



**Blackpool Teaching
Hospitals**

NHS Foundation Trust

Our strategy

2022-2027



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What matters to you

Welcome to our overview of the new five-year strategy for Blackpool Teaching Hospitals NHS Foundation Trust and thanks for taking the time to read our plans and ambitions, which set out what we will do between now and 2027.

The plan has been developed over a number of months, taking into account feedback we already had about our services and including ideas, suggestions and priorities from the NHS nationally and regionally, as well as colleagues across the organisation and wider health and social care system in Blackpool, Fylde and Wyre.

In bringing it together we have also and most importantly, linked in with local people, partners and especially patients and their families, to understand what they think and need us to do differently.

This document sets out the plan to deliver those improvements and we need everyone in Blackpool Teaching Hospitals and the community to be part of it.



What matters to you

The team is up to the challenge – you only have to consider their hard work and dedication throughout the pandemic to know this. We are incredibly grateful for everything everyone has done, across all hospital and community settings and not least in people's homes.

We are going to need to work together with local people, partners and the wider health and social care system too – but again we have strong relationships already in place from supporting each other through Covid.

It has been the most challenging of times but the strength, support and solidarity across Blackpool, Fylde and Wyre has been incredible and will provide us with the energy and determination to continue.

And so, over the next five years, we will focus on making improvements that really matter and make a difference to everyone.



Staff who feel supported and valued always provide the best care and experience for patients and their families, so it is important we make our organisation a place where everybody wants to be – whether that's opportunities for local people to work and develop their careers with Blackpool Teaching Hospitals, ensuring those already with us want to stay or attracting new, skilled colleagues to relocate into the organisation.

Having the right people is going to be key.



What matters to you

It is important when making plans to also remember that we live and work in one of the most popular tourist destinations in the country. It is both amazing and sobering to note just how many visitors come to the Fylde Coast, not just during the summer months but all year round to explore our local landscapes and beaches, legendary hospitality and bustling nightlife.

This is focused of course on the famous seaside resort of Blackpool, with its heritage and tourist attractions. It is an important part of who we are and also the foundation of our economy, but it adds demand into services that need to be provided without affecting local people and their needs.

Most importantly, we need to make sure communities have what they need and experience the very best health care, equally. Whilst the area has some of the most affluent and sought-after postcodes in Lancashire, we also have some of the UK's most deprived neighbourhoods, where people struggle with poverty, reduced opportunities, poor health and can often die earlier than they should.



This five-year plan sets out how we will prioritise and tackle this, promoting equal access to support and services, as well as being clear that we have to work with other organisations and local people to develop and provide the very best healthcare for everyone.

We know it is not always easy to find a service or understand how it all works and we need to improve this with everyone involved.

This might sound simple but getting the basics right is the first thing we need to do. That means providing good services, recruiting and retaining good people and making sure that when things are not right then we welcome the feedback and sort it out.

Please do read this overview and if it inspires you – please get involved. There are lots of ways to do this and we need as many people to help as possible.

Know also that whilst this plan provides a way forward to 2027 it will change along the way, bending to new ideas, taking on suggestions, recognising things that have worked in other places and of course reacting to unknown challenges that might come along, such as a global pandemic.

There is lots to do, but together we can achieve this and improve lives. And that is the very reason we are here.



Trish Armstrong-Child Mbe
Chief Executive Officer



Steve Fogg
Chair



Our vision is to improve the lives of people who live, work and volunteer on the Fylde Coast and beyond



In January 2022 we invited staff, patients, carers, the local community and key partners to be involved in the development of our 2022-2027 strategy.

Following these engagement exercises we have developed the strategy to clearly indicate our vision - to improve the lives of people who live, work and volunteer on the Fylde Coast and beyond. The approach we took to do this was key and shows that we are committed to listening to our staff and actively engaging patients in how we deliver safe, effective, sustainable care for everyone, everyday.

Together, our engagement community told us what's important to them:

- Being an employer of choice
- Recruiting and retaining staff, especially from local areas
- Growing excellence through training, education, research and innovation
- Health promotion and prevention
- Improving our impact on the environment
- Creating safe, healthy environments to work and receive care in

We invited

staff and patients to attend virtual workshops led by our Chief Executive, Trish Armstrong-Child.



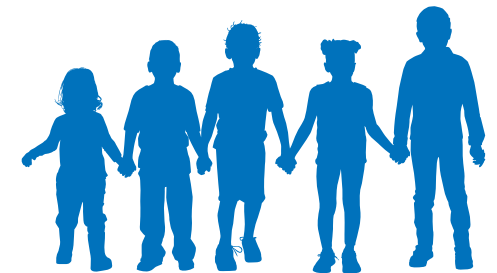
We encouraged

all staff to participate in an online survey, promoted on Trust social media channels.



We engaged

with groups of children and young people to understand what the strategy means to them.



Feedback from engagement sessions

"I thought that with the time allotted and contributors being unknown, it was planned and operated effectively and efficiently."

To have the Trust CEO introduce and summarise the session was, I thought, an excellent indicator of commitment from the top to engage with individuals and representatives from the community. Plus, time was provided for individuals to have their say and they received full and meaningful responses."

Patient

"Really good session, great to hear that people are listening and want staff involvement and opinions, plus the same from patients."

Colleague

"These revisions make the strategy more complete and easier to understand for people across a wider range of backgrounds. Great progress."

Key Partner



Key themes included:

- [illegible]



Summary of our strategy

Our mission Why are we here?	To deliver safe, effective, sustainable care for everyone, everyday.		
Our vision What do we want to achieve?	We will improve the lives of people who live, work and volunteer on the Fylde Coast and beyond.		
Our aims How will we achieve this?	 Our people We will widen access to job opportunities, becoming the employer of choice within our community, with an empowered, diverse and engaged workforce	 Our population We will work with our population to co-produce high quality services, with a key focus on preventative care and reducing health inequalities	 Our responsibility We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact
Our priorities What is important to us?	<ul style="list-style-type: none"> • Grow our own • Happy and healthy workforce • Learning culture 	<ul style="list-style-type: none"> • Integrated care • Health inequalities • Prevention and health promotion 	<ul style="list-style-type: none"> • Get the basics right • New ways of working • Investing in our community (Anchor)

Summary of our priorities



Our people

We will widen access to job opportunities, becoming the **employer of choice** within our community, with an empowered, diverse and engaged workforce



Our population

We will work with our population to **co-produce high quality services**, with a key focus on preventative care and reducing health inequalities



Our responsibility

We will work with partners to deliver high quality, financially **sustainable services** and reduce our environmental impact



Grow our own

Maximise the benefit of our diverse local community to grow our own future workforce and create local health and wealth.



Health inequalities

Address inequalities in access, experience and outcomes of our care.



Get the basics right

Work collaboratively with our partners to improve quality of care and become a Care Quality Commission (CQC) 'Good' Rated organisation.



Happy and healthy workforce

Care for our people and support them in maintaining resilience and wellbeing. We understand that the capacity to care for our patients is reliant on our staff wellbeing.



Integrated care

Continue our commitment to co-produce integrated care, working with health and social care partners and patients to influence neighbourhood plans.



New ways of working

Use transformation, digital, innovation and research to deliver new efficient models of care to widen access, enhance health promotion and improve our environmental impact.



Learning culture

Engage and empower staff in their education and learning, encouraging the development of psychological safety and constructive challenge to improve patient and staff experience.



Prevention and health promotion

Prioritise prevention and early detection of illness in disadvantaged groups. We will also support patients in developing the skills, confidence and knowledge to manage their own health.



Investing in our community

Work collaboratively with our partners and communities to positively impact beyond health care.

Summary of our objectives



Summary of our objectives

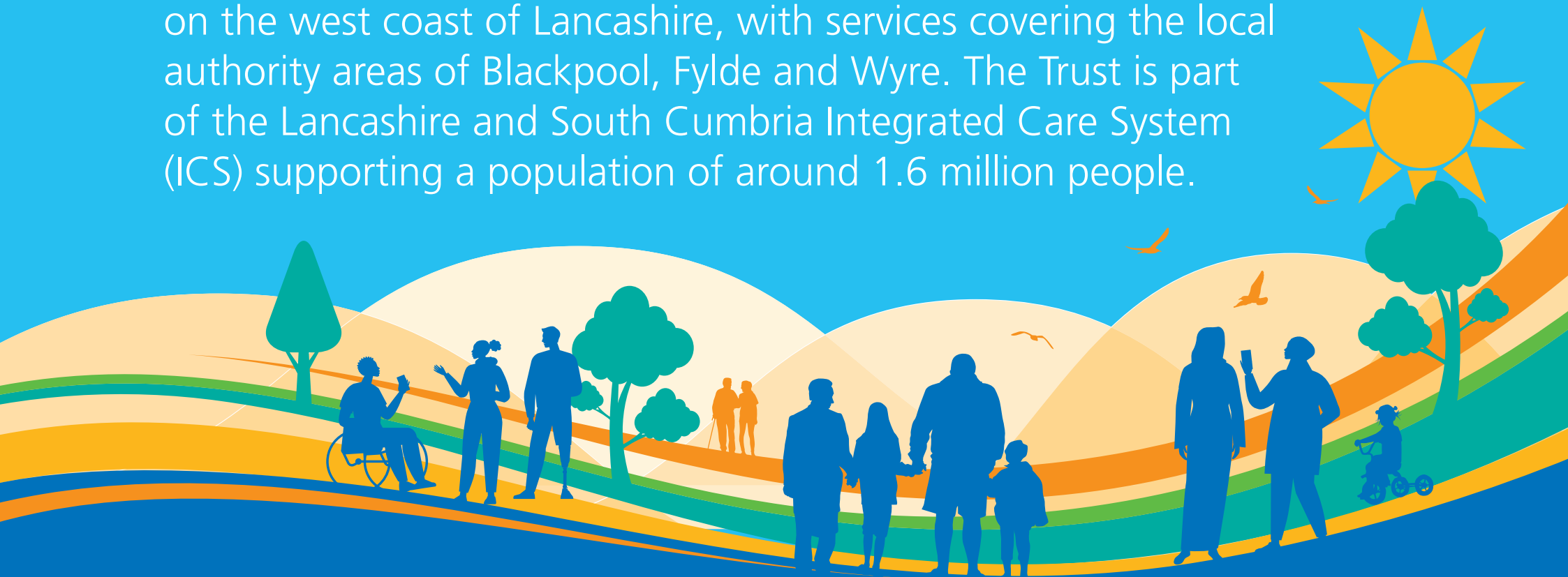


Summary of our objectives



About us

Blackpool Teaching Hospitals NHS Foundation Trust is situated on the west coast of Lancashire, with services covering the local authority areas of Blackpool, Fylde and Wyre. The Trust is part of the Lancashire and South Cumbria Integrated Care System (ICS) supporting a population of around 1.6 million people.



About us

We have three main hospitals providing acute services to around 330,000 local residents.

The organisation also provides specialist tertiary care for cardiac and haematology services, delivers community health services to over 445,000 residents including those in North Lancashire and hosts the National Artificial Eye Service across England. Plus, we provide urgent and emergency care services to an estimated 18 million people who visit the seaside resort each year.

Our sites include:

- Blackpool Victoria Hospital
- Clifton Hospital
- Fleetwood Hospital
- Whitegate Health Centre
- Lytham Road Primary Care Centre
- South Shore Primary Care Centre
- Fleetwood Primary Care Centre
- Moor Park Health and Leisure Centre
- National Artificial Eye Service



Atlas

We host a subsidiary company Atlas, that provides estate services and management across the Fylde Coast.



Blue Skies

We are the Corporate Trustee for the Blue Skies charity, supporting the best in patient care and medical research for the Blackpool, Fylde and Wyre area.



Annual statistics



75,000
people seen in A&E
2,900
urgent Care visits
118,000
walk-in attendances



7,521 staff
68 nationalities

As a regional centre and key tourist hot spot, we provide care to a significant number of people, both from within and outside of our local area.



1.6m population across
Lancashire and South Cumbria



800 beds
across Blackpool
Victoria and Clifton
Community Hospitals



400,000 outpatients supported
5,000 elective inpatients
50,000 day cases
50,000 emergency inpatients



354,000
GP registered Fylde
Coast health and
care population

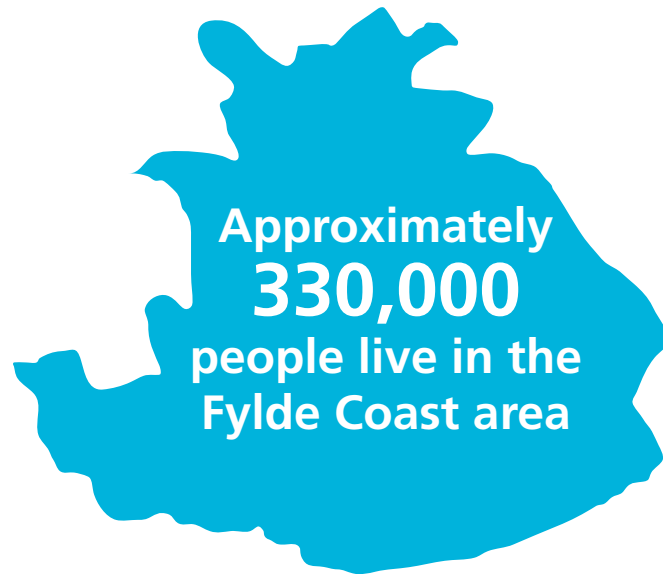


£580m
annual turnover



Our population

Demographic data highlights the relatively older age of the population, with more than a quarter of the population in Fylde and Wyre aged over-65. This creates pressure for health services and will continue to do in the future as the population ages.



By 2027 the population in Blackpool aged over-65 will exceed those aged 0 to 15 years. Furthermore, the population aged over-65 in Fylde and Wyre will be more than double that aged 0 to 15 years by 2027.

Data also shows that there is little ethnic diversity across the Fylde Coast; 97.4% of the population were recorded as White British at the last Census, compared with 85.9% nationally.

Our key challenges

Health inequalities

The Fylde Coast is an area of contrast. There are high levels of deprivation in Blackpool, which experiences the greatest deprivation of all of England's local authorities and there are similar pockets of deprivation in Wyre, particularly in Fleetwood. However, there are affluent areas in Wyre and generally, Fylde is less deprived than other parts of the country.

Deprivation reduces life chances and leads to poor health outcomes. We also know that inequalities, that can lead to deprivation, begin from the start of life. In Blackpool, 21% of pregnant women smoke at the time of delivery and 13.3% in Fylde and Wyre, compared to 9.6% nationally. Babies born in Blackpool have the lowest life expectancy in England and in Wyre the life expectancy is also below the national average, whilst in Fylde it's the national average. Plus, a quarter of children in Blackpool live in low-income families, which means 1,500 more children are living in relative poverty than in areas at the national average of low-income families.

A lower proportion of children in Fylde and Wyre live in low-income families, but figures are still 14.4% and 17.1% respectively.

These patterns of inequality continue through life, with lower than national rates of educational attainment in Blackpool, but similar or better rates in Fylde and Wyre. People who have good social links and connections are less likely to become ill and more able to recover if they are ill – however, 29.3% of adults experience loneliness in Blackpool, compared to 22.3% nationally. Again, it's a mixed picture, as rates of loneliness are lower in Wyre (23.5%) and particularly low in Fylde (16.9%).

Deprivation is linked to poor health behaviour and rates of obesity, smoking and alcohol consumption are high in Blackpool. In addition, people in these communities may find it more difficult to access health services and this is shown in lower rates of screening and lower rates of early cancer diagnoses. Rates of obesity, smoking and alcohol consumption in Fylde and Wyre are similar to the England average, but rates of screening are low in both and the rate of early cancer detections is low in Wyre.

Finally, inequalities can be seen in mortality rates. Rates of early death from preventable causes such as cancers, respiratory and cardiovascular disease and alcohol and drug related deaths, are higher than national rates in Blackpool and Wyre. However, there are affluent areas in Wyre and generally, Fylde is less deprived than other parts of the country.



Our key challenges

Financial challenges

In 2021-2022 the operating income and expenditure is around £580 million, which means the Trust is forecasting financial break even.

Budget setting for 2022-2023 is in progress and discussions with the ICS and partners continue to establish the level of resources required to deliver a balanced financial plan, but the estimated spend is similar to 2021-2022. An indicative cost savings target of £21 million has been set. This figure may change if the investment needed to meet patient demand and reduce the elective waiting list increases.

Delivery of the financial plan will ensure the Trust maintains a healthy cash balance and can continue the planned capital investment of £34 million. But, this is dependent on the Trust receiving the level of resources needed to support the proposed investment.

This figure has been supported by one-off, extraordinary funding which will reduce over time.

It is expected that cost savings of around 3% to 5% will be required to bring the organisation back into financial balance and it is vital that we deliver a position of break even or better. Delivery of the financial plan will not require any further working capital loans and will allow the organisation to continue to invest in capital developments.

The demand for services and how they are delivered by the organisation and its partners, will impact on financial performance and our ability to save money and invest in services. It is important that we deliver services as efficiently and effectively as possible, reducing waste and removing duplication.



Our key challenges

Quality and safety challenges

In 2019 the organisation was placed in “Challenged Provider Status” by the regulator due to safety concerns regarding mortality, staffing and patient access targets.

Since then we have been working closely with the regulator to carry out key actions for improvement. In July 2021, following the new NHS England and Improvement System Oversight Framework, the organisation was rated as System Oversight Framework (SOF) level 3 against five key themes:

- 1 Quality of care, access and outcomes**
- 2 People**
- 3 Preventing ill-health and reducing inequalities**
- 4 Leadership and capability**
- 5 Finance and use of resources**
- 6 Local strategic priorities**

SOF level 3 identifies us as having “significant support needs against one or more of the five national oversight themes and in actual or suspected breach of the [Foundation Trust] license.”

In December 2021, Blackpool Teaching Hospitals received an overall CQC rating of “Requires Improvement”.

Since being placed in Challenged Provider Status we have made significant improvements against key areas, including mortality. However, we do recognise that more work needs to be done. Our five-year strategy focuses on partnership working and co-production of high-quality services, whilst recognising that empowering staff is key to continuous improvement.



Facts and figures

Indicator	Blackpool	Fylde	Wyre	England
Male life expectancy at birth	74.1	79.9	77.8	79.4
Female life expectancy at birth	79.0	82.9	82.3	83.1
Children in relative low-income families (%)	24.9	14.4	17.1	19.1
Adult loneliness (%)	29.3	16.9	23.5	22.3
Under 18 conceptions (rate per 1,000)	31.1	12.0	18.7	15.7
Smoking status at delivery (%)	21.4	13.3	13.3	9.6
Prevalence of overweight and obesity (year 6) (%)	41.5	29.7	N/A	35.2
Excess weight in adults (%)	71.6	66.9	62.7	62.8
Physically active adults (%)	62.0	68.9	62.9	66.4
Smoking prevalence in adults (%)	19.8	5.5	7.3	12.1
Alcohol related harm (<18) (rate per 100,000 population)	722	493	521	456
Estimated diabetes diagnosis rate (%)	79.4	67.4	74.2	78
Early cancer diagnosis rate (%)	49.0	54.5	51.1	55.1
Bowel cancer screening coverage (%)	53.7	63.6	63.5	65.2
Infant mortality (rate per 1,000)	5.4	2.3	3.3	3.9
Under 75 mortality from preventable causes (rate per 100,000 population)	265.2	135.5	164.8	142.2
Hip Fractures in people aged 65+ (rate per 100,000 population)	588	548	520	529

Facts and figures

Key investments

Over the last five years the organisation has invested around **£112 million** into capital developments which include buildings, equipment and IT. This has been funded by Blackpool Teaching Hospitals and the Department of Health and Social Care. The investment has enabled us to maintain services and enhance the delivery of high quality care.



Examples of key investments we have made:

Endoscope decontamination development

Clinical utilisation reporting system

Obstetric theatre development

Redesign A&E

Vanguard - care home connect

Wireless network infrastructure

Beds

Cardiac draeger monitoring

Ims maxims

Electronic patient management epma

Cardiac heart lung machines

Theatre equipment

MRI machines

Endoscopy development

Cardiac catheter laboratory
Emergency village
Modular ward

Digitisation

Scanning

The changing NHS landscape

Blackpool Teaching Hospitals NHS Foundation Trust plays a key role as part of the Lancashire and South Cumbria Integrated Care System (ICS), Lancashire and South Cumbria Provider Collaborative Board (PCB) and Fylde Coast Place Based Partnership (PBP).



Strategic context

Across England, 42 integrated care systems have been established with the aim of achieving integration across health and care services to improve population health, reduce health inequalities, support productivity and sustainability of services and to support social and economic developments.

In February 2021, the Department of Health and Social Care put forward legislative changes to the Health and Social Care Bill that will result in integrated care systems being statutory bodies from July 2022. The bill sets out the new functions and responsibilities of the Integrated Care System (ICS), including the ability to delegate to place based partnerships (PBPs) and provider collaborative boards (PCBs).

In response to the establishment of new statutory bodies, NHS England and NHS Improvement have introduced a new NHS System Oversight Framework (2021-2022) for systems and NHS Trusts.

This means that over the next five years, we will need to think differently about how we deliver care for our local population.

Our vision to
“improve the lives of people
who live, work and volunteer
on the Fylde Coast and
beyond” aligns with these
key strategic documents.



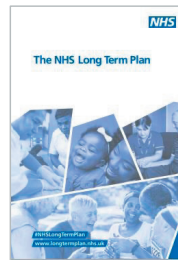
Strategic context

Our five-year strategy has been developed in the context of national and local strategies and the changing NHS landscape. We expect our strategy to be flexible to respond, change and re-prioritise where needed. We will review and refresh our strategy annually or sooner where needed.

Key national and local strategies

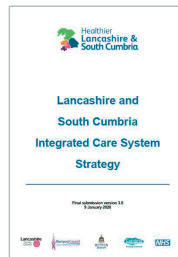
The NHS Long Term Plan (LTP)

Released in January 2019, this sets out the national priorities for the NHS over the next 10 years.



Lancashire and South Cumbria Integrated Care System (ICS) Strategy

Released in January 2020, this outlines how partners across the ICS will work together and deliver a new way of working to achieve the vision of healthy local communities where people have the best start in life, so they can live and age well.



Fylde Coast Integrated Care Partnership [now Place Based Partnership, PBP]

Released in August 2020, this looks at the challenges we are facing across the Fylde Coast and how we will tackle them together so people will have longer, healthier lives.



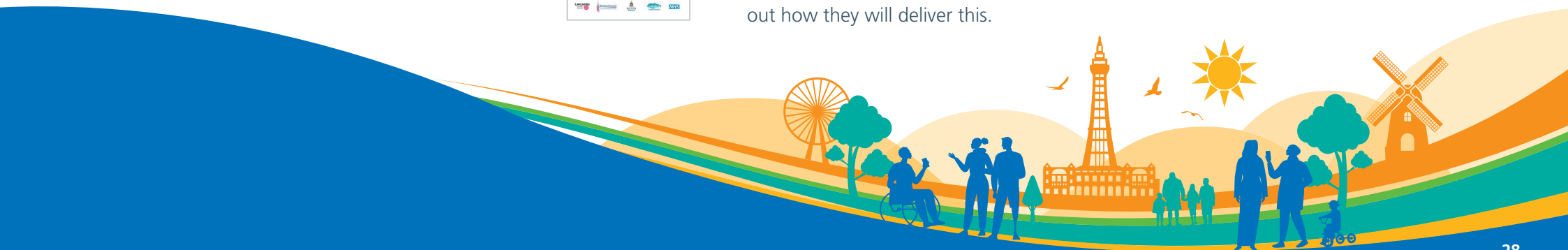
Blackpool Town Prospectus: 2030 agenda for action

Published in October 2018, this outlines plans to build 3,000 new homes, improve employment rates for 16 to 25-year-olds through a focus on health and wellbeing and boost national perceptions of the resort as somewhere to invest and build businesses.



Blackpool Council Plan 2019-2024

The vision for Blackpool council is to be the UK's number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town. The council have set out two key priorities which are to maximise growth and opportunity in the Blackpool economy and create stronger communities, increasing resilience. The council plan sets out how they will deliver this.



Strategic context

Underpinning strategies

We have developed three key strategic aims to support the delivery of our vision:

“We will improve the lives of people who live, work and volunteer on the Fylde Coast and beyond”

A number of other strategies already exist nationally and locally. It is important that our strategy aligns with these whilst also meeting our local priorities.



Our people

We will widen access to job opportunities, becoming the **employer of choice** within our community, with an empowered, diverse and engaged workforce

Underpinned by:

- The NHS People Plan (2020)
- Trust Quality Improvement Strategy (2019)
- NHS Model Employer Strategy (2019)



Our population

We will work with our population to **co-produce high quality services**, with a key focus on preventative care and reducing health inequalities

Underpinned by:

- The NHS Patient Safety Strategy (2019)
- NHS Long Term Plan (2019)
- NHS Food Standards (2014)
- Integration and Innovation: working together to improve health and social care for all (2021)



Our responsibility

We will work with partners to deliver high quality, financially **sustainable services** and reduce our environmental impact

Underpinned by:

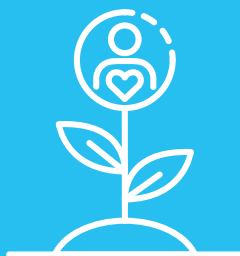
- Health Infrastructure Plan (2019)
- Delivering a 'Net Zero' National Health Service (2020)
- Lancashire and South Cumbria ICS Strategy (2020)
- Fylde Coast ICP Strategy (2020)
- NHS eProcurement Strategy
- Data Protection Act – a communications strategy and implementation plan (2018)
- Prevent Strategy (2011) Counter-Terrorism and Security Act (2015)

Our people



Our people

Priority 1



Grow our own

Maximise the benefit of our diverse local community to grow our own future workforce and create local health and wealth.

Seek opportunities to widen access to jobs for future generations

Blackpool is ranked 313 out of 324 local authority areas for social mobility. This means that young people living in deprived areas may miss out on the same opportunities offered in wealthier locations. The UK government identified Blackpool as an “opportunity area” to focus on providing every child and young person in the area with the chance to reach their full potential.

To benefit from our diverse local community, we need to:

- Improve awareness of the wide range of career opportunities we have to offer. Children and

young people who engaged in our strategy development said that from Year 8, they would like to have annual career conversations about future health care opportunities.

- Ensure that staff and school leavers are aware of the variety of career opportunities in the NHS and the career progression we offer.
- Develop entry level opportunities and career pathways in all areas of the organisation – from the staff restaurant to facilities and estates.

Develop attractive, innovative roles that reflect skills available and opportunities to recruit

As a coastal community, Blackpool is challenged with recruiting and retaining health and social care staff. The Chief Medical Officer’s Annual Report (2021) shows that coastal communities, like the Fylde Coast, have 14.6% fewer postgraduate medical trainees, 15.0% fewer consultants and 7.4% fewer nurses per patient. To address this, we need to:

- Provide incentives for qualified workers to come and work for our organisation.
- Develop new ways of working to fill existing vacancies through skills reviews, new models of care and by making entry requirements more flexible.

Creating opportunities to develop, train and retain our staff

We recognise that to grow and develop our staff, we need to help them develop the key skills needed and provide opportunities to fulfil their potential. To do this we need to:

- Develop career pathways and opportunities from beginner to expert level, across all clinical and non-clinical specialties.
- Develop a talent and succession planning programme to identify future leaders.
- Work with universities and higher education providers to deliver courses closer to the Fylde Coast area.

We recognise that not all training opportunities to develop new skills are available locally. Staff will often move to areas where they can train and develop their skills. We will identify opportunities to deliver training and education closer to encourage trainees to establish roots on the Fylde Coast. By working with local providers we will be able to understand what opportunities are available, particularly in harder to recruit areas.

Importantly, we also need to make sure our internal processes help and support staff to achieve their potential. We will improve our appraisal systems, align them to the strategy and introduce all new starters to our strategy, aims and priorities.

Our people

Priority 2



Happy and healthy workforce

Care for our people and support them in maintaining resilience and wellbeing. We understand that the capacity to care for our patients is reliant on our staff wellbeing.

Ensure all staff are treated equally, with respect and have access to the same opportunities

The principles of equality and inclusion are at the heart of everything we do and all that we stand for. We are committed to developing a workforce that is representative of the population we serve.

Equality is about creating a fairer society where everyone has the opportunity to fulfil their potential.

Diversity is about recognising and valuing difference.

Inclusion is about a person's experience within the workplace and in wider society and how much they feel valued and included.

We want to ensure that equality, diversity and inclusivity are considered in all our processes, procedures and interactions.

Develop a health and wellbeing culture #TeamBTH

Our health and wellbeing model is based on psychological prosocial behaviour.

Prosocial is a term that describes an employee's helpful behaviour toward other people or the organisation. The behaviour is beneficial for the people or organisation it is directed at and can be measured to show organisational effectiveness.

Prosocial psychology is a model we want to use to improve the health and wellbeing of our staff to develop a safe, effective and sustainable organisation, for everyone, everyday.

We have introduced a health and wellbeing model that sets out what we will focus on:

- **Improving personal health and wellbeing** – helping and encouraging our people to manage their own health and wellbeing
- **Relationships** – focussing on the way our teams work together and support each other
- **Fulfilment at work** – supporting growth and passion
- **Managers and leaders** – developing healthy leadership behaviours and skilled managers
- **Environment** – providing a safe place to rest, recover and succeed
- **Data insights** – measuring how effective we are at improving health and wellbeing needs
- **Professional wellbeing support** – designing appropriate support services for staff



Our people

Priority 3



Learning culture

Engage and empower staff in their education and learning, encouraging the development of psychological safety and constructive challenge to improve patient and staff experience.

Encourage a learning environment to enable continuous improvement

In 2019, Blackpool Teaching Hospitals launched its Quality Improvement Strategy that set out three key aims:

- to reduce avoidable harms
- to improve mortality
- to improve the last 1,000 days of life

These aims remain important to us as we build a culture of continuous improvement and support staff with developing the skills needed so that they feel empowered to make key changes to how patient care is delivered.

As a teaching hospital, education is a priority to build the capability and skills in our workforce. To do this, we want to work with key staff groups to look at opportunities for entry level placements and develop our existing workforce.

Create a culture that facilitates freedom to speak up and listening into action

To improve our services for patients and ensure staff have a safe and effective working environment, it is important that they feel empowered to speak up about anything that gets in the way of doing a great job.

To support this we need to strengthen our “Freedom to Speak Up” approach. The National Guardian’s Office leads, supports and trains a network of Freedom to Speak Up Guardians who were created as a result of the Francis Report “The Freedom to Speak Up” (2015). This report suggested that NHS Culture did not always encourage or support workers to speak up.

To become a learning organisation, we will empower our staff to speak up and have the right processes in place for us to listen and take action. Speaking up not only improves patient care and safety, but also helps to tackle bullying and discrimination, which is vital for the health and wellbeing of our workforce.

In addition, we will enable staff to have the confidence and skills to take ownership of concerns raised, respond appropriately and deliver continuous improvement.

Build leadership through development

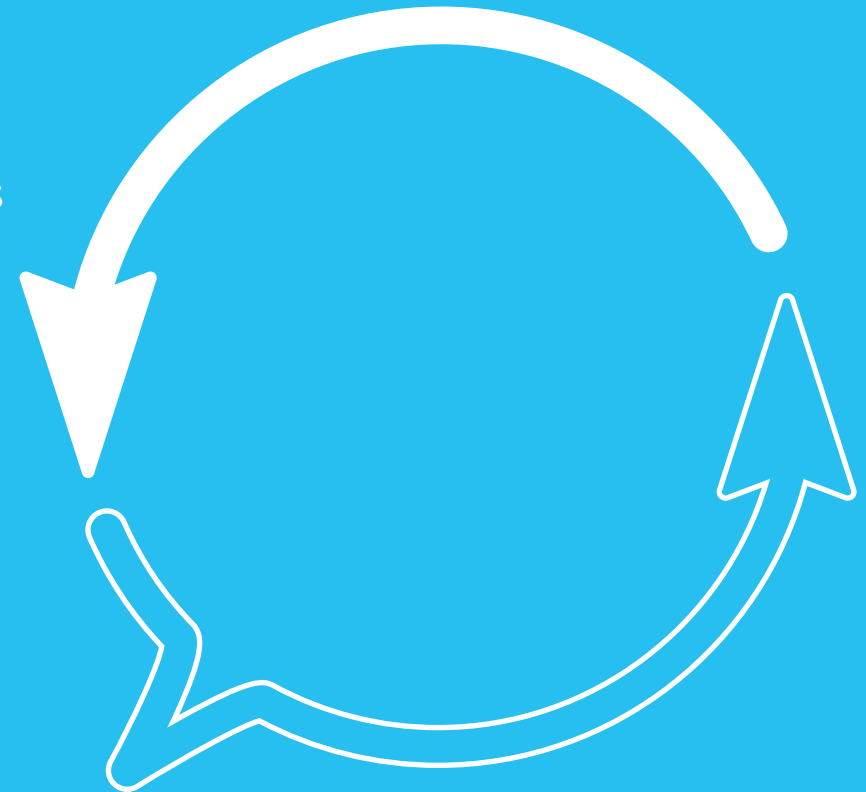
Our managers and leaders play a vital role in inspiring future generations, leading successful teams and improving organisational culture. In 2021, we changed our divisional structure and created new triumvirates, which bring together people with skills in the three areas of medical, nursing and operational leadership.

We have also invested in corporate deputy roles and now need to invest in and develop these roles to improve operational performance, culture and patient outcomes.

Our people

success measures:

- Increase the number of staff at Blackpool Teaching Hospitals who live in the local area
- Build school leavers' awareness of career pathways in the NHS
- Increase staff retention rates to above the national average
- Improve staff engagement survey results
- Improve patient experience satisfaction levels
- Make good progress towards filling all our vacant positions
- Train all staff in quality improvement
- Achieve the Workforce Race Equality Standard

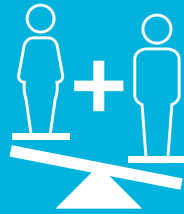


Our population



Our population

Priority 4



Health inequalities

Address inequalities in access, experience and outcomes of our care.

Embed equity into our delivery plans

Addressing health inequalities is key to our elective care delivery programme, for surgical or medical treatment chosen by the patient that is not urgently necessary.

We must ensure inclusive accessibility to care and will reduce inequities experienced as a result of deprivation, disability or ethnicity.

Nationally, to support the reduction of health inequalities, the CORE20PLUS5 programme has been established. Local integrated care systems need to

define a target population cohort – ‘Core20PLUS’ – and target ‘5’ focus clinical areas for rapid improvement.

Ours are:

- Maternity
- Severe mental illness
- Chronic respiratory disease
- Early cancer diagnosis
- Hypertension

We will work with our partners to deliver the CORE20PLUS5 objectives. We will also reduce health inequalities in the most deprived and excluded groups to tailor health services and improve access and outcomes to care.

Seek insights into health inequalities

To build equality into our delivery plans we need to make sure our services have access to health data. Over the next year we will develop ways to capture data and information on health inequalities to support action, measure improvement and provide assurance across the organisation.

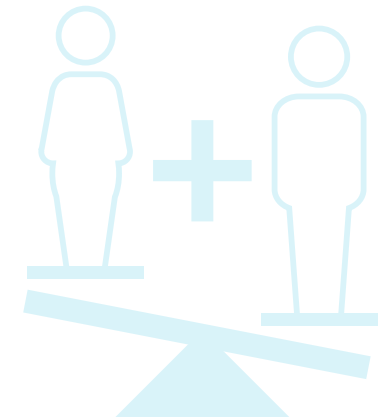
Using this data, we will be able to work with our partners to develop an approach to measuring the health of our population. The data will enable us to develop an

understanding of health inequalities for our population, services and staff and co-produce changes to improve health outcomes for all.

Build understanding of health inequalities

To reduce health inequalities across our services we will provide our staff with the knowledge and tools to reduce health inequalities in their services. We will offer training to all staff on health inequalities and the use of methods such as Health Equity Assessment Tools, to enable them to identify health inequalities in clinical areas and patient access, experience and outcomes.

Once we have developed data and insight and an increased understanding of our health inequalities, we will co-produce improvement programmes to address them.



Our population

Priority 5



Integrated care

Continue our commitment to co-produce integrated care, working with health and social care partners and patients to influence neighbourhood plans.

Co-produce service improvements and redesign to improve access and timeliness to care

Across the organisation we have examples of outstanding practice where staff and patients are actively engaged in service redesign and improvement.

By developing a model of co-production we will provide staff and teams with the skills and knowledge

to ensure patients, carers, volunteers, governors and the general public are active participants in care.

We know that we do not always engage with patients who are representative of the population we serve. We will develop ways to widen participation in designing services, including seeking involvement from groups typically underrepresented.

We will listen to our patients to ensure that we design care to ensure that access is provided in the right way and use digital tools, where appropriate.

Deliver as an integrated care system partner

The NHS landscape is changing and as an acute and community service provider we need to play our part as an integrated care system partner. Over the coming years the establishment of the Integrated Commissioning Board, Provider Collaborative Board and Place Based Partnership will create the opportunity to deliver improvements for population health.

Alongside our partners in Lancashire and South Cumbria we will participate in clinical and non-clinical transformation work that will support the delivery of safe, effective and sustainable high-quality care.

Enhance and integrate community services to support the right care, at the right place, at the right time

We know from feedback that health and social care needs to be more integrated, making it easier for our patients and their carers to navigate.

Integrated care is about giving people the support they need. The care provision needs to be joined up across local councils, the NHS and other partners. This reduces traditional divisions between hospitals and family doctors, physical and mental health and NHS and council services. In the past, these divisions have meant that too many people experienced poorly connected care.

As an organisation, together with our partners, we have committed to prioritising the redesign of four key pathways of care:

- Frailty
- Respiratory
- Urgent and emergency care
- Medical high care

Over the next five years, we will commit to integrating these pathways to improve patient experience and outcomes.

Our population

Priority 6



Prevention and health promotion

Prioritise prevention and early detection of illness in disadvantaged groups. We will also support patients in developing the skills, confidence and knowledge to manage their own health.

Make Every Contact Count (MECC)

Making Every Contact Count (MECC) is an approach to behaviour change that uses the millions of day-to-day points of contact that the NHS and people have with other people to encourage changes in behaviour.

Its aim is to have a positive effect on the health and wellbeing of individuals, communities and populations.

Our ambition is to train all staff to make every contact count. We will work with partners to increase the support available for people in our population to manage and improve their own health and wellbeing.

Many long-term conditions are linked to behaviour. By making changes such as stopping smoking, improving diet, increasing physical activity, losing weight and reducing alcohol consumption, people can help people to reduce their risk of poor health.

The NHS Long Term Plan reminds us that every 24 hours the NHS comes into contact with more than a million people – this shows the impact of ill health.

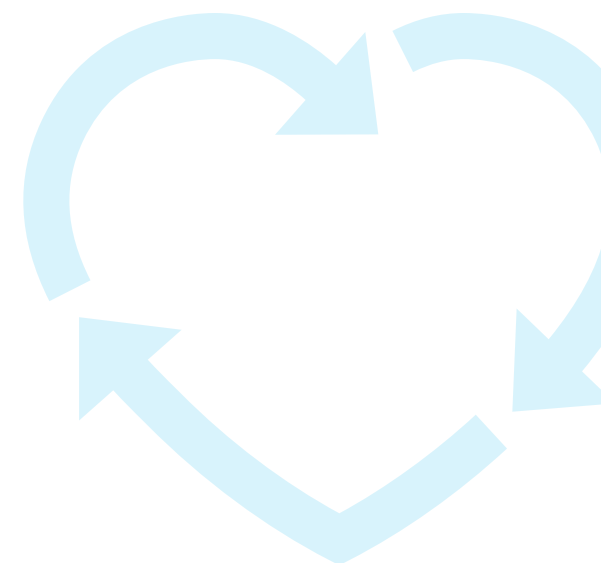
Actively support patients to improve health outcomes and reduce health inequalities

Health and wellbeing is determined by a range of factors. Some are social, some economic and some are environmental. Sometimes, to improve health and wellbeing, NHS treatment is not the answer.

We will work with our partners to understand the activities available in our local communities to support staff to refer patients onto other services or support groups.

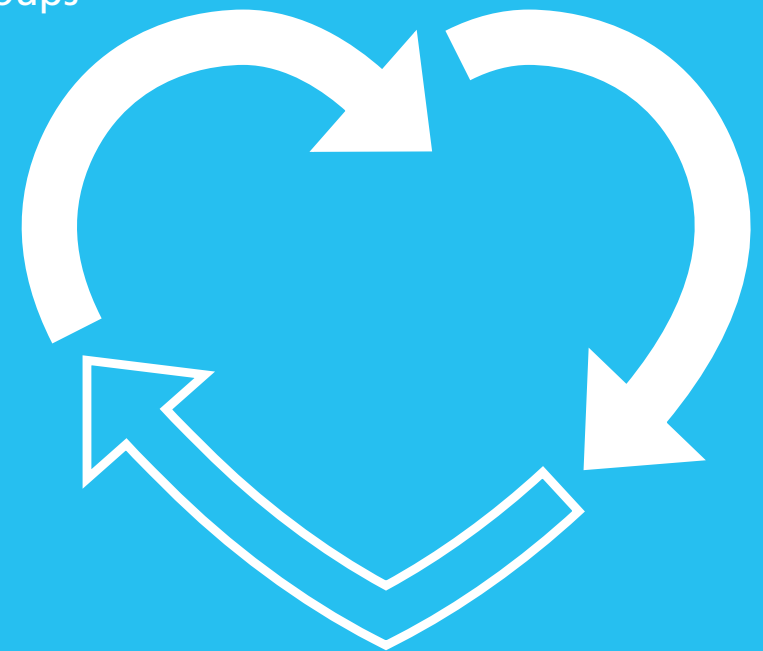
For example, social prescribing is a term used to describe how health professionals can refer patients to local, non-clinical services such as housing, debt support, befriending, exercise or learning groups. Social prescribing supports those who are isolated, experience mental health conditions or have longer term health conditions.

As a health care provider, we will work more closely with these local non-clinical services and maximise the opportunities to link up with our partners, patients and local communities.



Our population success measures:

- Train all staff in MECC conversations
- Increase referrals to social prescribing and lifestyle services
- Reduce inequality to access for people living in deprived areas
- Achieve more equal access to services across deprivation groups
- Achieve more equal outcomes from services across deprivation groups
- Train all staff in health inequalities
- Increase use of tools and frameworks to inform improvements



Our responsibility



Our responsibility

Priority 7



Get the basics right

Work collaboratively with our partners to improve quality of care and become a CQC 'Good' Rated organisation.

Strategically align the organisation

For this strategy to be put in place we will align plans to achieve our aims and objectives, creating a central theme and direction throughout the organisation.

Over the next year we will establish corporate and divisional plans that will set out the key actions needed to deliver the strategy. We will also establish an annual planning cycle to refresh these plans.

Key strategic plans that we need in place to support delivery include:

- Education, Research and Innovation Plan
- Estates Plan
- Digital Plan

- People Plan
- Quality Improvement Plan
- Green Plan

Achieve quality standards and accreditations

Blackpool Teaching Hospitals is rated as "Requires improvement" by the CQC, with ratings varying across our different sites. Ongoing action plans are in place to address key concerns raised and our key objective is to achieve a minimum rating of "Good" in the next five years.

We will focus on achieving key quality standards, benchmarks and accreditations by:

- implementing all actions aligned to Better Births, the Ockenden review into maternity services at Shewsbury and Telford Hospital NHS Trust and the continuity of carer model for maternity services
- putting quality accreditations in place across all wards and services, with key action plans to address any concerns
- ensuring Getting It Right First Time (GIRFT) plans are in place for all identified specialties and included in regular performance reporting.

The organisation will continue to monitor and benchmark itself against national data. In terms of commissioning we will work with our provider collaborative for specialised mental health,

learning disability and autism services for peer support and reviews - to increase service quality across Lancashire and South Cumbria.

Deliver the financial viability programme

Future Focus Finance (FFF) is a national programme designed to support staff by engaging everyone in improving NHS financial performance. It aims to recognise NHS organisations that have the best finance skills and development practices in place.

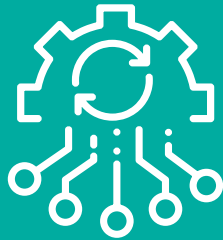
At Blackpool Teaching Hospitals, we have been accredited, through peer review, with a level 1 FFF accreditation. Over the next five years we will achieve the highest level 3 accreditation.

As an integrated care system, Lancashire and South Cumbria is challenged financially. We need to work smarter and make better use of digital and partnership working to ensure we are sustainable and fit for the future. We will reduce our spend by improving how we plan and design our workforce to deliver services with the skills available. We will also work with partners to reduce duplication, transform and streamline services and maximise the use of community partners.

We will establish key transformation programmes, working collaboratively within the Lancashire and South Cumbria Provider Collaborative Board and the Fylde Coast Place Based Partnership Board.

Our responsibility

Priority 8



New ways of working

Use transformation, digital, innovation and research to deliver new efficient models of care to widen access, enhance health promotion and improve our environmental impact.

Enhance our digital and data infrastructure

We will make our care pathways more streamlined and accessible by investing in digital infrastructure. We will improve access to information for all, including patients, to improve their experience and outcomes.

To make improvements we will enhance our digital and data infrastructure by:

- investing in an electronic patient record, to enable us to share health care information
- achieving a minimum level of digital capability and maturity

The NHS long term plan sets out the ambition to reduce face to face appointments. We will embrace technology where appropriate and work with patients and carers to deliver services such as virtual outpatients and wearable technology. We will offer ways to access health advice quickly by implementing patient initiated follow up and offer advice and guidance via primary care providers.

Transform and innovate

As part of our strategy development, we will co-produce a vision for a clinical model and understand what this means to all services we deliver. We will design and put in place a process to enable:

- population health needs assessments
- capacity and demand reviews of all our services
- workforce reviews to understand the skill mix we have, vacancies and new workforce models

As part of this work, we will undertake studies into key services to understand challenges and opportunities. This will support the delivery of our strategy and set out a path to deliver our future clinical model.

Maximise the efficient use of estates

We know from feedback that access to our sites can be difficult and that there are many suitable local community facilities available.

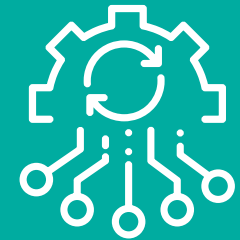
We will increase our provision in the community, working with our patients and partners. We will develop community hubs, revise current care pathways and review how and where care is provided through an estates review, co-producing an updated capital plan. We know that access to our sites can be challenging and as part of our commitment to reduce health inequalities we will work with our Fylde Coast partners to make sure we have the right transport infrastructure to support access to services.

Enhance active participation in research

Clinical research is the backbone of healthcare innovation, improving the prevention, detection, diagnosis and treatment of disease, to improve patient outcomes and save lives. The treatment and support we provide to our patients will, at some point, have been developed through clinical research.

Blackpool Teaching Hospitals is one of five national National Institute for Health Research (NIHR) patient recruitment centres delivering commercial trials. Each year we run over 100 clinical research studies led by experienced research clinicians, overseen by highly trained research nurses and administrators and supported by an expert research management and governance team. The organisation is also a member of the NIHR Clinical Research Network Northwest Coast and a NIHR Applied Research Collaboration. Together we work with academics and health and social care providers to help tackle health inequalities by transferring research into practice.

Priority 8



Over the next five years we want to:

- Make clinical research accessible to all
- Offer research that addresses health inequalities
- Enable research through data and digital tools
- Develop and maintain a supported research workforce
- Work towards achieving University Hospital status
- Achieve recognition as a UK centre for research excellence

Our responsibility

Priority 9



Investing in our community (Anchor)

Work collaboratively with our partners and communities to positively impact beyond health care.

Deliver our Green Plan priorities

The NHS has committed to a target of 'net zero' in less than 25 years. As one of the largest organisations and employers on the Fylde Coast, we have a significant environmental impact. This means we have the opportunity to make a positive difference in both carbon emissions and population health.

Having a clear plan will allow us to focus on and manage our impact on the environment, whilst improving quality and access to services for those who need them.

Over the next five years we will set up the processes and framework to deliver our Green plan which aims to:

- achieve Net Zero by 2040 for our direct emissions
- contribute to all the United Nations (UN) sustainable development goals, achieving a 70% rating in our sustainable assessment tool by 2025

Co-design a local community Anchor framework focussed on the wellbeing of our population

"Anchor institutions" is a term used to describe large public sector organisations strongly rooted in and connected to their local communities. They can improve health through their influence on local social and economic conditions by adapting the way they employ people, purchase goods and services, use buildings and spaces, reduce environmental impact and work in partnership with others.

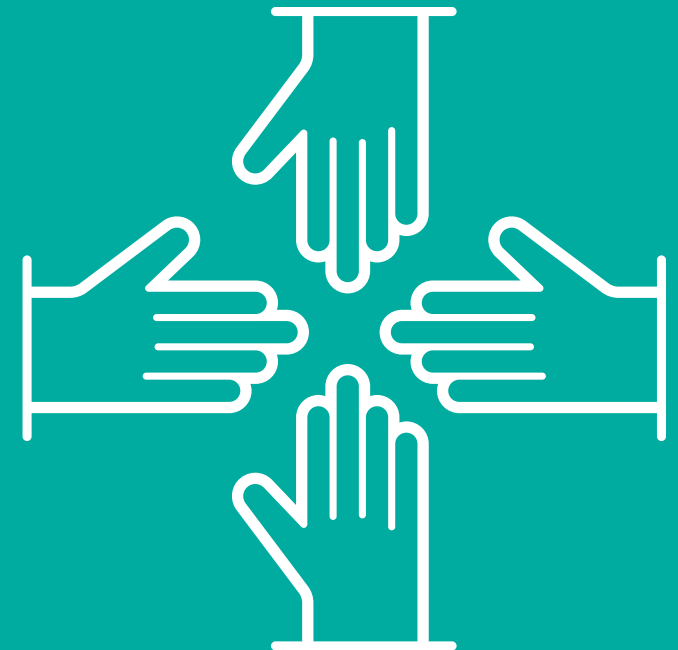
Blackpool Teaching Hospitals is an anchor institution and as such, we have the opportunity to positively influence the social, economic and environmental conditions in our community to promote health, wealth and wellbeing.

To do this we will:

- co-design an Anchor framework to identify how the organisation can generate social value for local communities and staff
- work with our partners across the Fylde Coast to identify opportunities to create local wealth and health
- increase our social value creation using a social value framework for measurement

Our responsibility success measures:

- Reduce expenditure
- Deliver on Quality Efficiency and Productivity programme targets
- Breakeven by 2025
- Achieve a CQC inspection rating of 'Good'
- Fully establish accreditation systems in all wards and services
- Achieve national performance and improvement targets
- Achieve high performance against national benchmarks
- Achieve Healthcare Information and Management Systems level 5
- Pay suppliers within 90 days
- Achieve level 3 Future Focus Finance accreditation
- Achieve Net Zero by 2040 for direct emissions
- Achieve 70% rating in our sustainable assessment tool by 2025
- Increase our social value



Bringing the strategy to life

Stacie Johnson

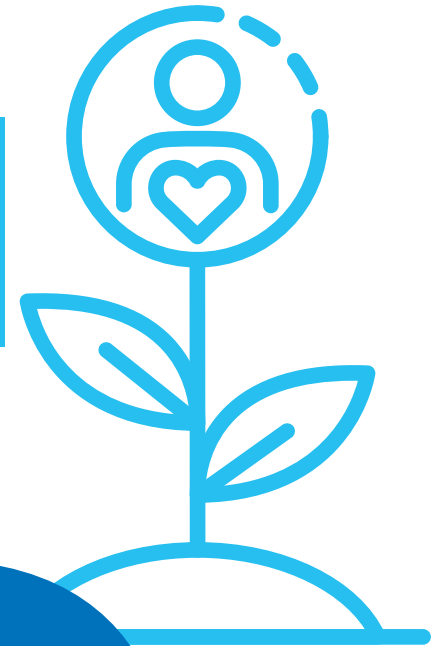
Registered Nurse and Shortlisted Rising Star

Stacie joined us in 2011 as a Health Care Assistant on Ward 10. She really enjoyed her role and working as part of a close knit and supportive team, but felt she had more to give.

Supported by Ward Manager Lynette Reid and mentored by Tracy Turner and Gareth Burns, Stacie undertook Assistant Practitioner Training from 2015-2017. Stacie loved the additional scope and responsibility that this role allowed – being able to cover all duties except medication. When she was recommended for a place on our first nursing apprenticeship cohort, Stacie accepted the opportunity and completed her university studies in December 2021, receiving her professional registration in March 2022. This was a great achievement, not only for Stacie, but also for the organisation's ambition of “growing our own” to retain staff, develop talent and help ease staffing pressures.

Stacie has spent the whole of her career with Blackpool Teaching Hospitals working within the respiratory service and has paid tribute to the brilliant team she works alongside who have helped her to develop her abilities, skillset and confidence, commenting:

Priority 1
Grow your own



“The Trust has given me massive opportunities to undertake further training and progress in my career. I love my job and come to work happy every day.”

George Rogers/Emma Phillips

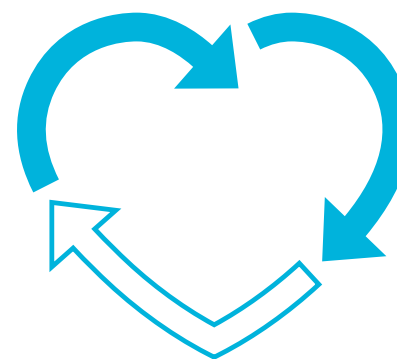
Community Podiatry

The Fylde Coast had the highest rate of foot amputations in the UK. In 2016 Blackpool Teaching Hospitals was subsequently awarded transformation funding to tackle this challenging issue. The original plan was to recruit more medics, however there were already vacancies for medical staff. So, the Chief Allied Health Professional suggested an alternative approach, upskilling our podiatry workforce and developing a multidisciplinary team (MDT) in line with National Institute for Health and Care Guidance. Four Advanced Podiatrists were recruited (two externally and two through internal development), additional training was provided to all staff training and additional equipment was purchased.

An MDT was developed including Consultant Diabetologists, Vascular and Orthopaedic Surgeons, Microbiologists and Radiologists. A clinical pathway was also developed to escalate and step-down patients between community and acute settings. This initiative has been highly successful, with data showing a significant reduction in amputations and waiting times from 11 weeks to just 1 week.

An unexpected benefit was also an improvement in the cultural climate. For example, in the 2021 National Staff Survey, 100% of respondents agreed that their role makes a difference to patients and service users and feel trusted to do their job.

Priority 2
Happy and
healthy
workforce



Priority 6
Prevention
and health
promotion

Bringing the strategy to life

Community sexual health services digitisation

The pandemic accelerated the need to reach patients in more accessible ways and the sexual health team responded by introducing two key initiatives.

1. Remote sexually transmitted infection screening kits

The team introduced remote testing kits that patients can order online as an alternative to making an appointment at a clinic. This approach has proven to be really popular with 15,500 self-test kits being processed during 2020-2021 and over 18,500 during 2021-2022 YTD, across Lancashire.

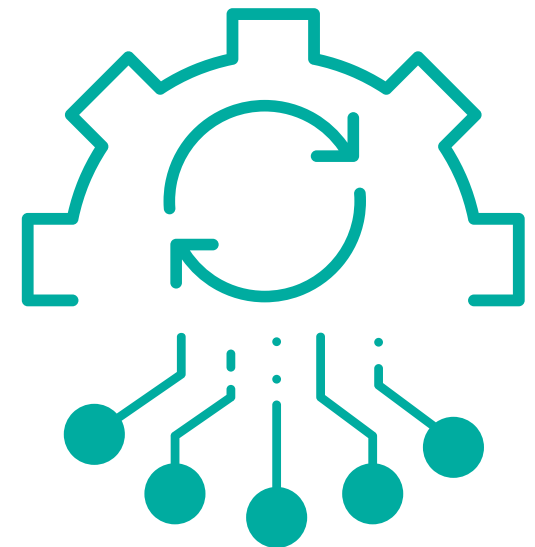
2. E-contraception

Sexual health services have undertaken a soft launch of e-contraception which enables existing patients to order repeat supplies of progesterone-only contraception online, to be delivered to home using tracked mail or collected from a clinic. The process allows the clinical information given by the patient online to be entered directly into their electronic patient records and onto the appointment screen using Blue Prism Technology.

Benefits of this are that it improves access to contraception, reduces the complexity of the ordering process and frees up consultations in clinics for new patients or those with more complex needs. Looking forward the plan is to increase the range of contraception available to request online.

A third initiative is also in the pipeline – a digital chatbot function which will be launched on the sexual health service website to enable patients to ask a range of questions about their sexual health and contraceptive needs.

Priority 8
New ways
of working



Our strategy roadmap



Our strategy roadmap

Our strategy sets out ambitious aims for the next five years. We will address our workforce, quality, safety and finance challenges by:

- responding to regulatory action
- aligning our strategy to address our biggest risks
- meeting national and local expectations

We recognise that, most importantly, we need to get the basics right to deliver our mission of delivering safe, effective and sustainable care for everyone, everyday.

Blackpool Teaching Hospitals has developed key actions plans and work programmes in response to the Care Quality Commission, national policies, operational planning guidance, our challenged provider status (system improvement plan) and the Trust assurance framework.


We have developed a delivery roadmap bringing together these programmes and established the key foundations to enable us to ensure our vision over the next five years is delivered.

We know that priorities change and every year we will review and revise the strategy roadmap in-line with national and local guidance and expectations.




Our strategy roadmap - our people



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our People</p> <p>We will widen access to job opportunities, becoming the employer of choice within our community with an empowered, diverse and engaged workforce</p>	Priority 1 Grow our own	Develop a school careers programme across the Fylde Coast for primary and secondary schools		✓	✓		
		Develop career pathways, from beginner to expert levels, across all clinical and non-clinical specialties	✓	✓	✓	✓	✓
		Develop a talent and succession planning programme to identify future leaders	✓	✓	✓	✓	✓
		Develop an incentivised recruitment programme		✓	✓		
		Expand and develop our apprentice and school leaver workforce	✓	✓	✓	✓	✓
		Work with local providers to understand opportunities to deliver new subjects and courses		✓	✓	✓	
	Priority 2 Happy and healthy workforce	Implement our People Plan and the foundation plans on health and wellbeing	✓	✓	✓	✓	✓
		Develop and maintain our staff networks	✓	✓	✓	✓	✓
		Develop an organisation prosocial model		✓	✓	✓	✓


Our strategy roadmap - our people



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our People</p> <p>We will widen access to job opportunities, becoming the employer of choice within our community with an empowered, diverse and engaged workforce</p>	Priority 3 Learning culture	Implement a board development programme	✓				
		Develop trust values and behavioural framework	✓				
		Expand our teaching hospital educational plan to deliver our strategic vision	✓				
		Implement a Triumvirate development programme	✓				
		Train all staff in quality improvement methodologies	✓	✓	✓	✓	✓
		Develop a refreshed quality improvement programme focusing on avoidable harm, reducing mortality and improving the last 1,000 days of life	✓	✓	✓	✓	✓
		Respond to key themes from national and local patient surveys and medical engagement surveys	✓		✓		✓
		Review and improve our Freedom to Speak Up function for all staff groups	✓				


Our strategy roadmap - our population



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our Population</p> <p>We will work with our population to co-produce high quality services, with a key focus on preventative care and reducing health inequalities</p>	Priority 4 Health inequalities	Capture data to make information available on health inequalities to support action, measure improvement and provide assurance across the organisation	✓	✓	✓		
		Develop approaches to Core20Plus5 programmes, including participation in the hypertension community connector model pilot	✓	✓	✓		
		Develop opportunities for typically underrepresented groups to be active participants in service design and improvement	✓	✓	✓	✓	✓
		Provide accessible information and communication support	✓	✓	✓	✓	✓
		Provide training on health inequalities and the use of methods such as Health Equity Assessment Tools (HEAT) and Public Sector Equality Duty (PSED) tools		✓	✓	✓	✓
		Develop an approach to population health based on our understanding of health inequalities in relation to our population, services and staff and implement with appropriate governance		✓	✓	✓	✓
	Priority 5 Integrated care	Develop a toolbox for co-production for patients, carers, governors, staff and communities	✓	✓			
		Deliver wave 1 and wave 2 ambitions Community Diagnostic Hubs	✓	✓			
		Refine our directory of community services	✓				
		Contribute to the ambitions of the Provider Collaborative	✓	✓	✓	✓	✓
		Co-produce a child health strategy for our locality		✓			
		Deliver integrated care pathways for urgent and emergency care, respiratory, frailty, medical high care	✓	✓			

Our strategy roadmap - our population



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our Population</p> <p>We will work with our population to co-produce high quality services, with a key focus on preventative care and reducing health inequalities</p>	Priority 6 Prevention and health promotion	Develop and implement a Making Every Contact Count programme		✓	✓	✓	✓
		Develop person-centred, interconnected models of care with a focus on prevention and self-care			✓	✓	✓
		Provide proactive support for those on waiting lists to improve health and wellbeing and prevent harm	✓	✓	✓		
		Develop an Elective Care Patient Charter	✓				


Our strategy roadmap - our responsibility



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our Responsibility</p> <p>We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact</p>	Priority 7 Get the basics right	Develop annual strategy plans for divisions and corporate support teams with regular performance reporting	✓	✓	✓	✓	✓
		Make the changes required to deliver the CQC inspection action plan	✓	✓			
		Implement all actions aligned to Better Births, the Ockenden review and continuity of carer model	✓	✓			
		Develop supporting strategic plans for digital, estates and research and innovation that support the implementation of our strategy	✓				
		Establish an accountability and governance framework	✓				
		Establish improvement plans and oversight forums to achieve operational and transformation targets for outpatients	✓	✓			
		Work with teams and services to establish Collaborative Organisational Accreditation System for Teams (COAST) accreditation	✓	✓	✓	✓	✓
		Put Getting it Right First Time (GIRFT) plans in place for all identified specialties and include in regular performance reporting	✓	✓	✓	✓	✓
		Develop and implement a medium term financial plan	✓	✓	✓	✓	

Our strategy roadmap - our responsibility



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our Responsibility</p> <p>We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact</p>	Priority 8 New ways of working	Develop a new clinical model	✓				
		Roll out capacity and demand planning across all specialties, in both acute and community settings	✓	✓	✓	✓	✓
		Ensure all staff who hold a patient caseload have a standardised job plan	✓	✓	✓	✓	✓
		Review and implement digital solutions to support patients in self-management and access to care		✓	✓	✓	✓
		Implement an electronic patient record system		✓	✓	✓	✓
		Deliver a high level of digital capability and maturity		✓	✓	✓	✓

Our strategy roadmap - our responsibility



Aim	Priority	Key programme	22/23	23/24	24/25	25/26	26/27
 <p>Our Responsibility</p> <p>We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact</p>	<p>Priority 9</p> <p>Investing in our community</p>	Deliver the Green Plan priorities	✓	✓	✓	✓	✓
		Work with our partners across the Fylde Coast to identify opportunities to create local wealth and health	✓	✓	✓	✓	✓
		Co-design an Anchor framework to identify how the organisation can generate social value for local communities and staff.	✓	✓			

Reaching our potential

Blackpool Teaching Hospitals has ambitious plans for the next five years that will focus on:



Our people

We will widen access to job opportunities, becoming the employer of choice within our community, with an empowered, diverse and engaged workforce



Our population

We will work with our population to co-produce high quality services, with a key focus on preventative care and reducing health inequalities



Our responsibility

We will work with partners to deliver high quality, financially sustainable services and reduce our environmental impact



We know we need to get the basics right first to deliver our mission of delivering safe, effective and sustainable care for everyone, everyday.

We're making good progress and know we can achieve our vision by playing our part to improve the lives of people who live, work and volunteer on the Fylde Coast and beyond.





Scan for the
latest updates

Valued

Supported

Our Community

