based Partners for example with respect to the new common Laboratory Information Management System (LIMS) capabilities and Virtual Wards remote monitoring solutions. Additional infrastructure, clinical informatics and end user computing opportunities are being identified.</p>		<p>Green</p> 


	<ul style="list-style-type: none"> <li>Support digital and data capacity so that our people and our population can access and use digital services with confidence. Supporting and enabling digital inclusion and ensuring that our patients become educated consumers of data and insight.</li> </ul>	<p><b>Paul Rice</b> - <i>Through the leadership of the local authority and the Place Based Partnership digital intelligence and information workstream a substantial programme of work on Digital Inclusion continues to be undertaken focusing on access to devices, connectivity and skills in using new technologies to best effect. Respecting the current cost of living crisis a current focus of this work is on digital poverty.</i></p>		<p>Green</p> 
Restart and recover planned care services after COVID19	<ul style="list-style-type: none"> <li>Deliver our Operational Improvement Plan to transform services in relation to Urgent and Emergency Care, Planned Care and Cancer Services.</li> </ul>	<p><b>Sajid Azeb</b> – <i>An Operational Improvement Plan is in place and reported through to Finance and Performance Academy each month. Focused deep dives into UEC, RTT and Cancer take place on a quarterly basis. Performance improvement noted through the year with many standards now at top quartile performance.</i></p> <p><i>Delivering Operational Excellence workshop with all CSUs was held in September 2023 to help develop the operational plan for 2023-2025.</i></p> <p><i>Approval for an £18.9m dedicated daycase unit at St Luke's Hospital received and building works progressing with expected completion April 2024. Allows additional capacity of up to 5,800 additional daycase procedures per annum.</i></p>	<ul style="list-style-type: none"> <li>Finance and Performance Academy</li> </ul>	<p>Green</p> 

	<ul style="list-style-type: none"> <li>Act as one to transform delivery, pooling resources and developing more community-based models of care.</li> </ul>	<p><b>Sajid Azeb</b> – <i>The Access workstream is in place and a new service model in place for Pain Management services. There is also a partnership with the Voluntary and Community Sector to establish wellbeing hubs across Bradford District and Craven. We have strengthened our Urgent and Emergency Care response with a GP presence in Emergency Department (ED) model as well as youth workers in ED.</i></p> <p><i>Work is underway to progress several areas including:</i></p> <ul style="list-style-type: none"> <li><i>Development of a £5.6m Community Diagnostic Centre due to go live at the end of Q3 2023/24 providing additional diagnostic capacity across place at Eccleshill.</i></li> <li><i>Expansion of the Cancer Lung Health Check programme</i></li> </ul>		<p>Green</p> 
	<ul style="list-style-type: none"> <li>Use digital and virtual to help us better meet demand</li> </ul>	<p><b>Sajid Azeb</b> – <i>The Assist Pathway in place with circa 30k hits per month from primary care we believe this is impacting on reducing referrals into secondary care.</i></p> <p><i>Work underway with specialities to further enhance Patient Initiated Follow Ups (PIFU) and the use of digital virtual reviews of patients with individual specialities.</i></p>		<p>Green</p> 

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<b>People</b> <b>Our ambition</b> - We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture which is inclusive of all.				
Looking after our people	<ul style="list-style-type: none"> <li><i>Thrive</i> - further development and embedding of support for our people, including health and wellbeing support and personal and professional development.</li> </ul>	<p><b>Faeem Lal</b> – <i>Thrive continues to grow, the Organisational Development (OD) Team were winners of the national ‘Team of the Year’ Award at the 2023 Healthcare People Management Association (HPMA) Awards in September 2023. The judges praised their passion and commitment to improving the experience of our people at BTHFT and were impressed with how they have worked to bring the NHS People Promise to life through the innovative ‘Thrive’ approach.</i></p> <p><i>As reported previously, the Thrive portal (a one-stop shop that is accessed via computer, phone, or tablet – both on and off site) was launched in October 2021. Between October 2021 and July 2023, the site has had 168,017 visits (demonstrating an increase in colleagues using it – as just over 70,000 visits were made during the first year). Over the past twelve months, the site has been expanded to include information on financial wellbeing, domestic abuse, civility, flexible working and pay progression.</i></p> <p><i>Funding has been received from NHS Charities Together to refresh the Thrive portal in the next year. As part of this, work is underway to broaden the scope of the portal and refresh the design of the 4 pillars: Wellbeing, Development, Voice and Recognition so that this represents the full people offer at BTHFT. Work with our web developers is planned to refresh the design of portal so that it includes a two-way interaction, videos, photographs and more user engagement.</i></p> <p><i>The second Thrive Leadership Conference was held in June 2023 – across all venues over 500 colleagues attended and the two keynote speakers focused on motivation, leadership and self-compassion. Feedback was excellent and planning is underway</i></p>	<ul style="list-style-type: none"> <li>People Academy</li> </ul>	Green 


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		<p>for the next Thrive Leadership Conference, to be held in June 2024.</p> <p>Events were held in October 2023 to celebrate the second birthday of Thrive. The main event was held on the BRI concourse which coincided with a site visit from Em Wilkinson-Brice, Director of People at NHS England.</p> <p>Any team/service can host a live Q+A session with Mel Pickup and other senior colleagues in their department. Recent events have been held in Women's' Services and Radiology.</p>		
	<ul style="list-style-type: none"> <li>Development of a culture of civility and compassion underpinned by our Trust values</li> </ul>	<p><b>Faeem Lal</b> - Activity against the Civility work-plan has progressed well. This has included:</p> <p><b>Expanded remit and membership of the Civility Programme Board</b></p> <p>It has been agreed to widen the remit and membership of the Civility Programme Board to include Just and Learning Culture. This is to ensure a dedicated emphasis on this important topic. Excellent work is underway across the organisation, such as the implementation of the Patient Safety Incident Response Framework (PSIRF), our Freedom to Speak Up approach and supportive changes to HR policies. Including Just and Learning Culture now provides a central place where key stakeholders can come together to align approaches and language and create a single vision for what a Just and Learning Culture looks and feels like at BTHFT. New terms of reference for the group have been developed which define the vision for the refreshed Programme Board and new members have been invited.</p> <p><b>Workplace Civility development session (all staff)</b></p> <p>Plans are now underway to roll out 'Civility in the Workplace' training for all staff with a dedicated OD practitioner and EDI</p>		<p>Green</p> 


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		<p><i>manager supporting this. Whilst the ambition is to reach all staff over the next 12-18 months, it has been agreed that this will need to be a phased approach, considering the biggest areas of need and the context in which we are operating in.</i></p> <p><b>Refresh of Civility Toolkit</b></p> <p><i>A second edition of the Civility Toolkit has been developed which includes more information around Professional Behaviours as well as some of the tips shared by the staff psychology service for dealing with extreme emotions and practicing self-compassion when dealing with incivility.</i></p> <p><b>Bullying and Harassment Policy review</b></p> <p><i>This policy is being reviewed with the overall aim of simplifying the approach and language used and to signpost to managers and colleagues to explore informal resolution methods. The proposed Respect, Civility and Resolutions policy is currently reaching the end of an extensive consultation process including members of the HR management team and staff side representatives and is hoped to be approved by JNCC and ready to launch before the end of 2023. Over the following months, a clear implementation plan will be developed to ensure the policy is shared widely through global comms/CSU and Department meetings and accompanied by training for managers in informal resolution (e.g. facilitated conversations).</i></p> <p><b>Thriving Together (NHS Culture and Leadership Programme)</b></p> <p><i>This year, we have also launched 'Thriving Together' (the NHS Culture and Leadership Programme which is an evidence-based methodology undertaken by 35 other NHS organisations, all of whom have experience an increase in employee engagement, retention and CQC ratings as a result). This work will help us to understand our current culture, any issues, and define the culture</i></p>		

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		<i>we wish to create for our organisation going forward. A change team of 30 colleagues from across the organisation has been recruited and over the next twelve months and will conduct 6 diagnostics as per the NHS England programme. A Steering Group, chaired by the Chief Executive has been established to monitor progress. This will meet bi-monthly.</i>		
	<ul style="list-style-type: none"> <li>Staff engagement and adapting to the needs of our workforce - flexible working, meaningful appraisal (including wellbeing, career development, improved staff facilities)</li> </ul>	<p><b>Faeem Lal – key areas of progress are:</b></p> <p><b>Coaching</b></p> <p><i>We continue to use the coaching platform supported by the West Yorkshire Health and Care Partnership and Humber and North Yorkshire Health and Care Partnership and encourage colleagues to participate in this through regular communications.</i></p> <p><b>Leadership Pathways</b></p> <p><i>We have delivered 9 cohorts of face-to-face Leadership Pathways to 82 leaders since inception and have over 90 leaders booked onto future, or in progress, cohorts.</i></p> <p><i>For the remainder of 2023/24 we are continuing to deliver 1 cohort of each pathway per quarter, at the end of the year we will have delivered 12 cohorts.</i></p> <p><i>For 2024/25 these numbers have been increased to 16 cohorts with a capacity to increase to 18 in line with the demand, Cohorts have reduced from a capacity of 15 to 12 to improve the development experience, space &amp; activity management.</i></p> <p><b>Reward and Recognition</b></p> <p><i>Since the relaunch of Greatix in May 2023, over 500 certificates have been issued on behalf of colleagues who have recognised another individual or team (figures correct as of October 2023). A process has now been implemented to ensure our recognition</i></p>		<p>Green</p> 



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		<p><i>offer is cohesive by putting forward exceptional nominations to be considered for employee/team of the month or for a Values badge.</i></p> <p><b>Staff Areas</b></p> <p><i>Three staff areas at BRI have been refreshed (maternity, A+E and the staff lounge) and a garden has been created for both colleagues and patients to enjoy. We engaged with staff to understand what they wanted in the facilities and are now in the process of working with colleagues to design artwork for the areas.</i></p> <p><b>Flexible Working</b></p> <p><i>Flexible Working Manager workshops took place from February to April 2023. The workshops supported managers in exploring some of the challenges and opportunities around flexible working, and how we can use this to improve the lives of staff at BTHFT in line with the NHS People promise. The workshops were delivered by HR colleagues and the People Promise Manager and supported the launch of the introduction of the new Flexible Working Toolkit.</i></p> <p><i>Flexible Working Surgeries were scheduled at regular intervals from July to September 2023. The private surgeries were open to all staff to explore some of the challenges and opportunities around flexible working, and how we can use this to improve the lives of staff at BTHFT in line with the NHS People Promise. The sessions were held via MS Teams, and supported by our HR colleagues and the People Promise Manager. The discussions are open to all colleagues, particularly those who are experiencing challenges when it comes to flexible working.</i></p> <p><i>Flexible working videos containing a compilation of flexible working scenarios and the solutions are being developed and will</i></p>		







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		<i>be made available to enable everyone to explore the opportunities around flexible working.</i>		
	<ul style="list-style-type: none"> <li>Reviewing the Health &amp; Well-Being Offer</li> </ul>	<p><b>Faeem Lal</b> – key areas of progress in 2023 have been:</p> <p><b>Health and Wellbeing Week</b></p> <p><i>Wellbeing week was held in September 2023. This included a series of themed pop up stalls across sites: <b>Meetings Monday</b> (promoting health meetings, wellness check-ins); <b>Talking Tuesday</b> (focusing on wellbeing conversations, 1-1's, coaching and signposting resources); <b>Walking Wednesday</b> (at St Luke's Hospital and the Women's and Newborn Unit to promote physical activity, giving away pedometers to motivate colleagues); <b>Thriving Thursday</b> (Colleagues had the opportunity to find out more about Thrive, what support is available and how to get involved); and <b>Freebie Friday</b> (team set up both on the main concourse and at St Luke's Hospital rounding off the week by giving away lots of wellbeing info and exciting goodies). The week also included:</i></p> <ul style="list-style-type: none"> <li><b>Hälsa Wellbeing specialists</b> - delivering massage treatment to staff across various BTHFT sites.</li> <li><b>Wellfast</b> – The OD team gave away free breakfast items at BRI and at St Luke's Hospital. Colleagues were able to come along and grab a Wellfast bag to encourage them to get a healthy breakfast at work.</li> </ul> <p><b>Health and Wellbeing Subject Matter Expert Group</b></p> <p><i>A Health and Wellbeing group has been established. The aim of the group is to identify what is working well from the current health and wellbeing offer and identify any gaps. The group have used the NHS Health and Wellbeing Framework as a tool for this and</i></p>		<p>Green</p> 

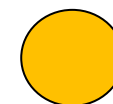

Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Reporting Academy	RAG Rating
		<p><i>the data will help ensure future wellbeing offerings are aligned and focused accordingly.</i></p> <p><b>Financial Wellbeing</b></p> <p><i>Our financial wellbeing offer continues to be reviewed, including responding to feedback we receive from our colleagues. We were recently made aware of some managers feeling unable to provide signposting / support to their colleagues facing financial difficulty, and as a response to this direct feedback, the OD team have created some train the trainer 'Money SOS' courses to support our managers and their teams.</i></p> <p><b>Sexual Safety Charter</b></p> <p><i>BTHFT have signed up to the 'Sexual Safety Charter' and key stakeholders are now working towards understanding the current position in relation to the key principles that the charter identifies, as well as any gaps that need to be bridged going forward.</i></p> <p><i>Looking After Our People Delivery Group feeds into the People Academy.</i></p>		
Engendering a feeling of belonging in the NHS	<ul style="list-style-type: none"> <li>Build on our commitment to Equality, Diversity and Inclusion (EDI) via our EDI strategy statement and actions</li> </ul>	<p><b>Faceem Lal</b> - <i>We continue to raise the profile of EDI across the Trust. Our established Equality and Diversity Council (chaired by the Chief Executive) continues to meet regularly with key representation from across the Trust. Our staff equality networks are represented on the council with agenda time granted at each meeting to ensure they are influencing and supporting the Trust's EDI agenda.</i></p> <p><i>EDI is a key feature on the People Academy's work programme, with metrics reported via the dashboard. Regular reports are presented to the Academy in terms of progress and updates. At its recent meeting on 25 October 2023, the revised and refreshed 2023/24 action plans for Workforce Race Equality Standard</i></p>	<ul style="list-style-type: none"> <li>People Academy and the Equality and Diversity Council</li> </ul>	<p>Green</p> 



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		<p><i>(WRES) and Workforce Disability Equality Standard (WDES) were presented to Academy for approval.</i></p> <p><i>The Trust's newly developed EDI strategy was approved by the Trust Board in March 2023 and was formally launched on the main concourse at BRI as part of the Equality &amp; Human Rights week and the national day for staff networks.</i></p> <p><i>The strategy sets out the Trust's ambitions and plan of action to promote and advance equality of opportunity, with sharp focus on belonging and inclusion. It has been shaped from our willingness to listen and involve our staff and key stakeholders through extensive consultation; from partnerships with our equality networks and understanding their experiences of working and being service users and patients and from the learning we have gained from external benchmarking, peers and partners.</i></p> <p><i>The strategy aims to drive a step change in the culture of our organisation, helping us to embed and advance equality, diversity and inclusion, for the benefit of our staff, patients and the wider community. It will be a three-year strategy with the following five strategic refreshed objectives identified to develop and action over the next three years. These are:</i></p> <ol style="list-style-type: none"> <li><i>1. Education, Empowerment and Support</i></li> <li><i>2. Effective Staff and Community Engagement and involvement</i></li> <li><i>3. Population Health Inequalities</i></li> <li><i>4. Promoting Inclusive Behaviours</i></li> <li><i>5. Reflective and Diverse Workforce</i></li> </ol>		

Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Reporting Academy	RAG Rating
	<ul style="list-style-type: none"> <li>Use our staff networks to improve engagement - you said, we did</li> </ul>	<p><b>Faeem Lal</b> - We have continued to engage with our diverse staff across the Trust. Our networks are well established and proactive in helping to raise the profile of EDI across the Trust. They have been instrumental in planning and organising a range of international celebratory days, for example South Asian Heritage Month, Black History Month, LGBT history month and the Filipino staff appreciation day.</p> <p>Our refreshed networks are pro-active and committed to achieved change across the organisation with key focus on advancing EDI across the Trust. Each network brings in lots of knowledge and, more importantly, lived experiences of colleagues coupled with their commitment and passion about improving and advancing EDI across the Trust.</p> <p>Our staff equality networks and the EDI team have been shortlisted for the Nursing Times Award in the category of 'Best Employer for Equality, Diversity &amp; Inclusion. The award ceremony is taking place in London on 22 November 2023.</p>		<p>Green</p> 
	<ul style="list-style-type: none"> <li>Close focus on our EDI contractual obligations WRES Standard and WDES standard action plans</li> </ul>	<p><b>Faeem Lal</b> - We have reviewed and refreshed our WRES and WDES action plans in line with our contractual requirements, these were presented to the People Academy in October 2023. These were approved by the Academy and have since been published on the Trust's website as part of our contractual responsibilities.</p> <p>Our action plans have been developed in line with our workforce data and evidence these have been co-produced with the Race Equality and Disability staff networks. We have ensured that our action plans are aligned to the People Promise and National EDI plan with overall focus being on wider culture change. There will be targeted focus on the indicators where we need to improve, and our current proposed actions reflect this.</p>		<p>Green</p> 


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	<ul style="list-style-type: none"> <li>Continue our commitment to “Root Out Racism” and to vigorously tackling any issue raised and including anti-racism elements to our training.</li> </ul>	<p><b>Faeem Lal</b> - main areas of progress in 2023 have been:</p> <p><b>Review, refresh and re-launch of the Trust EDI Training for Line Managers:</b> We have worked with our staff equality networks with the aim of utilising their lived experiences to develop our recently refreshed EDI training for line managers, introduced as part of a suite of management development offers. The training includes a range of real-life case studies to encourage “safe space” discussion and will make use of the new drama-based training videos to facilitate this learning.</p> <p><b>Review of the Trust Harassment &amp; Bullying Policy:</b> Aligned to the work on civility in the workplace; this policy is currently being reviewed with the overall aim of simplifying the approach and language used and to signpost to managers and colleagues to explore informal resolution methods. The proposed Respect, Civility &amp; Resolutions policy is currently reaching the end of an extensive consultation process including members of the HR management team and staff side representatives and a range of managers from across the Trust and is hoped to be approved by JNCC and ready to launch before the end of Q3 of 2023/24.</p>		<p>Amber</p> 
New ways of working and delivering care	<ul style="list-style-type: none"> <li>Specific support to Clinical Directors (CDs) through Ops Medical Directors (OMDs) and Deputy Ops MDs.</li> </ul>	<p><b>Ray Smith</b> - The Chief Medical Officer’s Team has been working with Organisational Development (OD) to create a leadership and personal development programme ‘Advancing Leaders’, suitable for CDs and deputy CDs. Additional external facilitation to supplement the OD programme has also been established and there is access to programmes from Leeds Leadership Academy (e.g. Mary Seacole).</p> <p>The Advancing Leaders programme is now live.</p> <p>Both Deputy Chief Medical Officers are currently undertaking the Aspiring Executives programme.</p> <p>The Deputy Medical Directors (Ops) are aligned to specific CSUs</p>	<ul style="list-style-type: none"> <li>People Academy</li> </ul>	<p>Green</p> 


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		<p><i>to provide targeted support.</i></p> <p><i>Regular 1 to 1 meetings are held between the CDs and the Chief Operating Officer (COO) and Chief Medical Officer (CMO) respectively.</i></p>		
	<ul style="list-style-type: none"> <li>Defining more clearly roles and expectations of OMD, DOMDs and CDs</li> </ul>	<p><b>Ray Smith</b> - Job descriptions have now been written for all these roles as part of the new operational and CSU structure. Leaders work closely with both the COO and CMO teams.</p>		<p>Green</p> 
	<ul style="list-style-type: none"> <li>Empowering clinicians in decision making and service development via Hospital Management Group (HMG)/Clinical Review Group (CRG)</li> </ul>	<p><b>Ray Smith</b> – We reported in the previous Logic Model update that HMG was functioning and meets regularly. Gold CRG was also continuing beyond the pressures of Covid. Regular Exec to CSU meetings were ongoing, providing support and 2-way dialogue.</p> <p><i>Since then, the HMG has met regularly (although with some disruption caused by industrial action). Gold CRG has been stood down as a regular meeting as operational pressures impacted on attendance.</i></p> <p><i>Regular Exec to CSU meetings continue to take place, in addition to frequent 1 to 1 support for GMs and CDs provided by both the COO and CMO.</i></p> <p><i>Industrial action has had a significant impact on the development of autonomy within CSUs, as complex Trust-wide decision-making has been necessary in addition to a 'command and control' structure to cover strike days.</i></p> <p><i>Despite good progress, the RAG rating for this key area of work has been ranked amber as empowerment has not yet been converted into action - frequent escalation to Executive Directors remains.</i></p>		<p>Amber</p> 


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		<p><b>Karen Dawber</b> – Nursing roles and responsibilities were realigned in September 2022 as part of the CSU restructure. This has enabled a clear line of sight from ward to Board on nursing related issues. The Nursing and Midwifery Leadership Council was set up in May 2022 with 6 areas of focus including Advanced Practice and Innovation.</p> <p>An AHP Strategy has been developed Bradford-wide and an AHP leadership conference took place in September 2023.</p>		
	<ul style="list-style-type: none"> <li>Training staff in new ways of working (e.g. virtual &amp; digital)</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> – In the last Logic Model update we said that developments continue to strengthen VRI (see the relevant sections on virtual services). We have ambitious plans to maintain our position as a technologically advanced organisation and had approval for a second operating robot.</p> <p>Since then, the second robot has become operational and VRI development continues to progress well.</p> <p>A Business Case for digital dictation has been developed and will be considered at Planning Committee.</p> <p>Roll out of e-consent has progressed to the second stage.</p>		<p>Amber</p> 
	<ul style="list-style-type: none"> <li>Ensuring staff working remotely can do so effectively and safely, develop flexible working hubs</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> - Some medical specialties are able to work successfully remotely e.g., Histopathology. This is supported by the installation of specialist equipment in the home.</p> <p>The Homeworking Policy has been developed and is in use. Hybrid working arrangements in place in the majority of non-clinical departments with flexible use of the office space.</p> <p>Significant effective home working is still in place supported by necessary hardware and digital resources.</p>		<p>Green</p> 



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	<ul style="list-style-type: none"> <li>Work with partners to share or pool staff to make best use of limited resources</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> - At the last Logic Model update it was reported that work was underway with AGH to develop single services in Stroke and Haematology. MoUs were in place. New ways of working and growing our workforce delivery group had been set up at Place. WYAAT programmes of work had been setup.</p> <p>Since the last update, significant work has taken place to develop the North Sector of the WYAAT-wide NSO model. Joint appointments are planned with Leeds.</p> <p>In regard to Haematology and Neurology, the Trust is part of WYAAT-wide discussions to agree a resilient workforce model.</p>		<p>Amber</p> 
	<ul style="list-style-type: none"> <li>Expand clinical practice for nurses, AHPs, pharmacists and healthcare scientists</li> </ul>	<p><b>Ray Smith and Karen Dawber</b> – At the last Logic Model submission, we updated on plans to expand the numbers of Physician Associates (PA) and an appointment of a new Lead PA was imminent. BTHFT had also doubled the intake of student nurses from 200 to 450 and there are two intakes of trainee nursing associates every year. The Trust had also started the apprentice nurse programme and explored overseas recruitment (this includes people who are already resident in Bradford and who may have qualified abroad).</p> <p>The dedicated committees of the Nursing and Midwifery Leadership Council looking after for Advanced Practice, Achieving Nursing and Midwifery Excellence, New Knowledge Technology &amp; Innovation and Professional Education and practice Development were also referenced.</p> <p>Since then, the Lead PA has started work in the Trust (in September). PAs have also been employed to deliver timely thrombolysis to stroke patients.</p> <p>Although the appointment of Anaesthetic Associates is on hold</p>		<p>Amber</p> 





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		<p><i>following a resolution passed at EGM of the Royal College of Anaesthetists.</i></p> <p><i>The business case for a Hospital at Night model has been agreed and is now operational. Clinical Support Workers are assisting junior doctors overnight 7 days a week.</i></p> <p><i>The Medical Support Worker programme year 1 has been completed. The Trust has expressed interest in continuing this into its second year.</i></p> <p><i>A case has been approved for the development of Advanced Practitioners in Histopathology to assist with preparation of specimens.</i></p> <p><i>Training programmes and “boot camps” for existing and newly recruited Healthcare Assistants (HCAs) have also been developed and delivered to ensure competency.</i></p>		
Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	<ul style="list-style-type: none"> <li>Develop robust workforce modelling and workforce supply plans</li> </ul>	<p><b>Ray Smith, Karen Dawber and Faeem Lal</b> – <i>Previously we had updated this Logic Model to state that a 5-year plan had been submitted to HEE. A workforce plan had been developed and submitted.</i></p> <p><i>The recruitment of a Lead Physician Associate was also referenced. This role being to lead and manage the strategy for Physician Associates across the Trust, promoting and further developing the Physician Associate workforce. Improving clinical services programme was also to include demand and capacity modelling and workforce structure.</i></p> <p><i>Since then, preparation to deliver the Workforce Plan is well underway led by the Education Department. Funding for the plan is not yet certain, and costs will be significant. The apprenticeship programme will require significant expansion, and resource to support this will be needed by Education.</i></p>	<ul style="list-style-type: none"> <li>People Academy</li> </ul>	<p>Amber</p> 



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		<p><i>There will be a significant expansion of medical student numbers over the next 3 years.</i></p> <p><i>The Nursing Workforce plan has been updated and includes pastoral support, legacy mentors, overseas recruitment and preceptorship. A “stepladder to success” programme has been created for Band 5 to Band 7 nurses (which evolved from the existing Band 5 and 6 Development Programme).</i></p> <p><i>A volunteer to career programme is also now in place to give volunteers without previous experience a level of understanding to enable them to be ready for employment.</i></p>		
	<ul style="list-style-type: none"> <li>• Work closely with training and education partners to create a strong pipeline of staff</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> – <i>In the previous Logic Model submission, we referenced that BTHFT has close working relationships with regional education partners, including Higher Education Institutes, colleges and Health Education England to ensure a continuous pipeline of training for registered and non-registered staff.</i></p> <p><i>Work to explore new subjects and qualifications with HEI's was referenced where the students may benefit from placements within BTHFT.</i></p> <p><i>It was also noted that the Trust is part of the Physician Associate Pilot Project, which is a joint venture with Calderdale and Huddersfield NHS Foundation Trust. Three Physician Associates had been appointed to work in Renal, Emergency Department and Haematology/Oncology on a two-year contract. This pilot has involved creating a two-year training programme for newly qualified Physician Associates (similar to medicine FY1/FY2). Over the two-year period each Physician Associate will undertake rotations, regular teaching, and extracurricular activity to support their CPD.</i></p> <p><i>Work is underway at Place, Karen Stansfield is Joint SRO of</i></p>		<p>Green</p> 



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		<p><i>People Committee.</i></p> <p><i>This work has continued and significant expansion of medical student numbers is expected, with a concomitant increase in junior doctor availability from 5 years onwards.</i></p>		
	<ul style="list-style-type: none"> <li>Continue to support our people to develop professionally through improved range of training and education programmes</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> – <i>The last Logic Model submission reported that there are 290 staff members on an apprenticeship, ranging from level 2 entry qualifications to level 5 masters.</i></p> <p><i>Continuing Professional Development (CPD) funding and the workforce transformation budget (WTB) remained available to support registered professionals to undertake supplementary training and higher education to support growth in roles. An annual learning needs analysis was in place as an organisation that feeds into HEE and place level for a collaborative approach across the region. BTHFT Training and Education continue to deliver in house programmes to support leadership and development.</i></p> <p><i>The Trust had provided five clinical placements as part of the Medical Support Worker Programme in 2022/23. This provides a gateway for international medical graduates and refugee doctors to begin NHS careers. Five medical support workers have been employed to work in Renal, Emergency Department, Ward 17/Same Day Emergency Care and Research. Medical Support Workers are working in multidisciplinary teams supporting medical and other clinical staff by undertaking a range of essential routine clinical tasks under clinical supervision. The Medical Support Workers are attending a range of training and education sessions within the Trust to develop their clinical skills, knowledge and to help prepare them for taking their PLAB examinations.</i></p> <p><i>There were 288 staff enrolled on our leadership pathways. We have revised the remote pathways and have also gone back to</i></p>		<p>Green</p> 

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		<p><i>some face to face. The current intent is to deliver one of each pathway a quarter.</i></p> <p><i>Work in this area has continued and Leadership training modules are now operational and available to all aspirant experienced leaders.</i></p> <p><i>The New Consultant Development Programme offered to all new starters is now beginning its 4<sup>th</sup> year.</i></p>		
	<ul style="list-style-type: none"> <li>Develop more augmented reality and virtual training</li> </ul>	<p><b>Ray Smith</b> – <i>Previously we had updated that augmented reality headsets has been purchased and that there was increased capacity in the simulation centre post COVID-19 restrictions.</i></p> <p><i>Virtual training was being utilised and offered for delivery of some topics, including mandatory training and high priority training.</i></p> <p><i>Since then, it has become the case that virtual training is now being used extensively across the Trust.</i></p>		<p>Amber</p> 
	<ul style="list-style-type: none"> <li>Develop outreach programmes with local schools and colleges to encourage local students to consider NHS careers or apprenticeships at BTH.</li> </ul>	<p><b>Ray Smith and Faeem Lal</b> – <i>In the last Logic Model update the Local and Place based offers in place were detailed. These included, Ambassadors programme, Introduction Programmes e.g. Introduction to Medicine, work experience, increased number of clinical placement offers and apprenticeship pathways.</i></p> <p><i>We also referenced that the education wider participation team engage with local schools, colleges and academies, providing career ambassadors to attend their events. The team also play a major role in the organisation of district wide care events held at local higher education institutes.</i></p> <p><i>The team have developed and ran in-reach days where students can attend the education department and partake in activities that show what careers BTHFT can offer. Days on offer include:</i></p>		<p>Green</p> 



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		<ul style="list-style-type: none"> <li>• <i>Introduction to medicine</i></li> <li>• <i>Introduction to healthcare (Nursing, Midwifery and AHP)</i></li> <li>• <i>Medical School interview techniques</i></li> <li>• <i>Departmental open days (Theatres)</i></li> </ul> <p><i>Alongside this further expansion in work experience placements has been undertaken, with an aim to expand the opportunities in non-clinical areas.</i></p> <p><i>All these events and programme continue on a regular basis.</i></p> <p><i>In addition, through the NHS Clinical Entrepreneur and Clinical Insites Programme, the Trust and Bradford Place have a relationship with Generation Medics. A Generation Medics launch event was held in September 2023 and was well-attended. It is aimed at inspiring local young people and the unemployed (especially those from under privileged backgrounds) to consider a career in healthcare.</i></p>		


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<b>Place</b> <b>Our ambition</b> - We are committed to making a difference for everyone who needs our care, meeting them where they are, wherever possible, and helping them to live longer in good health				
We will Act as One with our partners across Bradford District and Craven	<ul style="list-style-type: none"> <li>Build on our SPA with the rest of our local Health and Care Partnership to ensure the development and delivery of a system-wide strategy, system-wide budget setting and system-wide financial balance.</li> </ul>	<p><b>Access: Sajid Azeb</b> Access Workstream is well established with full partner participation with the aim of improving access to health and care for the communities we serve. Removing the barriers that create inequalities to accessing care. Ensuring our people receive the right care in the right place first time.</p> <p>The Trust has been actively involved in SPA development and system wide governance discussions. Our CEO is the Place leader and our Director of Strategy and Head of Service &amp; Business Development were actively involved in the development of the first ever strategy for our BD&amp;C Health and Care Partnership, ensuring close alignment and synergy with the Trust's new Corporate Strategy. Our Director of Finance represents the Trust in budget setting and planning discussions to achieve system-wide financial balance, and our non-Executives are also involved (e.g. chairing the place-wide Finance &amp; Performance Committee).</p>	Individual AAO programmes report to BDC Partnership Exec via HCPBs  BTHFT Board (2 monthly) via dashboards, CEO update, and Director of Strategy and other ED briefings on specific topics	Green 
	<ul style="list-style-type: none"> <li>Deliver Act as One programmes on Diabetes, Better Births, Respiratory Health, Ageing Well, Access to Healthcare, Children and Young People's Mental Health and Cardiovascular Health.</li> </ul>	<p><b>Access: Sajid Azeb</b> – The Access Workstream is well established with full partner participation and the aim of improving access to health and care for the communities we serve - removing the barriers that create inequalities to accessing care and ensuring our people receive the right care in the right place first time.</p> <p><b>Diabetes: Sajid Azeb</b> - The Trust has shown significant leadership across all of the Act as Once transformation programmes, driving vaccine take-up across the district, leading</p>		Green 



		<p><i>discussion e.g. on elective recovery and creating a unique strategic partnership with Diabetes UK, to support the transformation of diabetes services in the district.</i></p> <p><i>Trust personnel contribute significantly to those programmes where we do not provide Executive leadership as SRO for the programme, and we are closely involved in ongoing discussions regarding the five new priorities and the enabling programmes following the “re-set” of Act as One.</i></p> <p><i>With regard to the diabetes programme, extensive work has been undertaken in relation to prevention – including a number of public awareness sessions. In relation to workstreams to improve quality of care in diabetes, 498 staff have attended primary care training. A total of 3,000 clinical decision trees are being accessed on GP Assist each month and a new decision tree for Diabetes is being developed.</i></p> <p><i>Pathways such as podiatry and diabetes foot checks have been reassessed with BDCT taking over administration to relieve pressure on GP practices.</i></p>		
Tackling Health Inequalities	<ul style="list-style-type: none"> <li>Develop (through the Population Health Management Enabling Project, Connected Bradford and Act as One) a Bradford District and Craven approach to Population Health Management (PHM).</li> </ul>	<p><b>Paul Rice</b> - <i>The Trust remains actively involved in supporting the development of a district-wide approach to Population Health Management, including through the leadership of the Digital &amp; information Enabling Programme by our CIO.</i></p>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy</li> </ul>	<p>Amber</p> 
	<ul style="list-style-type: none"> <li>Design and develop new models of preventative and interventional care as a result of our findings in relation to PHM.</li> </ul>	<p><b>Paul Rice</b> – <i>New models continue to emerge, including for example the extensive programme of work re: Peri-operative Digital Care as part of the VRI programme.</i></p> <p><i>This is one strand of preventative and interventional care focussed on a known population, i.e. those experiencing an elective wait. There is more patient education and left shift activity enabled by digital under Access and healthy communities.</i></p>		<p>Green</p> 



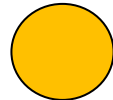
		As part of our elective recovery programme, a comprehensive range of additional digital tools are being deployed e.g. DrDoctor, digital patient education and peri-operative self-guided management resources.		
Research for all: Building on our international reputation as a City of Research and using data to become and anchor institution for population health	<ul style="list-style-type: none"> <li>Support the Connected Bradford programme and use linked data sets to develop a comprehensive view of the health needs of the people of Bradford</li> </ul>	<p><b>Ray Smith</b> – In the previous Logic Model update we reported that the data platform has been used to support a range of projects including the development of the electronic Frailty Index 2 (eFI2), an improved prognostic tool that builds on the existing eFI to support identification of older people with different levels of frailty in primary care. Research had also explored the predictive value of the Early Years Foundation Stage Profile (EYFSP) assessed in the first year of primary school on later academic achievement, and how this relationship may interact with Special Educational Needs (SEN) status.</p> <p>Since then, BIHR/BTHFT has successfully bid to lead the multi-million-pound Secure Data Environment (SDE) programme, linking multi-modal pseudo-anonymised data to observe and predict health trends across Bradford District and beyond.</p>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy</li> </ul>	<p>Green</p> 
	<ul style="list-style-type: none"> <li>Aim to provide the entire population of Bradford with the opportunity to take part in research with the ultimate objective of improving the health and wellbeing of the local population (Bradford as a City of Research)</li> </ul>	<p><b>Ray Smith</b> - BTHFT is the lead on the City of Research – Research as One initiative working collaboratively with Bradford and Craven district health care providers and University of Bradford; this will extend to VCS and local government. This initiative aims to provide excellent quality, research opportunities and equity to our local population. A key part of this is a Research Registry which has been established and funding obtained for a 0.5 wte post to promote this and encourage people to sign-up to give permission to be contacted about research projects. Further plans to promote this are underway and encourage sign-up. <a href="http://www.cityofresearch.org">www.cityofresearch.org</a></p> <p>Funding for a Research Bus has been secured and is due to be commissioned. This will take research to members of our communities who may otherwise be hard to reach.</p>		<p>Green</p> 



	<ul style="list-style-type: none"> <li>Significantly increase the number of Trust inpatients that have the opportunity to take part in research (Research-led care)</li> </ul>	<p><b>Ray Smith</b> – <i>In the last Logic Model update it was highlighted that there was a new Trust Research Strategy that had been recently approved. This strategy set out ambitions to raise the profile of research and ensure that research seen as core business over the next five years thereby increasing all research activity. A number of work streams have started to increase staff/patient/public awareness about research and highlighting opportunities how our patients can become involved in research and its importance; these include:</i></p> <ul style="list-style-type: none"> <li><i>Research part of ward accreditation</i></li> <li><i>Research information and awareness project commenced with Medical Illustration – this will include ward information</i></li> <li><i>Research part of O/P letters –possibly extend to other patient communication</i></li> <li><i>Research now on homepage of Trust internet (more visible)</i></li> </ul> <p>Since then, there have also been active attempts to inspire research in those specialties which have previously had less involvement.</p> <p>A research dashboard in the process of being launched to provide Trust-wide visibility on what is going on and inspire others to participate.</p> <p>We have also made research information available on ward entrances</p>		<p>Green</p> 
Strategic Estate: Fit for purpose health and care facilities for Bradford	<ul style="list-style-type: none"> <li>Support the development of an Estates strategy for Bradford District and Craven</li> </ul>	<p><b>Sajid Azeb and Chris Davies</b> – <i>The Bradford &amp; Craven ICS continues to work closely with the regional Estates Group and professional leads to progress an holistic asset data capture and review. External consultants, AA projects and Community Ventures have been commissioned to collaborate with our public sector partners to bring our estates strategies together. This includes working with the Local Authority, Police, Fire, Charity</i></p>	<ul style="list-style-type: none"> <li>Quality and Patient Safety Academy</li> </ul>	<p>Green</p> 

		<p><i>Sector and primary care partners.</i></p> <p><i>The programme of work is based on assessing each of the Bradford districts assets and to capture a full 'Neighbourhood Asset Review'. BTHFT are a key stakeholder in this, and we are supporting the strategy with our data and plans.</i></p> <p><i>A draft version (v4) is currently under review for comment and continues to progress capturing current services and pipeline projects for each ward across our district.</i></p>		
	<ul style="list-style-type: none"> <li>Explore the potential to build a new teaching hospital in Bradford to replace BRI and St Luke's whilst optimising our current estate.</li> </ul>	<p><b>Sajid Azeb and Chris Davies</b> - <i>The Strategic Outline Business Case (SOC) has been formally registered as part of the NHS New Hospital Programme (NHP), we are now aware BTHFT were unsuccessful in securing one of the remaining eight unallocated new build hospital opportunities, however Airedale NHS FT were successful in their SOC bid fundamentally resolving the Reinforced Autoclaved Aerated Concrete (RAAC) issues across their estate.</i></p> <p><i>The next phase for BTHFT is to develop an alternative Estates Strategy to the New Hospital Programme, this will be reviewing our current estate across our main sites (BRI/SLH) and community properties identifying development and Net-Zero Carbon opportunities in-line with the wider clinical pathways and strategies. This work has commenced and continues to progress.</i></p> <p><i>Furthermore, BTHFT are continuing to engage with City of Bradford Metropolitan District to maintain any site opportunities and considerations that form part of the Bradford Local Plan.</i></p>		<p>Green</p> 

Individual strategic commitments	Key areas of work (to provide context)	Progress Update	Reporting Academy	RAG Rating
<b>Partners</b> <b>Our ambition</b> - We will work with partners across West Yorkshire; tackling problems together that cannot be resolved by individual organisations alone.				
Working with colleagues in our ICP and partners across West Yorkshire to address health inequalities	<ul style="list-style-type: none"> <li>Addressing many of the WYHCP “10 big ambitions” locally at a Place level through a number of local work programmes e.g. Act as One programmes, Population Health Management and being an anchor organisation to help alleviate some of the societal issues that lead to health inequalities</li> </ul>	<b>Sajid Azeb</b> - <i>The Trust supports attainment of the 10 big ambitions by actively participating in all of the Act as One programmes (even where these may appear, at face value, to be less directly relevant to the work of an acute provider). Specific initiatives include our Green Plan (and the planned refresh of this plan to include more on Sustainability) to respond to the climate emergency, our support for place-wide suicide prevention initiatives (including e.g. support for Andy’s Man Club), our commitment to tackle health inequalities (including a review of elective waiting times and the differential impact on people with learning disabilities) and supporting young people into work through apprenticeships and other initiatives including the Widening Access to Medicine programme.</i>	Topic-specific e.g. Board discussion and where appropriate Academy reports.	Green 
Working with other providers of acute hospital care to best meet the needs of our shared patient populations	<ul style="list-style-type: none"> <li>Supporting (mainly) WYAAT partners in the development and delivery of a clinical services strategy for West Yorkshire</li> </ul>	<b>Sajid Azeb</b> - <i>The Trust continues to engage with WYAAT partners through regular meetings including a recent time-out for all WYAAT Execs and professional groupings (Strategy Director, CMOs etc). At this stage there appears to be limited appetite to invest time in producing a comprehensive document but continued willingness to collaborate on agreed priorities, including e.g. non-surgical oncology and aseptic services and ongoing discussion of other “fragile” services in areas of identified weakness/opportunities</i>	Partnership Report to Board	Green 

	<ul style="list-style-type: none"> <li>Continue to work collaboratively with Airedale NHS FT particularly in relation to ENT, Ophthalmology, Urology, Plastic Surgery and Renal services</li> </ul>	<p><b>Sajid Azeb</b> - Although the “acute provider collaboration” programme previously established is no longer a discrete piece of work with its own dedicated PMO, we have recognised the importance of a focussed effort in one or two specialities with improvement work led jointly by Executives from each Trust e.g. in Stroke and Haematology. This refreshed governance is relatively new and any discrete reporting arrangements (above and beyond specialty performance reports) will be confirmed in due course.</p>		<p>Green</p> 
Continue to develop the Trust as a hub for specialist services in the west of West Yorkshire	<ul style="list-style-type: none"> <li>Identify services and develop solutions for the delivery of certain tertiary services in hubs at a range of sites across West Yorkshire</li> </ul>	<p><b>Sajid Azeb</b> - The trust is now the vascular arterial centre for the west of West Yorkshire providing the 2<sup>nd</sup> Arterial centre for WYAAT.</p> <p>The trust supports both CHFT and AGH with a number of pressured service areas which include non-vascular interventional radiology and Vascular Interventional Radiology. Input for Maxillo-Facial service as well as plastic surgery provision for CHFT. Support being offered to AGH for Ophthalmology, ENT and Gynae services. In addition, we are currently exploring the potential for mutual aid support to Sheffield Teaching Hospitals for their Urology Cancer cases (Prostatectomies).</p>		<p>Green</p> 
We will meet our commitment to sustainability and the delivery of the NHS Net Zero Carbon Target	<ul style="list-style-type: none"> <li>Delivery of our Green Plan key elements especially in relation to Revenue and Capital Procurement, Asset Management and Travel</li> </ul>	<p><b>Sajid Azeb</b></p> <p>The Trust has established a Green Plan Implementation Group with work streams focussed on the delivery of the Trust’s existing Green Plan.</p> <p>During the summer it was agreed to look to refresh the Green Plan so that it encompasses a wider “Sustainability” based approach. Work on this refreshed plan is underway with workstreams ongoing in keys areas</p> <ul style="list-style-type: none"> <li>Clinical Sustainability</li> <li>Financial Sustainability (Procurement)</li> <li>Sustainable Estates (travel and transport, waste reduction, new building design, adaptation, biodiversity,</li> </ul>		<p>Amber</p> 

		<p>utilities)</p> <ul style="list-style-type: none"> <li>• <i>Social Sustainability</i></li> </ul> <p><i>However, the challenge of achieving net zero in an old estate is significant; we currently rely on a very cost-efficient combined heat &amp; power system, which uses fossil fuels and will need transforming, but the cost implications are likely to be prohibitive. The RAG rating therefore reflects the scale of the challenge rather than the progress to date. More generally (and recognising the breadth of the sustainability challenge beyond net zero) we also need to recruit to provide strengthened leadership on sustainability for the Trust.</i></p>		
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