

The North Bristol NHS Trust Strategy



2019 – 2024

oneNBT

Exceptional healthcare, personally delivered

Introduction	3
Our vision, values and strategic intentions	4
NHS long-term plan priorities for NBT	6
The Strategy - OneNBT	7
Chapter 1. Delivering high quality, sustainable care for patients and carers	8
NBT, What we do	8
Experts in complex urgent and emergency care	8
Working in partnership to deliver great local care	9
A centre of excellence for specialist services	10
Clinical networks	11
A powerhouse for pathology and imaging	12
Chapter 2. Developing healthcare for the future	14
Education, training and development	14
Continuous improvement	14
Research	15
Innovation and technology	15
Chapter 3. An employer of choice	16
A great place to work	16
Empowered teams	17
Diversity and inclusion	17
Development	17
Health and wellbeing	17
Chapter 4. An anchor in our community	18
An organisation local people and patients are proud of	18
Making a difference to our community	18
Volunteers	18
Southmead Hospital Charity, League of Friends and other charitable partners	19
Sustainable healthcare	19
Implementation and delivery	20

Dear colleague,

We launch this document on the back of our 2019 CQC inspection in which we achieved a GOOD rating overall and OUTSTANDING for caring. This achievement was down to you and a terrific example of what happens when we work together to provide the best care possible to our patients. I want us to continue this momentum as we launch this strategy and set out our bold ambitions for the next five years.

I am delighted to share this strategy with you. It is your strategy, informed by what you have said you want to happen, how you want us to improve and the care you want to give to patients both now and in the years to come. It is also based on what you have said about how you want this organisation to be somewhere you enjoy working and an attractive employer for the future workforce. What is set out in this document reflects your ambitions and I have no doubt if we work together as OneNBT we will continue to provide exceptional healthcare, personally delivered.

We have a record of improvement we can all be proud of but for this to continue we have to be mindful of the challenges around us. Staying the same is not an option. The population we serve is growing, the health needs of the patients we care for are becoming more complex and the availability of new technology creates opportunities for us to think differently about the way we do things.

You have shown over the past five years that you are ready and willing to meet these challenges; working together, thinking innovatively and most importantly in

partnership with our patients. We also know that we will not achieve what we have set out to do in this strategy if we work in isolation. Our patients do not only access their care at this hospital; they receive care in many different ways across the city and beyond. We have to be aware of that and work jointly with our health and care partners to develop joined-up, fully integrated services.

The national Long Term Plan was published in 2019 and our local Bristol, North Somerset and South Gloucestershire (BNSSG) plan has been shared with regulators. We have made sure that this strategy is aligned to those plans and we will ensure we are significant contributors to their success.

This strategy is important because it sets out how we will provide the very best care that we can for our patients, using the wonderful facilities we have available and working together in fantastic teams. Together we can achieve our ambitions that are so important to you and for all our patients.

Andrea Young
Chief Executive.



Our vision, values and strategic intentions

Our Strategy for 2019-2024

By enabling our teams to be the best that they can be, we will provide exceptional healthcare, personally delivered

The best health and care is not the work of an individual, a single team or even one organisation. Partnership and collaboration is fundamental.

“Exceptional healthcare” means our patients will recognise that we are exemplars of safe, harm-free care and that we give them the best possible health improvement. We will do this through outstanding Emergency Care, our centres of excellence for Specialist Services, our great Local Services and as a Powerhouse for Pathology and Imaging.

“Personally delivered” means patients are in charge of their own care and the decisions that need to be made for their health and wellbeing. A genuine partnership with patients and the public is at the heart of any changes we make and will ensure an outstanding patient and carer experience.

This vision is underpinned by the organisation’s values as described by our staff:



Putting the patient first



Working well together



Recognising the person



Striving for excellence



To deliver this strategy we must understand the issues and challenges we are likely to face. We have identified eight areas which we know about our future.

1. The health needs of our local population will continue to change and grow. We will need to meet these demands and maintain capacity for specialist services. To do this we will need to embrace continuous improvement and innovation and to work with our partners to increase the amount of health and care provided outside the hospital.
2. We will continue to develop our organisation to be clinically led and support our staff to make decisions that support the delivery of world class care.
3. We will invest in the latest digital technology to create an organisation that adapts and adopts new ways of working that better meet the needs of its patients.
4. We will seek to make the best use of NHS resources for patient care and develop sustainable services for the long term.
5. We will continue to develop and grow specialist commissioned work but do not expect to expand the range of specialties we provide.
6. Our contribution to local and regional Pathology and Radiology will increase.
7. We will work in partnership with health and social care partners in Bristol, North Somerset and South Gloucestershire so that patients receive high quality, consistent care in the most appropriate location for their needs.
8. We will work to support our local communities beyond just the delivery of clinical care. We will do this by:
 - Increasing research activity
 - Training the future health workforce as a core part of our business
 - Invest in being an employer of choice, attracting the best staff in to the BNSSG health and care system
 - Playing an active part in helping people keep themselves healthy
 - Mitigating our impact on our local environment





NHS long-term plan priorities for NBT

In 2019 the NHS in England announced its long term plan for those improvements that will make best use of the £20.5bn of additional funding by 2023/24, which was announced by the Government in 2018. With our local health and social care partners working within the Healthier Together partnership we will produce a local plan to deliver the national ambition. The thinking represented in this strategy will feed into the regional planning.

Our shared plan will set out what we will deliver as a group of organisations over the next five years. It will include how we involve patients and the population in our work, a description of local need, and how we will operate within the resource allocated to us.

We are working closely with University Hospitals Bristol NHS Foundation Trust and Weston Hospital NHS Trust to develop the specific elements of the plan for our hospitals and we will also work to integrate care with community partners and primary care.

At NBT we have a key role to play in many of the areas for improvement in the Healthier Together Plan. These include:

- Helping our partners to achieve the proposed increase in community health and care activity including the establishment of Primary Care Networks
- Redesign of emergency care with the introduction of urgent treatment centres and move to 'same day emergency care'

- Elimination of unnecessary outpatient appointments and finding technological solutions to ways of supporting patients with long term conditions in the community
- Leading work on the improvement priorities for 'the biggest killers and disablers of our population':
 - **Cancer** for which NBT is the biggest surgical provider in the South West
 - **Cardiovascular disease** for which NBT provides the hub for the vascular network
 - **Stroke** for which NBT is leading the development of the thrombectomy service
 - **Diabetes and respiratory illness** for which NBT has expertise to support local care and specialist care when required
 - **Maternity and neonatal care** where NBT has a large obstetric service in our Local Maternity System
- We are committed to research and innovation including increasing the number of patients participating in research
- We will contribute to the training plan required to deliver the planned growth of the medical, nursing and volunteer workforce
- Our own digital strategy supports the ambitions in the plan to create digitally enabled care
- Working with our civic partners to reduce carbon emissions as part of Bristol's One City Plan

The Strategy - OneNBT

Through this strategy we will come together as OneNBT to provide the very best care that we can. There are four key elements to this ambition which are set out in four chapters over the next few pages. The chapters are underpinned by the following statements:

1. Our core purpose will always be to provide a standard of clinical care for the patients we serve that we would expect to receive ourselves. To sustain quality of care into the future we must also pay attention to our roles in developing the future healthcare workforce and contributing to future health research and innovation.

2. We are one of the largest employers in the South West of England and need to meet exemplary standards in the way we manage and work with our staff to make NBT a great place to work and an employer of choice. Equality and diversity is a priority for us not only to ensure we reflect the communities we serve but also to make sure we create a place where everyone can do their best work.

3. We are a large and established organisation acting as an anchor in our local community with associated responsibilities for sustainable development, local product sourcing, and population health and illness prevention.

In summary the four chapters that make up the core focus of this strategy are:

1. Provider of high quality patient care

- Experts in complex urgent and emergency care
- Work in partnership to deliver great local health services
- A Centre of Excellence for specialist health care
- A powerhouse for pathology and imaging

2. Developing healthcare for the future

- Training, educating and developing our workforce
- Increase our capability to deliver research
- Support development and adoption of innovations
- Invest in digital technology

3. Employer of choice

- A great place to work that is diverse and inclusive
- Empowered clinically led teams
- Support our staff to continuously develop
- Support staff health and wellbeing

4. An anchor in our community

- Create a healthy and accessible environment
- Expand charitable support and network of volunteers
- Developing in a sustainable way



Chapter 1. Delivering high quality, sustainable care for patients and carers

NBT, what we do

We provide high quality clinical services for patients from local and regional populations.

- **Urgent care** – Emergency care is vital for both our local and specialist services. We will be exemplars of best practice in urgent and emergency care so that our patients have the best possible outcomes.
- **Local acute care** – we provide elective and urgent hospital services for a population of 500,000 people, primarily in South Gloucestershire and North Bristol. We will work in partnership with community and primary care to develop integrated care services that meet the rising needs of people in our aging population.
- **Specialist services** – we excel in complex surgical interventions providing great care for patients across the region and beyond. We also provide a suite of non-surgical specialist services that are a critical part of NHS care in the South West.
- **Diagnostic services** – NBT delivers both Pathology and Radiology at scale and to a high quality. We expect that the requirement for faster diagnosis for cancer patients and in urgent care will mean that activity in these services continues to rise. Our Genomics Laboratory Hub will be at the centre of developing the new Genomics Medicine Service across the South West of England.



Experts in complex urgent and emergency care

Our patients take comfort in knowing that first and foremost as a hospital we respond rapidly and effectively when there is urgent patient need. This is a fundamental right of patients. NBT's local and specialist service offer puts us at the centre of the urgent and emergency care requirement for our local and regional populations. We intend to be exemplars of best practice in delivery of urgent and emergency care.

We will provide expert care and treatment 24 hours a day, 365 days a year for patients when they need us most, in emergencies.

We will work with partner organisations to ensure urgent care is provided in the most appropriate setting.

We will ensure rapid access to the right expertise in a specialist hospital or in the community.

We will be at the forefront of the innovations in care that are developing to manage increasing demand and the complexity of patients' conditions.

Our services will be rapid and responsive to patient need, returning people to home or community settings at the earliest opportunity.

We will continue to seek improvements in how we provide urgent and emergency care and have plans to:

- Increase provision of same day emergency care
- Have outpatient care immediately available when needed – consultant-led 'hot clinics' in every speciality with rapid access to appropriate care



Working in partnership to deliver great local care

Patients tell us they would rather receive care at home or nearer to home and spend less time in hospital. In partnership with others we will develop seamless care between organisations that reduce the need for hospital services. This will result in consistent care for patients, including safe and smooth transfers between hospital and community settings.

Collaborating with partners we will realise our shared vision for patient-centred services that are truly integrated across the health and care system. With partners we will design pathways that:

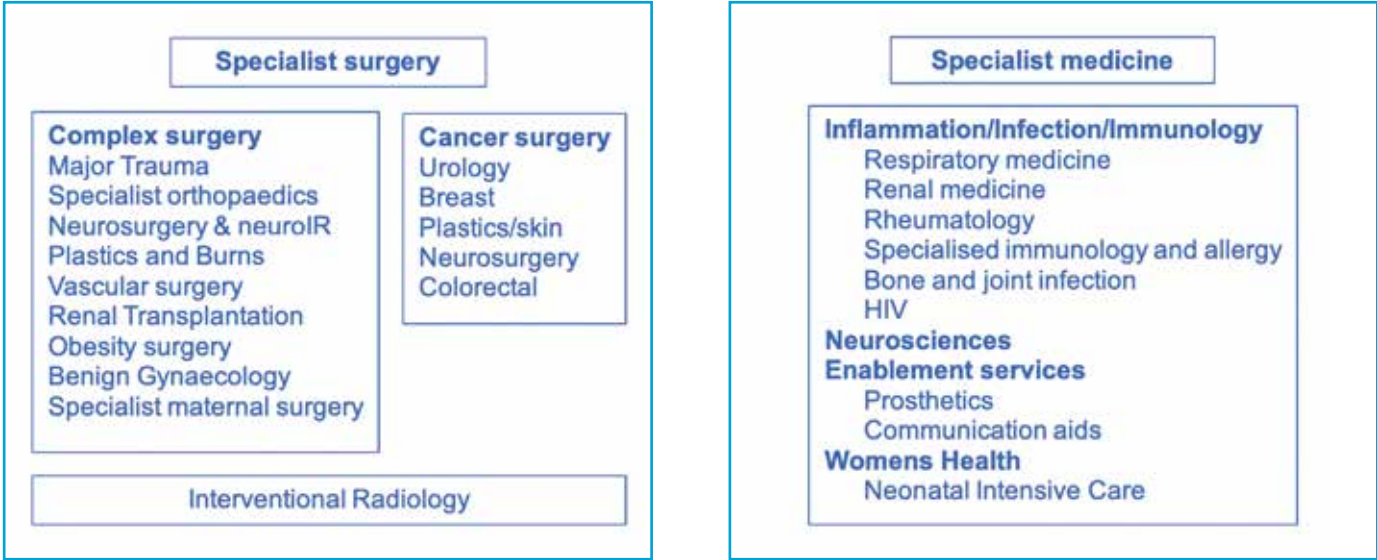
- Minimise the need for hospital admission
- Ensure patients rapidly receive the right care in the best location for their needs
- Enable safe and smooth transfers of care between hospital and community settings
- Ensure consistent standards of care between provider services

- Deliver the very best care possible at each of the hospital sites in BNSSG
- There are specific ambitions that will help us to improve both the quality and efficiency of our services. These include:
- Ways of working that minimise delays 7 days a week
 - Patients never waiting unnecessarily in a hospital bed
 - Long term care designed with patient need at the centre – supporting patients whilst avoiding unnecessary visits to hospital
 - An effective Local Maternity System
- Significant work is already underway with partners and will be further developed:
- An Integrated Care Bureau to support patients to get home or into a community service when they need it
 - Work with General Practice to create better models of care for those patients who attend the Emergency Department with conditions more effectively managed by primary care
 - Creating care pathways for people with long term conditions and frailty that support them in the community and avoid unnecessary hospital attendance
 - Creating locality hubs so that people can access services closer to home

A centre of excellence for specialist services

We will be a leading provider of specialist services and have a reputation for improvements in patient care that are best in class. We want our city to be proud of its hospitals. We will work in partnership with University Hospitals Bristol NHS Foundation Trust to create a centre of specialist health care in the city of Bristol which has national and international recognition for clinical excellence.

We are a major provider of specialist clinical care for the South West and beyond. Our specialist services include highly complex surgical interventions, cancer surgery, a range of specialist medical services and interventional radiology (neuro and general) as set out below.



We pride ourselves on the skills and capabilities that enable us to be the standard-bearers of excellence for our specialist services. As well as being of the very highest clinical standard our specialist services must also be sustainable and delivered within the resources available to us and the wider healthcare system. This means that we will:

- Operate at sufficient scale to be efficient and clinically effective
- Standardise pathways in-line with clinical best practice
- Develop the clinical workforce we need now and in the future
- Secure the funding required in order to provide complex care sustainably

We expect that our specialist services will continue to grow due to the changing needs of our population. We will use this as an opportunity to deliver new and innovative ways of providing care that provide tangible and measurable benefits to our population. We will expand availability of thrombectomy as an urgent treatment for stroke. Through our Genomics Laboratory Hub and the associated Genomics Medicine Service we will ensure we position ourselves at the forefront of adoption of the coming genomics revolution and the associated benefits that it will bring.

Clinical networks

To enable our vision of great patient care and outstanding outcomes, it is our intention to lead managed clinical networks of our services.

This will:

- Provide clinical leadership across our region to ensure a consistent standard of care
- Enable specialist work to be delivered in the right place at appropriate volumes, as expected for best practice
- Provide care in local hospitals where necessary skills are available and ensure there are opportunities for clinicians to enhance their skills across the network
- Enable management of the patient case mix across our provider network to ensure operational and financial sustainability whilst also providing the very best training and research opportunities
- Support the rapid development and adoption of innovations for the benefit of patients such as those expected from genomics and personalised medicine.

A powerhouse for pathology and imaging

We will lead networks of pathology and radiology services aimed at delivering early and rapid diagnoses. Our scale will enable superb cost-effective services. Our uniquely integrated pathology services, centred around a Genomics Laboratory Hub will ensure access of our populations to the most up-to-date technologies to support their care.

Exceptional healthcare, personally delivered for the great majority of patients is dependent on fast, accurate diagnostics, particularly pathology and radiology. It is likely there will be continued innovation in diagnostic services in the next five years as technology develops, especially within areas such as genomics.

We are already an established leader in the provision of pathology services in our region and a leading provider of imaging. We provide them at scale which brings efficiencies as well as enabling responsive high quality delivery. We recognise that there will be increasing demand for diagnostic services not only as our local population grows but as we are able to treat illnesses earlier and more rapidly.



We will lead and work with partners in radiology provider networks as they develop to ensure the right services for the population over the next five years and beyond. This will mean:

- Imaging services that support urgent care for all partners are available 24/7
- There is ease of access for patients
- There is rapid diagnosis for suspected cancer
- Opportunities from new technologies are adopted rapidly
- Overall the imaging capacity in the health system meets the demand

Genomics and personalised medicine

Our Genomics Laboratory Hub in collaboration with our partners is leading the development of the Genomics Medicine Services in the South West. This puts us at the very front of the transformation towards a more personalised way of delivering care based on genomic information about patients and disease.

As with other areas of our specialist portfolio our organisation will need to work closely with our commissioners and others across the South West to realise the vision of access to genomics testing and personalised medicine for the entire population.

We will work with our genomics experts to ensure that our own clinical services in NBT will be amongst the first to realise the benefit of these improvements for our patients.

Personal delivery

We are committed to developing a genuine partnership with patients. By doing this, patients will be able to tell us exactly what they need and how they want to receive care. This means we will be best placed to provide the right care not only today, but as we develop our services, an offer that feels more personal.

We recognise that every patient is an individual with unique requirements based on their circumstances and wishes. Relationships with our patients will continue to change with the increased availability of information and the development of the use of social media and social networks. Patients tell us that if they are to be truly in charge of their care then they need a different relationship with clinicians so that they feel supported to make their own decisions about the healthcare they use.

We will make sure that patients, their representatives and carers are at the heart of every service improvement we make. We will also design care in collaboration with patients and the public that really addresses what matters to them and empowers them to be healthy and well.

Leading and working with partners

Our aim is to lead a strong organisation as part of a vibrant local and regional healthcare system.

All four chapters of our strategy recognise that working with other healthcare providers and organisations is fundamental to realising our vision.

We expect to continue to build on the strong relationships we already have in place to create the Integrated Care System envisaged in the NHS Long Term Plan.

This will increasingly see us making plans together as a single health and care system rather than separately as a single organisation. To do that we will need to work in a different way – one where we and our provider partners are working more frequently as one joined-up seamless source of care – to meet the health and care needs of our populations.

In the next five years we will have a different partnership approach with:

- **Other providers** We work alongside amazing provider partners and we want to work more closely with them as we think about how we provide the best services we can. This includes:
 - The new local community care provider and primary care
 - BNSSG hospital providers as we develop a consistent hospital offer



- Working with University Hospitals Bristol NHS Foundation Trust to create a specialist centre of excellence for the benefit of the whole South West
- Creating networks of specialist care with neighbouring hospital Trusts

- **Our local authority partners** are the providers of services aimed at prevention, maintaining health and wellbeing and social care. We want to support this work to protect the future health of the local population and make sure that our staff work closely together to maximise care and independence in the community.
- **Our commissioners** We will work with our commissioners to understand and plan for the needs of our population and to advocate for the resources our health community needs.
- **Local community organisations and voluntary groups** also have a key role to play in helping our communities to stay healthy, well and independent. For example the Southmead Development Trust offers social prescribing which helps people to access a range of local, non-clinical services. We want to use this growing expertise as we develop our services to meet the needs of the population we serve.

We will continue the strong and effective work of our teams in quality improvement, research and innovation through the established partnership organisations:

- **The Clinical Research Network**
- **Bristol Health Partners**
- **The West of England Academic Health Science Network**

Chapter 2. Developing healthcare for the future



Education, training and development

As a responsible employer we care deeply for the people who work here and are committed to ensuring we have a highly skilled and motivated workforce. Not only is this the right thing to do, it is also fundamental to our success. We will continue to embrace our responsibility for developing the workforce of the future in collaboration with other local care providers, the Universities and Health Education England. We want this to be the start of an ongoing conversation with our workforce and we will:

- Continue our roles in undergraduate and post-graduate training of health care professionals, providing high quality clinical placements and excellent teaching facilities
- Work with others to establish new roles that increase the opportunities people have to join the health workforce and make maximum use of available skills
- Expand our excellent apprenticeship programmes
- Support and promote the continuous development of all of our staff so that each can maximise their potential

Continuous improvement

We cannot predict all of the changes required of our services in the years ahead and so we must continue to invest in the capability of our people to enable them to address new challenges as they arise. We must create an organisation that is agile in responding to new challenges. We are proud of our culture which encourages our workforce to continually improve and expect to continuously innovate what we do in the years ahead.

Effective working in complex teams is a core reason for our recent successes at NBT. We will continue to develop team working capabilities using our award winning Perform methodology. We intend that this will be embedded in every part of our organisation.

We will develop high levels of capability by using data to identify challenges that require action and to support effective change.

We will bring together the change management expertise in the Trust to maximise the transformation resource available to our services. The capability in the Programme Management Office, the Quality Improvement team and in the Perform Academy will be continuously reviewed to ensure that we have the correct mix of skills for delivering the improvements we need.

Research

We are a well-established research centre with a multidisciplinary infrastructure that supports a broad range of clinical research. Delivering excellent clinical research is important for us as it supports improving patient outcomes as well as attracting and retaining talented staff. It is therefore our intention to further develop our strengths in research and maximise opportunities for our patients and staff to be involved.

We will:

- Increase our capability to deliver research that is important to, and prioritised by, patients
- Continue to be a key contributing member of Bristol Health Partners and the West of England Clinical Research Network to enhance our combined research strengths
- Ensure access to cutting-edge treatments with appropriate safeguards that improve patient outcomes
- Improve patient safety and care by rapidly adopting evidence based research outcomes

Innovation and technology

In the future the adoption of technology and digital solutions will be fundamental to our transformation.

We have recognised the opportunities from advances in technology in our Digital Strategy through which we will deliver:

- Digital systems that support safe and effective care

- Patient care information available wherever the patient is located in the health system. This will improve quality, avoid wasted duplication and ensure access to information is not a cause of delays
- Improved availability of data to help understand and develop our services and support our continuous improvement programmes
- Easily accessible information that will help our teams plan their work, purchase the right equipment and act within available resources
- Information in the hands of patients and carers to enable them to take control of their health and care
- Ability to rapidly adopt the opportunities of new technologies as they arise

We will also develop our capacity to support the generation of innovations, and accelerate their adoption into our services. In particular, we will:

- Partner with the Academic Health Science Network, universities and industry to collaborate on the development of technologies that address our patient's needs
- Build on technologies such as clinical robotics and 3D printing to improve effectiveness of our services
- Make sure we are ready to take advantage of opportunities that present themselves from artificial intelligence and machine learning technologies
- Stay at the forefront of the personalised healthcare revolution driven by the development of genomics



Chapter 3. An employer of choice

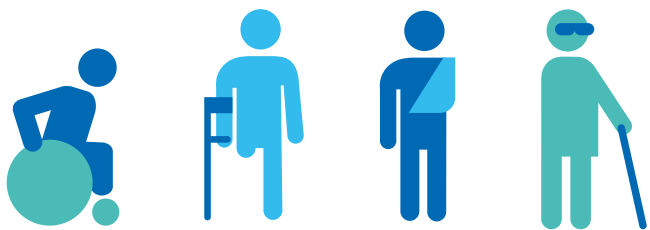
There is no part of society that the NHS does not reach and we should never underestimate the responsibility we have to the people we serve and care for. At the same time we are nothing without the people who work for us. Without the vast array of skills and capabilities of our staff we would not be able to provide the very personal care we do or achieve the bold ambitions we have set out in this strategy. We can only be successful by continuing to employ talented people with a commitment to providing excellent care. We need to recognise that working in a busy hospital can be tough and the wellbeing of the people who work here can be challenged. If we want our staff to feel healthy, happy and well then we need to be totally committed to creating an environment for work that allows our people to thrive and deliver their very best for our patients.

A great place to work

As a large and established employer we seek to provide a great place to work. To achieve that it is important we recognise that people are leading increasingly busy lifestyles with many conflicting demands. People want to work more flexibly and the idea of a set working base with set working patterns is increasingly outdated. We will continue to work with our staff to ensure an appropriate balance between flexibility in employment options and the need to provide 24/7 services.

We strive to support our staff to make working at NBT fit well with their lives, be that by:

- Providing onsite childcare services
- A comprehensive travel to work offer
- Onsite facilities for staff including catering and fitness classes
- Hospital Arts and Sustainability programmes



Empowered teams

Through meaningful engagement with our staff we will enable people to contribute their best ideas. We want our teams to make the decisions that improve their services. We will continue our Service Line Management programme to realise and ensure our teams can sustain their visions for their services.

Diversity and inclusion

All individuals bring different perspectives making the value of a diverse workforce immense. Our ambition is to become a truly inclusive OneNBT, where people feel a sense of belonging and identity. To achieve this we have adopted an approach called Valuing You through which we will create equality of opportunity for all and reduce pay gaps and access to senior roles regardless of gender, physical ability, age, sexuality and ethnicity.

Development

We will provide a broad training and development offer for all our staff so they are supported in their continuous development. All staff will have the skills they need to be successful in their roles and opportunities to stretch their capabilities so that they can achieve the best that they can.

Health and wellbeing

By supporting our staff to be fit and healthy themselves, we can provide better care for our patients. We recognise the pressure inherent in providing health care and we will continue to improve the support we provide for our staff's health and wellbeing, building on the programmes we have already established.

Chapter 4. An anchor in our community



An organisation local people and patients are proud of

We are proud to be at the heart of communities in the north of Bristol, South Gloucestershire and North Somerset. We highly value our place in these communities and the support we receive.

It is important to us that our services meet our local population's needs. We continue to listen to our patients and community representatives to learn how our services can be improved. We also engage with Local Authority health scrutiny committees, Health and Wellbeing Boards, Health Watch and local community and voluntary groups and organisations.

Health is more than just a hospital. Our local population's health and wellbeing is impacted by issues such as housing, education, employment, access to local services and the environment. With this in mind we will seek partnerships with local businesses, public sector partners and charitable organisations where we can support each other's visions and aims. Where possible we will work with local suppliers, supporting the local economy as well as reducing environmental impacts of our supply chain.

Making a difference to our community

We actively promote the use of our estate and facilities for wider community use and will continue to seek further opportunities to share our assets for the benefit of all the community. This will build on investments already made in creating new park space across our Southmead site and our arts programme which has brought sculpture, paintings and music in many forms for the benefit of patients, staff and the general public. Our facilities are used by a wide range of groups including craft classes, patient education, a weekly farmers' market, a transport hub and allotments for growing fruit, herbs and vegetables.

Volunteers

Our volunteer workforce is a jewel in the crown of our services. We are very fortunate to have hundreds of volunteers from our community who give up their personal time to support the hospital and enrich our services. We aspire to expand the support we receive from our volunteers and will work with them to find ever more ways in which they can contribute to improving patient care.

Southmead Hospital Charity, League of Friends and other charitable partners

Through the support of our own hospital charity and the many charities which support the work we do, we are able to improve patient care through new facilities and innovative equipment. This makes a huge difference to the care we can offer. We are grateful and proud of the support given to us through our charity partners and will continue to work with them to expand their contribution.

Sustainable healthcare

Increasingly we live in an age where we are rightly challenged on our contribution to protecting and enhancing the natural environment. This is an area we take extremely seriously and have been an exemplar in for many years. However, we can and will do much more.

We fully recognise the detrimental impacts our services can have on the natural environment and this cannot continue. Staff and patient journeys - as just one example - are a significant contributor to carbon emissions. We will seek to urgently reduce these impacts and engage with our staff, patients, visitors and the local community to encourage them to do the same, for the benefit of public health for now and generations to come.

We are a leader in the field of sustainable healthcare, developing sustainable models of care across our services. The Trust has set targets to reduce our carbon emissions and will continue to agree an annual sustainable development plan to deliver those targets.

We will work closely with our partners across BNSSG to ensure our estates, our services, our staff, patients, suppliers and our local community are prepared for the anticipated impacts of a changing climate.



Implementation and delivery

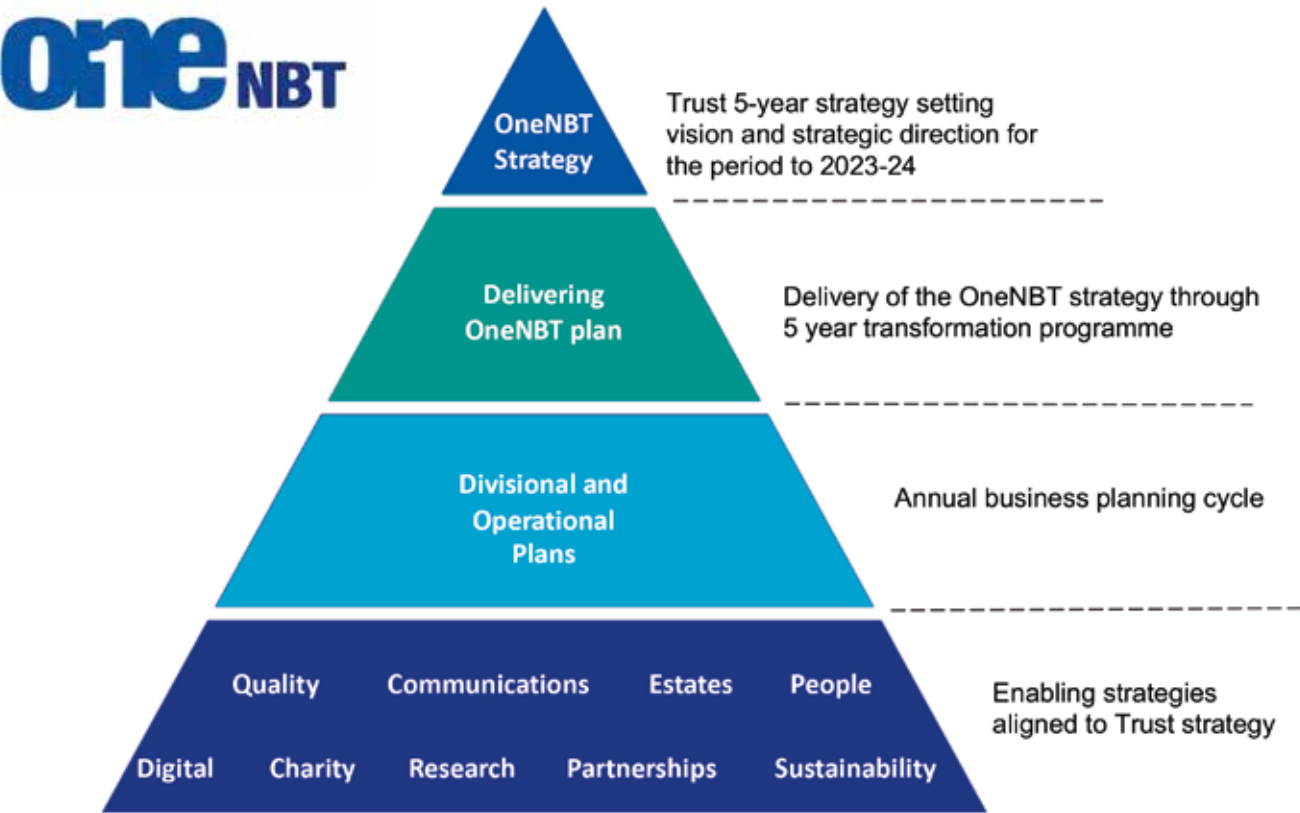
Our OneNBT strategy provides a clear and ambitious vision for the next five years, shaping our future and responding to the challenges ahead. We are confident that by working alongside our partners we can make it become our reality.

Alongside this strategy, we have developed 5-year projections of expected demand for services and assessed the capacity required from the Trust so that we can meet this demand effectively.

In order that we can deliver our vision we need substantial change in how we provide our services. We do not underestimate the scale of the challenge and have developed a transformation programme to support delivery.

Annual objectives will be set each year through our annual business cycle which will drive the practical actions that deliver our strategic aim;

Exceptional healthcare, personally delivered.



Our Strategy for 2019-2024
By enabling our teams to be the best that they can be, we will provide exceptional healthcare, personally delivered







If you have any questions or comments about this or any other guides please contact a member of the communications team by emailing

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