



Community First

Bromley Healthcare's strategy 2023-2028



Empowering people to live their fullest lives in the heart of their communities



Strategy 2023-2028

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Introduction

Our strategy sets out a clear and exciting direction for our organisation over the next five years.

Thank you so much for taking the time to read it.

At Bromley Healthcare, we provide community health and care services in the South East London boroughs of Bromley, Bexley, Greenwich and Lewisham, with aspirations to grow.

The care we provide reaches hundreds of thousands of lives each year, and spans an entire lifetime, empowering people to start well, live well and age well.

We believe that community services will be the key that unlocks changes that are required right across our society to meet the challenges of our decade. This strategy sets out what we want to achieve and our commitment to achieve it at the right pace.

Our ambition is to put community first, offering the best care and experience to people in south east London.

This is brought to life through our vision:

Empowering people to live their fullest lives in the heart of their communities

To make it real, we are setting ourselves three goals for the next five years. We will:



Build a culture of growth and opportunity for our people



Become a leader in integrated care, driven by the population's needs



Invest in our communities

Everything we do will be underpinned by our values:

Belonging, Health and wellbeing, Continuous learning and innovation, and Compassion.

We have built our strategy around hundreds of conversations with colleagues, local people and our health and social care partners in south east London. It is aligned with national and local strategies, and recognises that we are part of a complex system of health, care and wellbeing services.

Importantly, we built a representative group, the Better Together group, who led our strategy process. Selected from across our organisation, the Better Together Group built on their shared knowledge to become the experts in the experience of working at Bromley Healthcare.

Through conversations we've had and work that the Better Together Group has done, we have produced a set of recommendations about how we can become a healthier, more inclusive and more innovative organisation, and ensure the healthcare we provide is accessible, equitable and compassionate.

Our strategy is called Community First because we recognise that so much of health and wellbeing is created in communities – the social connections we have and the places in which we live. Community services provide a way for people to get better and stay well, rooted in the places and with the people that matter most to them. Using our deep local knowledge we can respond flexibly to the real circumstances of people's lives – their goals, their strengths, their resources, helping to improve physical and mental health outcomes and wellbeing of our population while reducing health inequalities.

The benefits of community-based services have not gone unnoticed. Increasingly, the NHS is seeking a "community first" approach to address the unprecedented challenges of increasing waiting lists post-pandemic and demand for urgent and emergency care through the introduction of Urgent Community Response teams, Virtual Wards and Neighbourhood teams.

The challenges we face are significant, including stark health inequalities and rising inflation, an ageing population and healthcare workforce shortages. However, there are huge opportunities for an ambitious organisation like ours – capable, confident, collaborative, making the best use of new technology and data – to meet this challenge and provide ever wider services in the places that matter to people, and work with colleagues, local people and partners to build fuller lives for everyone.

These opportunities will be realised as our people take up a full part in shaping the future of community services. It is the ambition, the skills, the dedication and creativity of our people that will drive this strategy forward and bring it to reality. To help us direct this energy, we will be producing annual plans, aligned to this strategy, which set out the priorities for each year.

We are excited to present this vision and our strategy, Community First.

We look forward to shaping the future of community health and care together over the next five years.



Jacqui

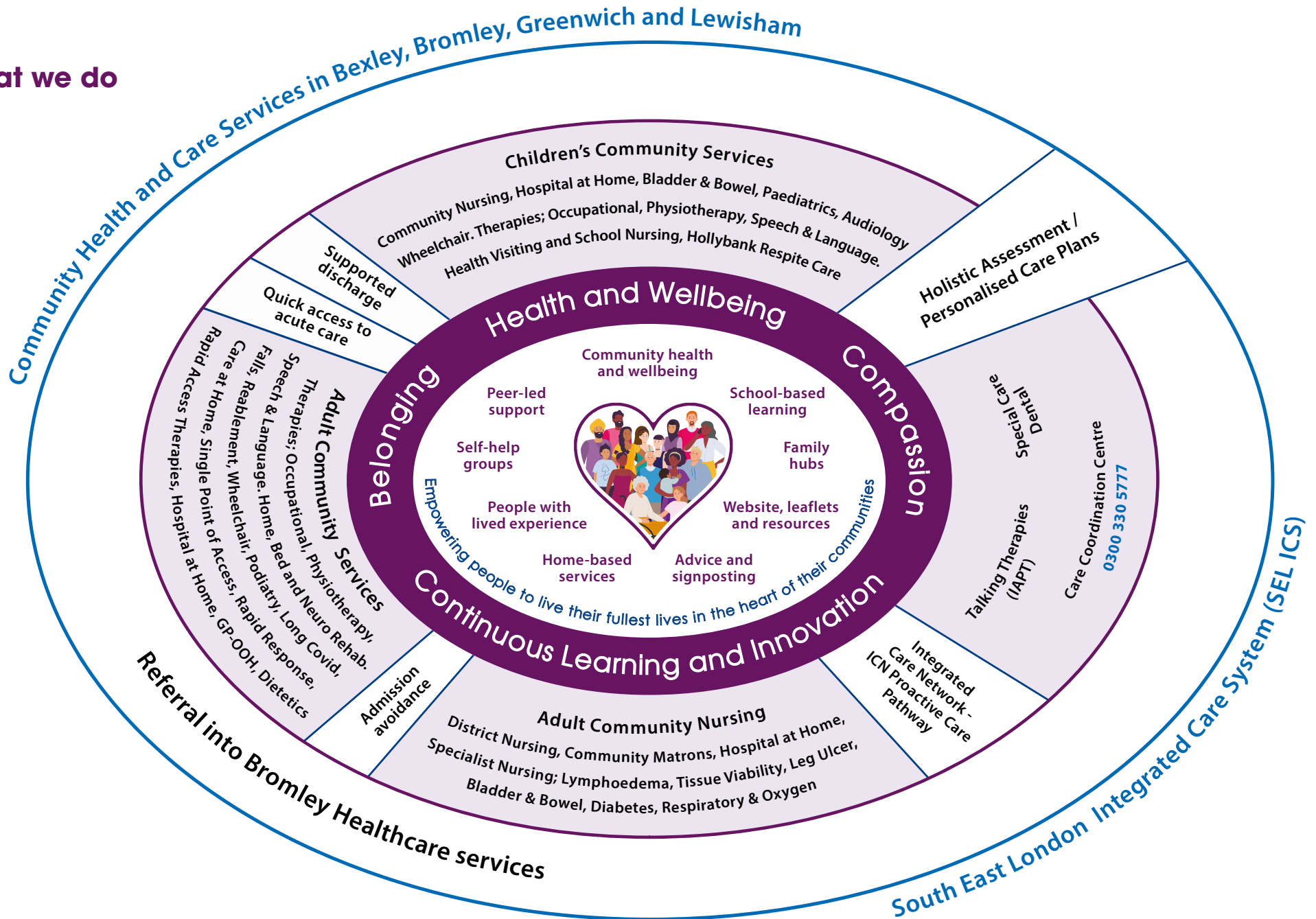
Jacqui Scott, Chief Executive



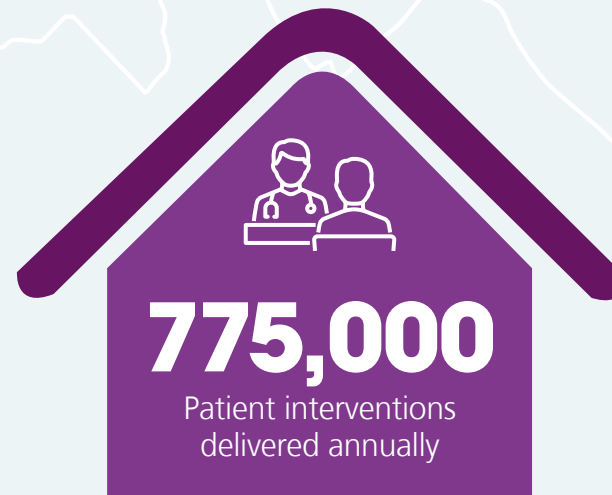
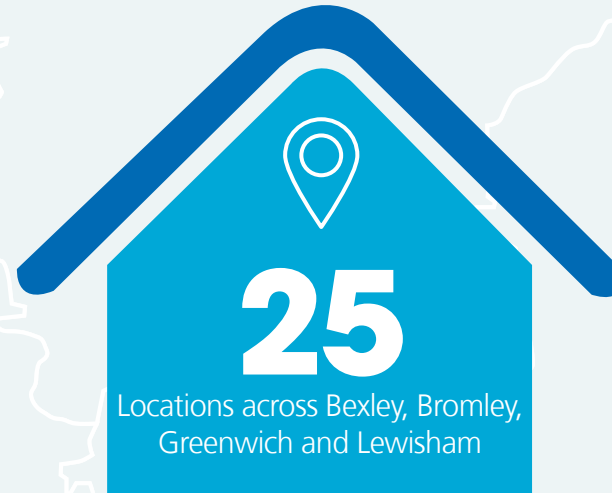
Michael

Michael Nutt, Chairman

What we do



Who we are



Who we care for

Greenwich

289,100 residents
 48.7% male and 51.3% female
 3,906 livebirths in 2021
 19.3% aged under 16
 70.2% aged 17-64
 10.5% aged over 65
 Ethnic minorities represent 44% of the population

Lewisham

299,810 residents
 47.5% male and 52.5% female
 18.2% aged under 16
 72.2% aged 17-64
 9.6% aged over 65
 Ethnic minorities represent 48.6% of the population



Bexley

246,543 residents
 48.1% male and 51.9% female
 2,837 livebirths in 2021
 19.3% aged under 16
 64.1% aged 17-64
 16.6% aged over 65
 Ethnic minorities represent 28% of the population

Bromley

330,379 residents
 48% male and 52% female
 3,728 live births in 2021
 18.4% aged under 16
 63.9% aged 17-64
 17.7% aged over 65
 Ethnic minorities represent 23.5%
 UK's largest Traveler Community Population

Learning from the past, listening to our present, looking to the future: How we developed our strategy

First, we look at where we have come from, and how the achievements and challenges of the past shape our ambitions for the future. The way our strategy has evolved is already helping us to become the kind of organisation we want to be. The infographic on the previous page demonstrates the demographic information that informs how we provide care that is tailored to local need.

Bromley Healthcare was established in 2011, at a time when NHS out-of-hospital services were being moved away from Primary Care Trusts. The decision to form Bromley Healthcare was a positive local choice. In many other places the community services were being integrated into existing NHS provider organisations. However, in Bromley, local leaders felt that a dedicated community services organisation would give more focus to out-of-hospital care. They also wanted a not-for-profit social enterprise, owned by its employees and partners, and rooted in the community, to be flexible and innovative.

Bromley Healthcare is still guided by those early hopes, which has provided strong foundations to enable our aim to be deeply embedded in the communities we serve. We aim to improve the care of local people through a focus on innovation and responsiveness to local need. We invest all our profits in improving local services and the community we care for. Priorities for these investments are set by our shareholders, who are our people, and local partners. Shareholders do not receive a profit but use their voice to direct funds to improve care.

Bromley Healthcare has grown since those early years. We now care for people in Bromley, Bexley, Greenwich and Lewisham. We employ 1,300 people working from 25 locations across our four current boroughs. Over 775,000 patient interventions are delivered every year and we look after a total of 140,000 people who access our 45 community health and care services.



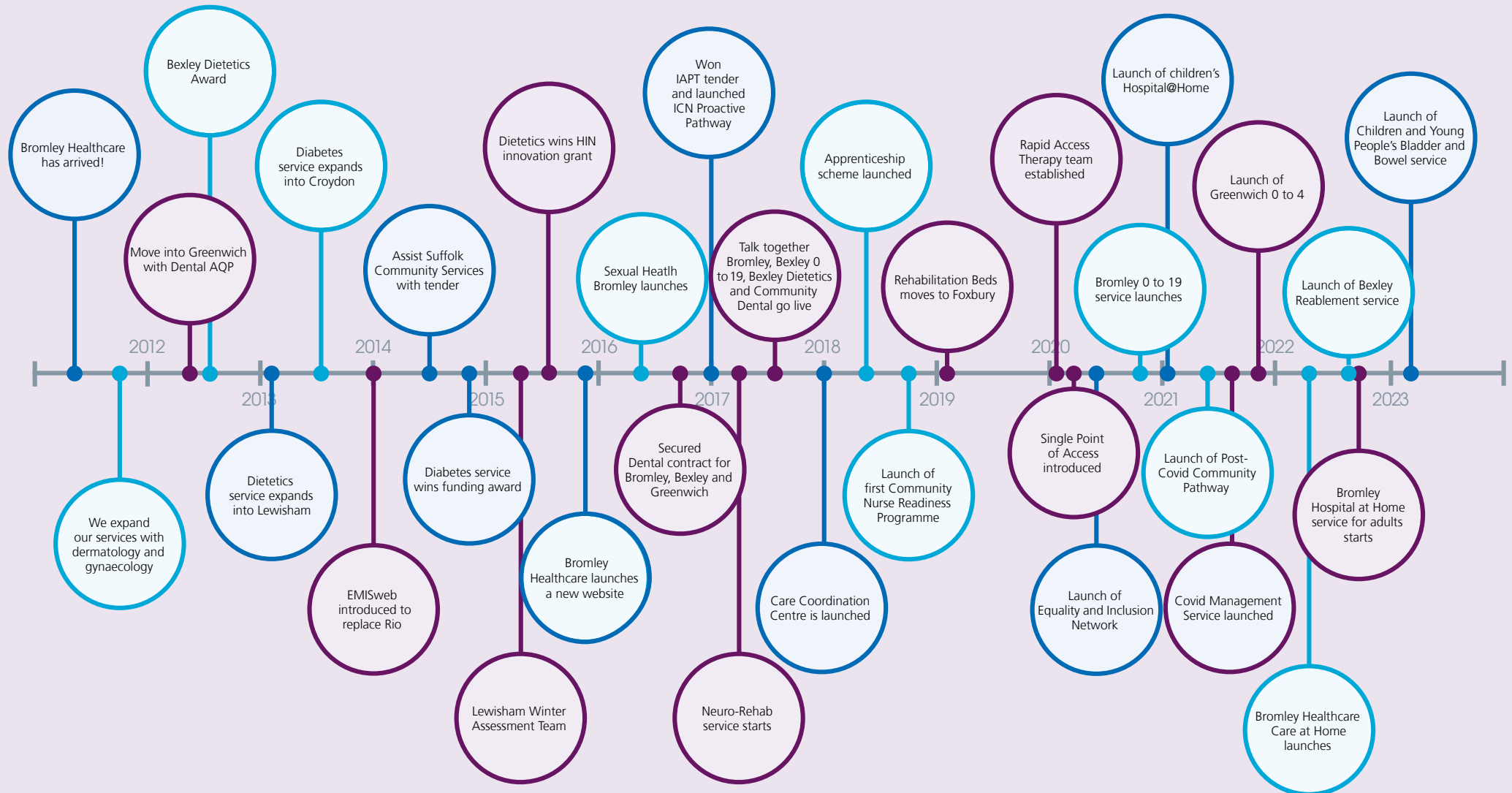
Between 2020 and 2022, our organisation has grown by over 46% overall. Some of our growth has been in response to local needs in our area and some strategic: In 2021 we acquired the Greenwich 0 to 4 Health Visiting Service; our third Children’s Public Health Service in South East London; and a home care service, Bromley Healthcare Care at Home. These services support our vision for wrap-around services that blur the line between health and social care.



As a stand-alone organisation, Bromley Healthcare are able to dedicate focus to community needs, which larger organisations struggle with.”

A health and social care partner

Key highlights and achievements



Growth at this pace is not always easy and sometimes there are unintended consequences. Following our last Care Quality Commission inspection in 2021, we have spent the past year focused on ensuring that the basics are the best they can be.

So, while we are ambitious, we are not complacent. This strategy sets out what we want to achieve, but also our commitment to achieve it at the right pace. We want to seize the opportunities in front of us while ensuring that change is safe, sustainable, and happens in a way that empowers our people.

Change of this kind requires us to listen first and act second. That is why we have built our strategy around hundreds of conversations.

Our strategy process was led by the Better Together group (pictured bottom right); a representative group from across our organisation at all levels and in all boroughs, with a diverse range of ages, genders and ethnicities. The Better Together Group became the experts in the experience of working at Bromley Healthcare.

We chose this approach because we know that the people who deliver and administer our services are best placed to see the opportunities and barriers to the innovative culture we want to create. The Better Together Group's recommendations identified how we can become a healthier, more inclusive and more innovative organisation, while living up to the values we have chosen.

“

Working on this project was a great journey. For me, it opened the silos and doors and enabled us to speak with colleagues we would never have spoken to otherwise.”

A Better Together Group member



Community services: meeting the challenges of our decade

As outlined starkly by the South East London Coalition for Better Health and Equity, south east London faces significant population health challenges.

Across our area:

- ✓ There remains a high burden of disease, both physical and mental
- ✓ 21-45% of premature deaths in our boroughs are attributable to socio-economic inequalities
- ✓ One in five children live in low-income homes
- ✓ Life expectancy improvements have stalled and can vary by up to nine years within a borough between the most and least deprived areas
- ✓ Quality of care is variable and often does not meet the requirements of the most disadvantaged or those with the greatest need, despite examples of world-leading services and research within south east London

Health inequalities continue to grow. We believe that community services will be the key that unlocks changes that are required right across our society to meet the challenges of our decade:



Equity of access to health and care*



Supporting people to live and age well*



Economic climate and rising costs*



National challenge with workforce shortages*



Supporting children with complex needs*



Joined-up care in partnership*

*Reference: SEL Coalition for Better Health and Equity kingshealthpartners.org/our-work/population-health-and-equity/the-challenge-our-vision-and-ambition

How we are meeting the challenges today?

Bromley Healthcare currently offers a wide range of caring, safe and effective health and care services that span a person's entire lifetime. This includes universal services working in partnership with families, communities and professionals, specialist interventions for individuals with long-term conditions, and a focus preventing unnecessary hospital admissions, helping people to get well sooner and stay well in their own homes.

The flexibility of Bromley Healthcare's community services makes them a crucial asset to a system that is changing rapidly to meet the needs of a more diverse and complex population. Working with the groups who are most at risk, we are central to efforts to manage the impact of life long disabilities, long-term conditions, frailty and the demand for health services.

Because of the skills of our teams involved, they can be highly responsive to the needs of local people in a neighbourhood. They know the strengths and weaknesses of other providers and adjust accordingly helping to manage demand for services across the system.

The people who work for Bromley Healthcare often live in the boroughs we serve.

They are, in many cases, also the local people who use our services, as well as carers, families and representatives of patients. The quality of life and work of our people is intimately connected to the quality of life of our communities.

Our people have the special privilege of accessing the homes of the people they support and are guests there. Working on their own or in small teams, they are used to a high level of autonomy. They are focused on the whole context of local people's lives – their family circumstances, their neighbourhood, and the things that motivate them and give them joy. Working this way can come at a cost. It can be isolating. There is a high level of individual responsibility, and this can be stressful to carry. It is sometimes the case that services are tightly specified, meaning that our people have less discretion to meet the need rather than the specification.

This strategy sets a course for us to reduce these more difficult impacts and to support our people to enjoy full, rewarding working lives, with roles that empower them to use their skill and creativity to make a positive difference.



Community providers are often seen as a solution to the discharge problem and a problem-solver to other people's problems."

A South East London Health and Social Care Commissioner



Engagement process



Better Together Group

Our representative colleague group collected feedback and insights during 256 instances of engagement with colleagues across the boroughs we serve.

Health and social care partners

20 interviews with partners across the South East London Integrated Care System and a survey to Primary Care.

Digital colleague events

2 interactive events brought together colleagues from across Bromley Healthcare, gathering over 600 instances of engagement.

Engagement with local people and communities

Feedback from Bromley Healthcare Patient Reference Group and our friends and family survey.

Board and Executive

10 interviews and 2 workshops with members of our Board and Executive teams.

Our listening leadership has been the start, and we want to go further. In particular, we want to listen more to local people, communities and our colleagues. As we develop the detail of our new models of care, we will be listening intently to what our local people and colleagues are telling us, in word and action. Only in this way can we be sure that our communities shape our community services.



The Bromley Healthcare vision

Empowering people to live their fullest lives in the heart of their communities.

We want to empower the people we employ and the people we care for. The development of new ways of working will support our people, our colleagues at Bromley Healthcare, to be leaders in their own contexts – to take decisions, to innovate and improve, and in turn to empower colleagues. It is only by becoming more resourceful ourselves that we can work with local people and communities to find solutions to health and care challenges.

We will help the people we care for to become more independent, their families, representatives and carers more resourceful, and their communities more resilient. We want to deliver services in the places that matter to people, in ways that make sense to them. We want to shape our work around people's lives, not the other way around. We will work with the local people and communities that we care for to focus on their needs, experiences and what matters to them.

Throughout this document, there are case studies that aim to bring to life the work that we do. These are examples that reflect and demonstrate how colleagues and the organisation are working with local people, communities and partners across south east London to empower people to live their fullest lives in the heart of their communities.

Case study: The vital role of Health Visiting in fostering healthier and safer communities in south east London

Bromley Healthcare provides health visiting services for children aged 0 to 19 in Bexley and Bromley, and 0 to 4 in Greenwich. Health visitors are vital in supporting, caring for, and safeguarding families in South East London. They form lasting relationships with families and work closely with local authority, early years and healthcare partners to provide personalised care, tailored to the diverse and complex needs of children and families.

An example is Malik, aged 3, and his foster carers, who came to our service through social care when they moved to our area. Born prematurely at 25 weeks, Malik has multiple health complications, physical, and learning disabilities. He receives care under the local authority Looked After Children team and receives healthcare from various services, including a paediatrician, surgeon, community dietitians, speech and language therapist, and physiotherapist. Understanding the complicated journey Malik and his carers face, Health Visitor Charlie works closely with everyone involved to help him achieve his best possible milestones.

Note: Details about people in this case study have been changed to protect their identities.

Charlie provides health reports to the social worker as required and that Malik's electronic records show his progress. Guidance on different care aspects is provided to his foster carers, such as dental care, nursery placements, and immunisation. Charlie documents Malik's interactions with his carers using the voice of the child (smiling, happy babbling) and considers safeguarding issues at all times.

With Charlie's ongoing support, Malik has made great progress, and his foster carers have expressed appreciation for the service and care provided by the health visitor. The foster carers have now finalised the process to adopt Malik.

Health visitors are dedicated to building lasting relationships with families, providing personalised care and working collaboratively with health and care partners across south east London. This ensures families receive the support they need, and ultimately, fosters healthier and safer communities.

“

With their experience across multiple boroughs Bromley Healthcare are uniquely placed to develop a ‘menu’ of what is and isn’t working and where different opportunities exist, proactively shaping new models of care.”

A health and social care partner



Case study: Empowering local people to get well at home

The Rapid Response service provides support between 8am and 8pm, seven days a week to those who become unwell, unable to attend their own GP practice and who without this service may call an ambulance and could make an unnecessary trip to hospital.

Patients access the service by a referral by their doctor (GP) or another healthcare professional including 111 and the London Ambulance Service. Upon referral from a healthcare professional, an Advanced Clinical Practitioner swiftly visits patients at home. They assess, diagnose, and formulate a treatment plan, often dealing with ailments like chest, skin, and bladder infections.

People who have used the service praise it for the fast, yet thorough, care the team provides within their homes. The team ensures comprehensive care within two hours of referral. They also facilitate prescriptions, follow-up reviews for up to 72 hours, and coordinate care with other Bromley Healthcare teams and other SEL healthcare partners.

“

Shared experience in navigating the journey in healthcare (between healthcare professionals and communities) allows for innovation to take place, as well as looking at and recognising people’s strengths.”

A Bromley Healthcare colleague



Case study: Empowering children, young people and their families to develop well

The Children's Speech and Language Therapy (SLT) team work with children, families, carers and staff in pre-schools and schools to help children's communication skills. The team provides practical advice and support through training for families, teachers and staff.

Kate, aged 6, came to the SLT team with complex needs and was unable to speak. Kate was communicating with single signs and some two-word sign phrases which were often difficult to interpret due to Kate's physical disability. The team worked with Kate and her parents to provide personalised tools to support her communication development, such as a book with multiple symbols and a communications board.

Kate soon began to develop, and the team continued to change her support, including providing a smaller book and a tablet computer, which allowed Kate to develop the use of high-tech communication with speech outputs. She was able to transfer her skills and link symbols within a symbol-reading activity, as well as use symbols to record her work.

Thanks to the work of the team Kate has gone from using single signs or occasionally two signs to using sign and four- to five-word symbol phrases in structured settings, including use of function words in literacy. She is now progressing towards a full vocabulary programme on her tablet. This will give her access to spoken words for everyday communication.



“

Bromley Healthcare needs to be aware of the other changes across the children's system to ensure the service is aligned and keeping up with all these other developments.”

A system partner



Belonging



Empowering people
to live their fullest lives
at the heart of their
communities

Health and
wellbeing

Compassion

Continuous
learning and
innovation

In everything we do, we will be guided by our values:



1. Belonging:

Our People: We empower our colleagues to flourish and feel safe in a place where equity is embedded and inclusivity is recognised and celebrated.

Our communities: We provide accessible, equitable and inclusive healthcare for all, and work with local people and communities to focus on their needs.



2. Health and wellbeing:

Our people: We maintain a work/life balance and encourage others to do the same, and prioritise workplace wellness that helps colleagues to feel at their physical and mental best.

Our communities: We see the whole picture of care and do everything we can to wrap the care we provide around people's health and wellbeing



3. Continuous learning and innovation:

Our people: we embrace learning, quality improvement and innovation in aspiring to be the best that we can be.

Our communities: we strive to be at the forefront of care innovation, bringing the best quality care to our communities.



4. Compassion:

Compassion wraps around everything. We put people first and act with empathy and kindness in everything that we do.

Build a culture of growth and opportunity for our people

The experience of the people who work for Bromley Healthcare – our colleagues – is vital. The exceptional people who work at Bromley Healthcare are the key to providing the highest quality care for our local communities.

By investing in and recognizing their talents and dedication, we can ensure that the local people and communities that we serve receive the very best care that they deserve.



Healthy relationships are not built at the expense of one side or the other. So, we will design our services in ways that take account of the impact on our colleagues as well as on the populations we serve.

In the next five years, we will make it our priority to build the trusting collaborative relationships we need to achieve our vision.

We will develop connections and trust within teams and across our organisation. We will foster connections between teams that serve the same population, and between teams that do similar work across our geography. These trusting relationships are the basis on which we will be able to move forward into a period of rapid but sustainable change in the way we work.

“

The experience of the people we serve and colleagues should be given equal weight. We need to model the experience across all our Boroughs to ensure consistency.”

The Better Together Group

“

Shifting to a more relational way of working, supported by creating connections and trust within teams and across the organisation, will help us realise one another’s potential.”

The Better Together Group

We will involve frontline colleagues in shaping the work that we do, and develop managers to give their teams a bigger role in decision-making.

We will foster opportunities to speak up and challenge, to give honest feedback at all levels, and to name things that are not going well without fear of reprisal or judgement.

We will create opportunities for our people to challenge each other, with room for healthy disagreement.

We will build psychological safety so that people are able to say what they see, and share what they know.



Case study: Nurturing belonging, inclusivity and creating safe spaces at Bromley Healthcare

Bromley Healthcare's REACH Network (formerly E&I Network) was established to identify and tackle specific challenges facing colleagues from Black, Asian and Minority Ethnic backgrounds with an aim to creating an inclusive environment, policy framework and ultimately, equal opportunities and fair treatment for all. The REACH (Race, Equality and Cultural Heritage) Network leads on empowering these colleagues to challenge racism, harassment, bullying or abuse in the workplace, and ensure that actionable and evidence-based recommendations for change are embedded in Bromley Healthcare's policies to respond to, and reduce inequalities, for health and care colleagues.

Since forming, the network has done a lot to foster belonging and create a foundation on which equity can be built and embedded in the organisation:

- Mandatory unconscious bias training and courses for colleagues that focus on fostering a culture of belonging, building inclusive teams and supporting colleagues' psychological safety
- The development of fairer, more inclusive recruitment and career progression processes
- The introduction of Freedom to Speak Up Guardians (F2SU).
- The joint development of the One Bromley Lived Experiences project, a series of short films and written pieces detailing the lived experiences of people from marginalised identities.
- Introduction of Schwartz rounds for colleagues.
- An annual conference to discuss, learn about and take action towards equity, belonging and inclusion in the work place.



Greater involvement of frontline colleagues in shaping services, supported by efforts to develop a more consistent approach to empowering management across Bromley Healthcare (should be a focus)."

The Better Together Group

As we develop our approach to integrated care, new opportunities will continue to emerge. These opportunities will provide a natural context for professional growth and development. To support this, we will also give priority to training and development, particularly for those who are taking on new responsibilities and shaping new services.

All of this means that we are preparing for a period of change and growth in our organisation. We are aware that change can be destabilising, and we do not underestimate the ambition of what we are embarking on.

We will pay attention to the pace of change to ensure that our changes are embedded. We will continue to implement a robust approach to change management, using a programme approach to keep us honest to what we have achieved, and what we still need to build.

This change will be led by our people – by their creative ideas and by their knowledge of local people, communities and families. Those who are closest to the work are best placed to know how it can be improved.

Case study: Community Nursing career pathway

Bromley Healthcare's District Nursing teams have worked together to develop an innovative new career pathway for Community Nursing. The nursing career pathway evolved during a number of nursing colleague away days. As part of these away days, roles were defined and clinical and non-clinical competencies were developed. This pathway also gives clarity to access points into nursing and the opportunities in nursing within Bromley Healthcare. This has resulted in the creation of seventeen new clinical caseload holder positions across the district nursing service. Since its inception in 2018, the Community Nurse and Nursing Associate Readiness programme has resulted in the creation of 72 new Community Nurses.

The Community Nurse and Nursing Associate Readiness Programme is for newly qualified Nurses. This 12-week structured transition programme was designed to enhance the learning experiences of newly qualified and 'new to community' nurses, and bridge the gap between study and practice.

In September 2022, 10 colleagues graduated from the inaugural programme (pictured right).



“(There should be a priority) for training and professional development, supported by emphasis on developing safe spaces and opportunities to speak up and challenge the status quo, seeking and giving feedback at all levels and supporting all Bromley Healthcare members to get involved in forums.”

The Better Together Group



How will we measure progress?

We will use a range of measures to assess our progress on this goal:

- ✓ Colleague experience (health and wellbeing, equity and inclusion, engagement)
- ✓ Vacancy rate
- ✓ Retention rate

How will we achieve this?

We will continue to embed and evolve our clinical leadership arrangements reorienting towards our neighbourhoods so that Bromley Healthcare becomes and feels a more equal and inclusive place to work.

We will develop our identity around our four core values and our status as a community interest company, so that people are able to feel that they belong, and are empowered to address things in our culture that lead to feelings of exclusion and disengagement.

We will redesign the way we communicate internally, listening to our people so that leadership is more equally distributed and more responsive. We will develop ways to ensure that people know how to make changes as a normal part of their work.

We will provide continuous training for staff to help them get the best out of technology and to make better use of the skills of our technical teams.

We will continue to invest in our project and programme management capability, aligning this to the experience of our people so that change is paced appropriately and there is room to identify where more work is needed to make change effective and sustainable.

Above all, we will give permission to be better and to challenge obstacles to improvement. We will reward creativity, challenge and innovation and support people who want to develop their leadership skills at all levels.



(At the Equality and Inclusion event last year, it was great to) have a chance to hear from Jacqui Scott (our CEO) and Michael Nutt (our Chair) themselves, leading by example and opening up the ongoing conversation and discussion. Tilly Majekodunmi (E&I Network Chair) was an excellent host. Jacqui's explanation of micro-aggressions as 'small acts of exclusion' was interesting - I will be using that phrase myself to pass on the knowledge."

A Bromley Healthcare colleague



Become a leader in integrated care driven by the population's needs

We are proud of our reputation as a high quality, responsive provider of community services.

We have a deep knowledge of the needs and shape of our population. This includes people of all ages in the boroughs we serve; our patients, people who use our services, their families, representatives and carers.

We will make use of these advantages to take a “listening lead” in developing genuinely integrated care for our communities – leading where we are best placed to do so, and supporting where that makes most sense to.

Doing this will involve a shift in the way we use data. We will continue to use data tools that track our own performance. Increasingly we will rely on predictive tools to assess risks to health and wellbeing in the population and to understand who is most at risk.

We will use this information to shape our services and take our own work to those areas of risk which we are best placed to address, while agreeing with our partners how to support the population as a whole.

Case study: Collaborating to empower young people and adults to live their fullest lives with hospital-level care at home

One Bromley, the Local Care Partnership for Bromley, brings us together with the South East London Integrated Care Board (SEL ICB), local NHS Trusts, Primary Care, London Borough of Bromley, and health and social care partners from across the voluntary sector. The goal is to deliver joined-up health and social care for residents of Bromley.

Since 2021, we've worked alongside King's College Hospital and the SEL ICB to launch Bromley Hospital at Home. This initiative offers 'virtual wards' for adults, children, and young

people with complex needs such as intravenous antibiotics and respiratory care. This reduces the need for hospital visits and stays, as well as having significant positive impact on patients and families' overall wellbeing, social life, and mental health.

For instance, Daisy, a 16-year-old from Bromley with recurrent chest infections, receives regular home care from her nursing team, who monitor her condition. Thanks to the Children and Young People's Hospital at Home team, Daisy and her family's lives have improved significantly.



“(Bromley Healthcare) can be proactive; driving forward the patient-first agenda.”

A south east London resident

Case study: Working with partners to develop a proactive care pathway using data

We are developing electronic dashboards which enable One Bromley partners to see at-a-glance whether new care arrangements, called care pathways, are working as intended. One Bromley has supported the development of the Integrated Care Network (ICN) proactive pathway. The dashboard enables the partners to see whether the outcomes are as expected, for example by showing how many people are going to A&E, to hospital, and what care is costing for people who are receiving proactive care (also called prevention or anticipatory care).

The benefits of the pathway in terms of avoided admissions and reduced costs and waiting times, can clearly be seen.

These ICN dashboards are an example of how Bromley Healthcare’s investment in technology is bringing benefits right across the health and social care system. Using the power of information, we expect to be able to make better decisions about how to work together with our partners to provide the best care for our population.

We will build neighbourhood teams who will work across professional disciplines and with our partners in primary and acute care, mental health services, local government and in the voluntary and community sector. They will use predictive data to support early intervention, preventing the development of sustained ill health.

For those with established conditions, detailed plans will be developed, in partnership with primary care partners, patients and families, which make sure that when people become sicker, or have a spike in their symptoms, they know they will get the care they need without having to go to Accident and Emergency.

These neighbourhood teams will take the lead in promoting pathways of care which find alternatives to hospital admission where possible and provide safe care for people who are medically fit for discharge.

We will develop new service models, taking advantage of our scale and reach to support smaller partners in the design process and to take pressure off partners whose priorities do not include community care. We will work with local authorities on well-designed approaches to population health that align with their priorities. We will address inequalities of opportunity and access to services and create spaces for seldom-heard voices.



Bromley Healthcare could be doing more about advocacy surrounding more general/preventative issues in the health care service (e.g. diabetes awareness, vaccinations) using data on where the issues are and strong systems to identify where the need is.”

A health and social care partner



How will we measure progress?

We will know we are making progress towards this goal by assessing:

- ✓ Patient and service user outcomes, experience and equity of access
- ✓ Our CQC / Ofsted rating
- ✓ Evidenced impact of pathway effectiveness for the system

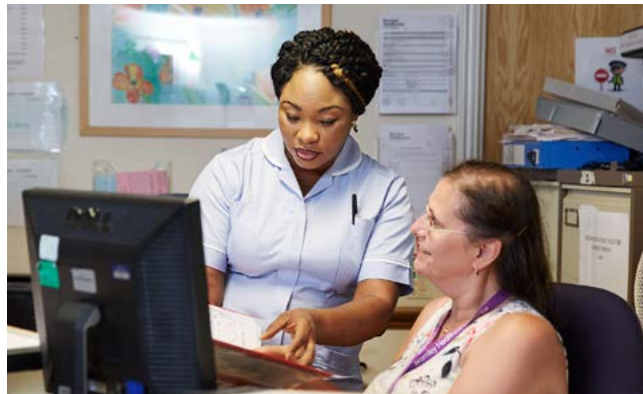
How will we achieve this?

We will build on our established strengths. We already work closely with neighbourhoods and primary care, as well as with the acute, voluntary and social care providers around them. We already know huge amounts about the people that live in our neighbourhoods, particularly in the two groups where we specialise – children and young people, and older and vulnerable people.

The next step is to shift the way we work so that we are increasingly leading decision-making for out-of-hospital care, rather than working to specifications set by others. In this way, we will continue to be the reliable partner for primary care, providing capable support without needing to be managed.

This will require the development of new skills and organisational capabilities. We will need to develop leaders at all levels. Our existing care coordination will move gradually from supporting services to supporting neighbourhoods. Senior leadership will likewise focus on leading the development of our offer for neighbourhoods, as a repeatable yet responsive solution for Primary Care Networks and Local Care Partnerships. Mid-level leaders will be focused on individual neighbourhoods and frontline leaders will build relationships across their patch to join up services and interventions.

We will need to invest in our data and analytics capabilities to enable us to add predictive care to our existing strengths in performance management. We will need to build new ways of developing services in partnership with local people, communities and professional partners.



“

Communication and navigating the system (is important). (Bromley Healthcare can support) the communications between GPs, the community and social care – people want to only have to tell their story once.”

A south east London resident

“

Potentially look to become a prime contractor and consortium organisation to encourage innovation and collaboration as a medium organisation with a unique status compared to other healthcare organisations.”

A system partner

Invest in our communities

We care deeply about our communities not only because we are a part of them but also because many of our people live in the place they work and our friends and family live there too.

Health and wellbeing is not just about treating illness. Strong, thriving, sustainable communities are places where ill health struggles to gain a foothold¹.

We want to go further. Over the next five years, we will take a number of additional steps to broaden the impact of our work.

First, we will invest in children and young people and their families by building on our work with partners in children and family centres and education across our communities.

The children and family centres strengthen communities now and in the future by intervening early to prevent the development of long-term social and health problems. We will listen to families and also learn from the way they use and interact with services.

We will use this information to improve services and outcomes. We will strengthen connections with and between families and build stronger relationships with other providers in the community, including voluntary and community groups.

“

(We want) a provider that could bring the skills and expertise to reshape what the offer to families is from conception ... coming up with ideas on how to improve, and helping to develop and make concrete steps towards these behaviour changes.”

A system partner

Our first two goals will contribute to the health of our communities by:

- ✓ Creating high quality, meaningful and rewarding jobs which fit around our people's lives and responsibilities
- ✓ Addressing ill health and vulnerability early

“

We need to look holistically at the impact of transport. Our people want more options to work at home and have concerns about our energy consumption.”

The Better Together Group



¹ kingsfund.org.uk/projects/improving-publics-health/strong-communities-wellbeing-and-resilience

We will reimagine the way we offer our services to minimise their negative impact on the environment. We will assess the tools we use, the journeys we make, and the buildings we work in.

As a community interest company, we have a particular responsibility to work for a positive impact on our communities. We have the opportunity to have impact not only directly on health and wellbeing, but indirectly as a large employer, offering flexible, high quality jobs; as a purchaser by examining our supply chains to support local businesses where possible; and in other ways which we will uncover as we broaden our focus and develop a wider model of impact. We will continue to invest our profits to improve services, through our charity, through research and through development of our own work.



“(Bromley Healthcare can support) more interaction with local people, for example more support within Church communities with Black and Asian populations – making services accessible (signposting, knowing where to go).”

A system partner

How will we measure progress?

We will know we are making progress towards this goal by assessing:

- Develop and use measures of environmental impact
- Social value impact
- Reinvestment into our communities

How will we achieve this?

Working this way will mean a new approach to communication. To support this new role, we will develop a new identity, becoming more recognisable in the communities we serve. People will know who we are and what we stand for. We will continually gather information and feedback from local people, through conversations and through measuring and evaluating interactions. In this way our communities will become genuine partners in the design and delivery of the integrated care we are offering. We will continue to take a more active role in helping the system as a whole to shape services around these populations, using our knowledge and experience to design innovative and effective networks of provision.

We understand that what matters most to people is the quality of care they receive, not who provides it. We will invest in our community identity to ensure that the work we do and our identity is about a seamless and efficient care experience, whilst also ensuring that people can recognise and value Bromley Healthcare as a trusted community healthcare provider. We will invest in and adapt our communications approaches that reach communities in an accessible, culturally and socially relevant way. This includes working with our communities to ensure the information we provide helps people to stay well-informed about our services and that they can make informed decisions about their health.

We will need to make more use of the information we routinely collect in our work, interrogating our data to understand more about what people want and need. And, we will need to develop new ways of working so that our people are also local leaders, able to represent and explain the Bromley Healthcare approach to those they meet and work with.



... we need to see live dashboards, datasets and machine-learning to drive patient care in real-time and adaptive real-time care plans.

A health and social care partner



Bromley Healthcare needs to build stronger local relationships with schools and colleges in our area to develop talent pipelines and provide learning opportunities and jobs for local people.”

A local health and social care partner



Case study: Working with healthcare partners to develop our reach and impact within communities

Bromley Healthcare and Orpington Primary Care Network (PCN) collaborated in establishing the Orpington Wellbeing Café in July 2022.

This drop-in event aims to connect local people with each other and local health services. At each event, there are wellbeing activities, health-related talks, and refreshments. Although it caters to everyone, the café has mainly drawn in older and vulnerable residents, with approximately 70–100 attendees.

Health and social care colleagues work with attendees to come up with topics for future events. Talks and activities are delivered by Bromley Healthcare services such as community matrons,

Talk Together Bromley, the falls service, bladder and bowel team. Bromley Well and Healthwatch often attend. Wellbeing activities include digital skills workshops and a regular fitness session.

Feedback has shown the café’s success in combating isolation and loneliness, helping vulnerable residents stay healthy, reaching communities that we often don’t reach and providing support during the cost of living crisis. Other PCNs are now looking to the café’s model, and Bromley Healthcare and Orpington PCN are collaborating to create an integrated health hub associated with the Orpington Wellbeing Café.



(Bromley Healthcare should focus on) helping people look after their own health – having community stations where you can measure yourself or dietitians going out to educate people on food groups or having charts up around the community.”

A south east London resident

Building on our strengths

Our three goals combine ambition with realism, because we are building on what we already do best.

However, we know that, to achieve our goals, we will need to develop and build in many areas. The detail of this will be set out in our annual plans, but it's good to take stock now.

We will need to develop our digital capability so that we are better able to understand the communities we serve, and better able to deliver efficient, environmentally sustainable services.

Most of all we need to find new ways of listening to the people we serve and the people we work with, so that the way we lead and the way we work is always responsive, compassionate, and empowering.

- ✓ We will need to invest in our brand so that it is more widely recognised and understood by the people we serve
- ✓ We will need to develop new ways of working and develop our culture so that it releases the potential of our people
- ✓ We will need to learn how to pace change so that it is sustainable and feels safe while still meeting the scale of our ambition

“

We have shown a willingness to fill the gaps and be a supportive organisation from our previous small organisation status. But we have now grown and it is important to support one another to establish Bromley Healthcare's brand and values and stay true to that.”

A Bromley Healthcare nurse

“

Bromley Healthcare needs to increase profile and presence in the community – as things stand, there needs to be more awareness of who Bromley Healthcare are and what they do in the community ... with sufficient flexibility to go where they are needed, but also anchored in places so that people know where they are.”

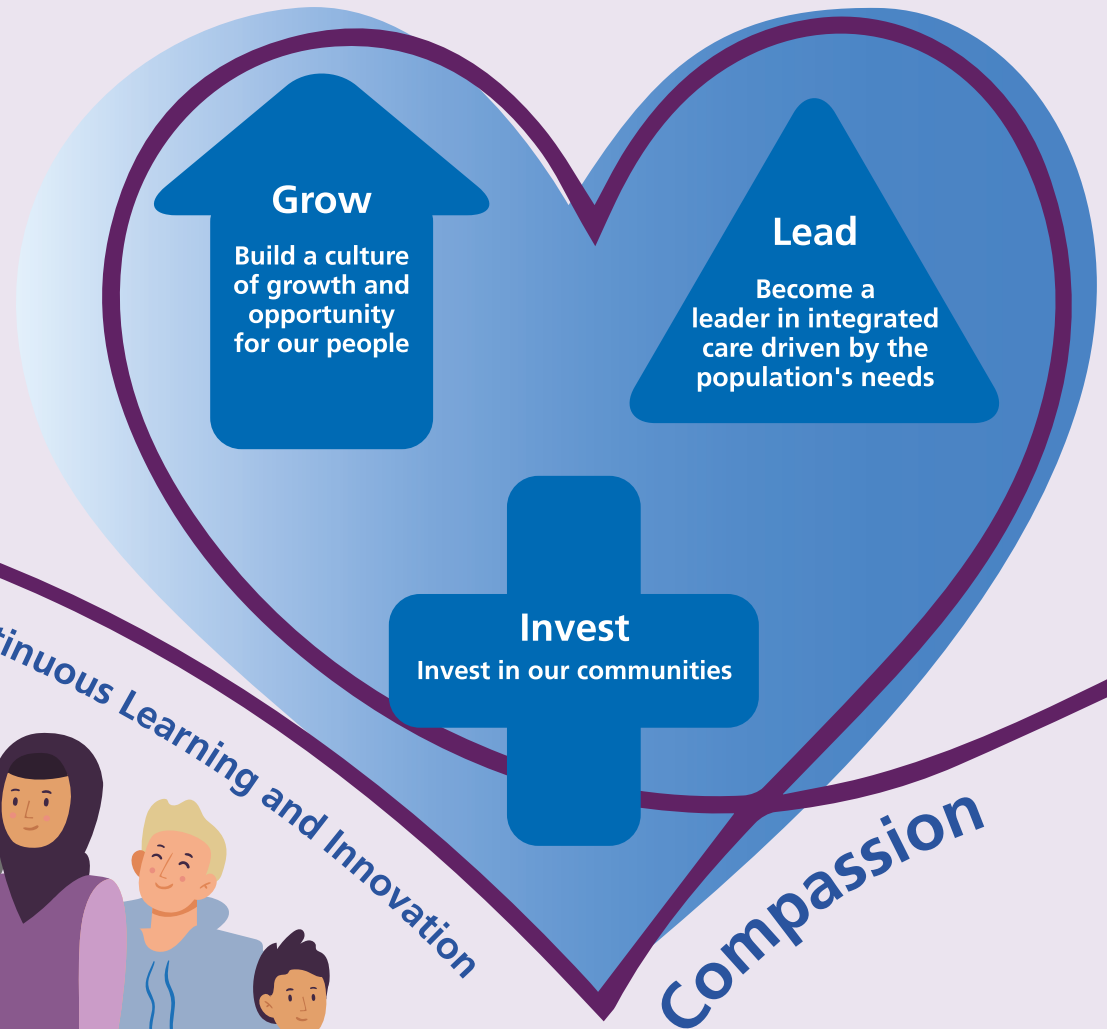
A system partner



Community First

Our strategy at a glance

Empowering people to live their fullest lives at the heart of their communities





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The Patient Reference Group and our communities

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