



**Group Strategy
2026 – 2031**





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Welcome

Welcome to the first joint strategy of The Dudley Group NHS Foundation Trust and Sandwell & West Birmingham NHS Trust. Over recent months, our organisations have been working ever more closely to improve the services we provide to our patients and communities. We now share a Chair and Chief Executive, alongside an increasing number of senior leadership roles. From April 2026, we will operate within a formal Group model with each trust retaining its sovereignty but working to our new shared vision and strategy to be 'Fit for the Future'.

We serve a largely shared population, face similar operational and financial pressures, and hold aligned ambitions for quality, equity and long-term sustainability. The collaboration we have already established is delivering real benefits, but the scale of the challenge facing the NHS means we must now go further and faster. Demand is rising, needs are becoming more complex, and financial constraints mean that continuing to deliver care in the same way is not sustainable.

Fit for the Future is our commitment to reshape how we work so that we live within our means while protecting what matters most: safe, high-quality care. This includes a clear shift towards stronger community-based care and healthier neighbourhoods, supporting people earlier, closer to home, and in partnership with local services, so we can improve outcomes, reduce avoidable pressure on hospitals, and build more resilient communities for the long term.

Both trusts have experienced significant change in recent years. In October 2024, Sandwell and West Birmingham NHS Trust opened the Midland Metropolitan University Hospital, creating a state-of-the-art facility for acute and specialist care while retaining most planned care at existing sites and expanding community-based models of care. At the same time, The Dudley Group NHS Foundation Trust took on responsibility for additional primary care support services, including two GP practices. This has all taken place against a backdrop of rising demands and legitimate questions about productivity and how

increased investment translates into improved access and activity. Our Group strategy responds directly to these challenges.

The government's 10-year health plan for England, published in July 2025, sets out three major shifts for the NHS: moving care from hospital to community, from analogue to digital, and from treatment to prevention. Our strategy translates this national direction into local action. We know we must deliver within the funding already announced for the NHS, and therefore have a responsibility to use our people, facilities, technology and equipment in the most effective and responsible way possible.

We know that when people use our services, they expect the fundamentals of care to be there: being able to get an appointment, clear and simple pathways, support while they wait, and care that feels compassionate and fair. Our strategy is built upon the principle of getting these basics right, improving access, making services easier to navigate, using digital in a way that helps rather than excludes, and working better with community partners so care feels joined up and rooted in local neighbourhoods.

At the heart of this strategy is a commitment to improving population health. If we are to create a financially sustainable NHS, we must help our communities to stay well for longer.

We will partner with others, helping people to stay well and reducing avoidable illness. Working closely with partners across primary care, local authorities and the voluntary and community sector, we will act earlier to identify risk, tackle the causes of poor health and address the inequalities that affect our communities.

Our focus will include reducing the risk of the most significant conditions affecting our population, particularly cardiovascular disease, and improving early detection so that illness is identified and treated sooner, before it becomes more complex and costly.

A healthier population is better for individuals and families and essential to the long-term resilience of our services.

We will make better use of digital technology to improve access, quality and efficiency across our services. For patients, this means simpler ways to book appointments, access information and receive care closer to home, without unnecessary travel. For staff, it means better systems, joined-up information and tools that reduce duplication and release time to focus on care. Digital will enhance, not replace, compassionate, person-centred services.

Fit for the Future is also about ensuring our estate is fit for modern care. Much of our estate was designed for a different era of healthcare. We will continue to develop

flexible, digitally enabled environments that support care closer to home, improve staff experience, and make better use of space and resources so that our buildings enable, rather than constrain, new models of care.

Our actions will be grounded in the values of our respective organisations and our commitment to inclusion for staff, patients, families and communities. We also recognise our role as anchor institutions, contributing to local employment, skills and economic wellbeing. By working together as a Group, we believe we can meet the challenges ahead, improve life chances, and deliver better health outcomes for the population we serve both now and for the future.



Sir David Nicholson, Chair



Diane Wake, Chief Executive

Working Together

Sandwell and West Birmingham NHS Trust and The Dudley Group NHS Foundation Trust are strengthening how we work together by moving to a formal NHS Group model, with our Boards and decision-making committees meeting in common from April 2026.

This approach allows both Trusts to remain legally independent and locally rooted, while benefiting from shared leadership and vision, clearer governance and closer collaboration across our organisations. By working together at scale, we are building stronger foundations to respond to growing demand, workforce challenges and financial pressures, making sharing of learning easier and ensuring our organisations are fit for the future.

By working more closely, we can go further and faster in improving care, tackling waiting lists, developing our workforce and making the best use of public resources. Facing similar operational pressures, the Group model helps us reduce unwarranted variation in care and outcomes,

improve access to safe, high-quality services, and strengthen consistency in leadership and decision-making.

While we are coming together for strategic alignment, we strongly value the differences across our three places. We will continue to invest in place- and neighbourhood-level partnerships, working with local authorities, primary care, the voluntary and community sector and wider system partners to address the specific health needs of the populations we serve. Local identity, relationships and priorities will remain central to how care is planned and delivered.

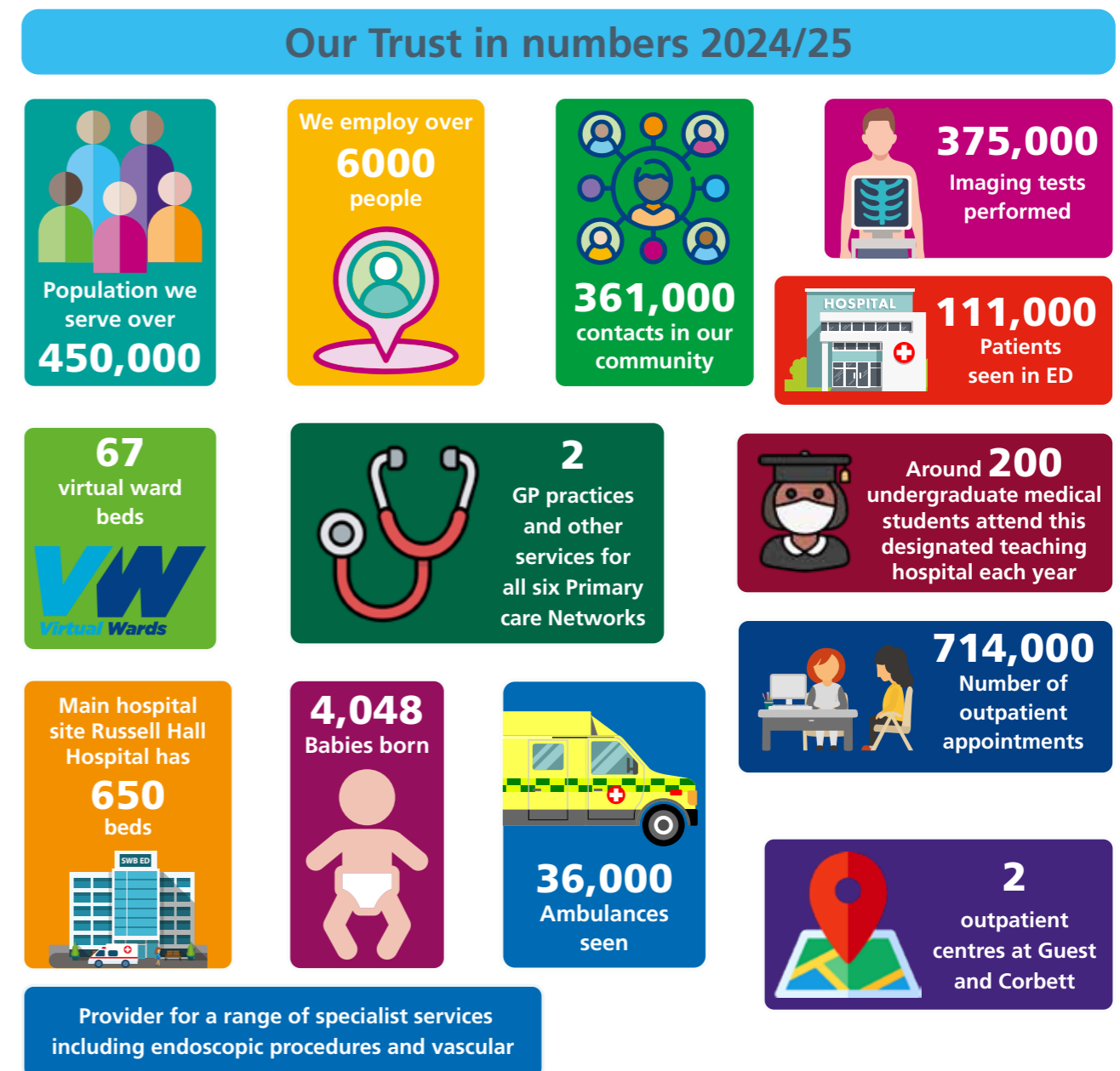
The new Group Board will support joint working on quality, finance, people and infrastructure, reducing duplication and strengthening assurance. This creates a strong platform for shared strategy, innovation and learning helping us modernise services, make better use of digital technology and build a more resilient and sustainable NHS for the long term.



About The Dudley Group NHS Foundation Trust

The Dudley Group NHS Foundation Trust provides acute, community and some specialist services to people in Dudley and surrounding areas. The Trust plays a key role in supporting care closer to home, strengthening links between hospital, community and primary care services, and working in partnership to improve health outcomes for local communities.

As a major local employer and teaching organisation, the Trust supports education, training and research, helping to grow the future workforce. Working as part of an NHS Group strengthens its ability to attract, develop and retain staff, while continuing to respond to the specific needs of Dudley's communities.



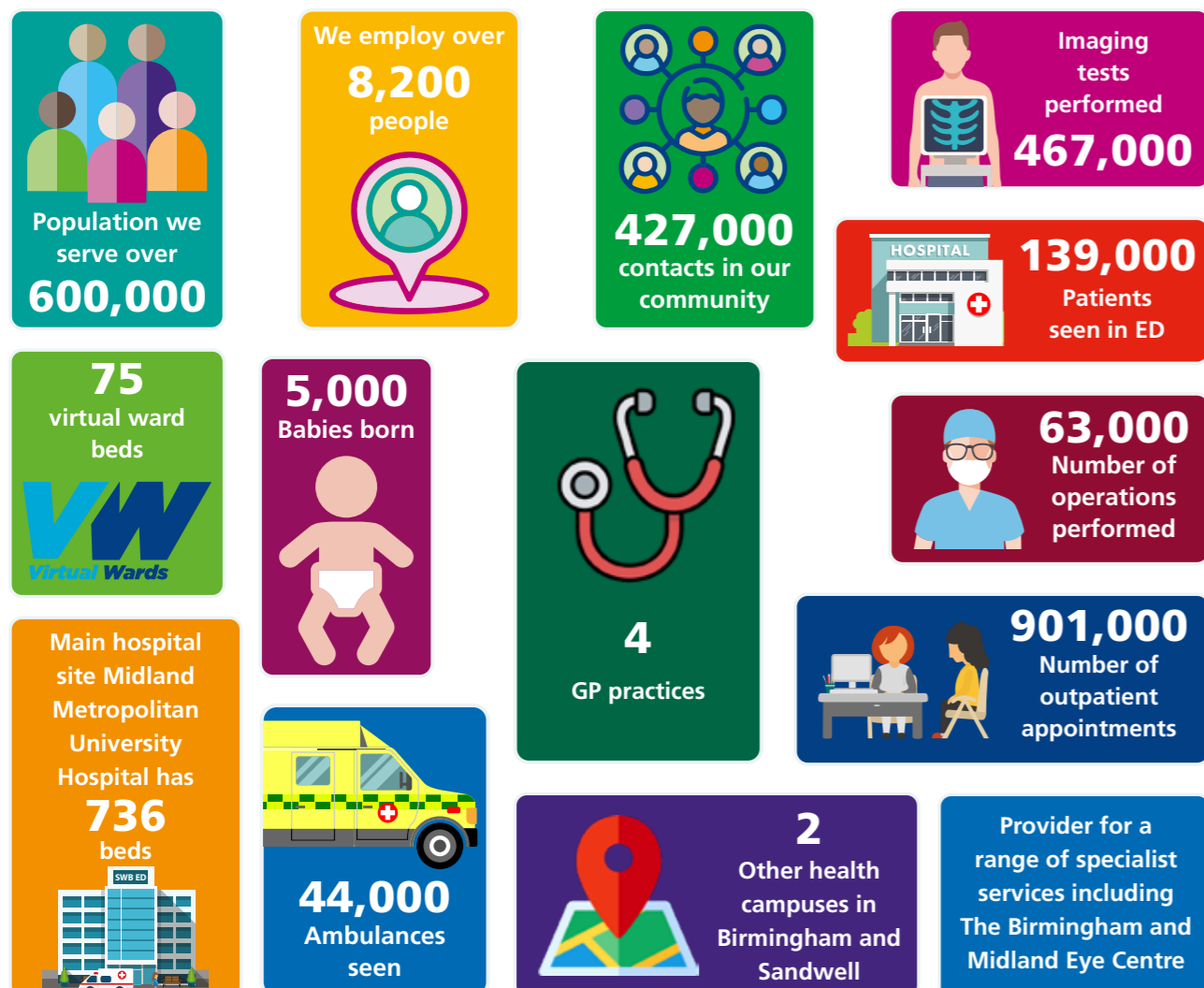
CQC Well Led rating 'Requires improvement' (Feb 2019)

About Sandwell and West Birmingham NHS Trust

Sandwell and West Birmingham NHS Trust provide hospital, community and primary care services across Sandwell and West Birmingham. The Trust works closely with partners to deliver joined-up care across neighbourhoods, with a strong focus on prevention, early intervention and reducing health inequalities.

Being part of an NHS Group strengthens the Trust's ability to plan for the future, invest in digital and service transformation, and build resilient clinical and leadership teams that can meet rising demand and increasingly complex patient needs.

Our Trust in numbers 2024/25



CQC Well Led rating 'Good' (Feb 2026)

About the communities we serve

We have used data and intelligence from the most recent joint strategic needs assessments (JSNA) undertaken by local authorities to summarise the populations we serve. The following table shows the population variation including demographics that reinforces the importance of maintaining strong and locally responsive services:

Aspect	Dudley	Sandwell	Birmingham
Population (2024)	331,930	353,860	263,919
Median Age	41.3 yrs	36.6 yrs	33.7 yrs (very young)
Ethnic Diversity <i>Source: Census 2021</i>	White 84.9%, Asian 8.4%, Black 2.5%, Other 4.2%	White 57.2%; Asian 25.8%, Black 8.7%, Other 8.3%	White 48.6%; Asian 31%; Black 11%, Other 9.4%
Deprivation Rank / Profile <i>Source: IMD 2019</i>	Deprivation (IMD 2019 – rank of average rank, out of 317 LAs)		
	Dudley: 104 / 317 (mid-range nationally). 11% of Dudley neighbourhoods in most deprived Decile. (26.1%) of children live in absolute poverty	Sandwell: 8 / 317 (among the most deprived nationally) 20% of Sandwell neighbourhoods in most deprived Decile. (25%) of children live in absolute poverty	Birmingham: 6 / 317 (among the most deprived nationally) 41% of Birmingham neighbourhoods are in the most deprived Decile. 37.5% of children live in absolute poverty
Home Owner	66.4%	53.7%	52.6%
Adult Unemployment <i>Source:</i>	4.4%	6.0%	* 7.2%
Young People (16-17yr olds), Not in Employment, Education or Training (NEET) by local authority 2024/25 academic year Midlands average total: 6.2% England average total: 5.6% <i>Source: DoE</i>	2.4% NEET 19.1% Not known Total 21.5%	1.9% NEET 0.7% Not known Total 2.6%	**3.2% NEET ** 3.2 Not known ** Total 6.4%
Health Outcomes	Life Expectancy (years): Male: 78.9 Female: 83 England Life Expectancy Male: 79.5 Female: 83.3 Healthy Life Expectancy Male: 61.5 Female: 61.9 <i>Source: dept. of Health and Social Care 2021-2023.</i>	Life Expectancy (years): Male: 76.7 Female: 81.2 Healthy Life Expectancy Male: 55.5 (6 years less than England average) Female: 54.8 (7.1 years less than England average)	Life Expectancy (years): Male: 77.1 Female: 81.2 Healthy Life Expectancy Male: 57.6 (3.9 years less than England average) Female: 57.2 (4.7 years less than England average)

*Higher than average (economic challenges noted; no single rate in source). Birmingham city (ONS modelled estimate) had an unemployment rate of about 7.2% (year to Dec 2023)

** Figures for Birmingham local authority as a whole (not split to West Birmingham)

What matters to local people

Drawing on a synopsis of recent public involvement activities across the Black Country, we have used those valuable insights, gathered through a variety of means to look at the key themes and challenges.

We know that for local people, access to services remains a major challenge, with persistent difficulties getting GP and specialist appointments, long waiting times, and too little support while people wait. There is a clear call for simpler, more transparent pathways, and for digital services that enhance access without excluding those who lack digital skills or connectivity.

In addition, communities strongly support greater investment in local organisations, with sustainable funding for the voluntary, community, faith, and social enterprise sector. People feel that care must be personalised, culturally competent, and accessible to all.

People believe that compassion and trust are central - people want dignified, empathetic, and non-judgmental care, with underrepresented voices genuinely heard. Finally, there is a need for whole-system collaboration across health, social care, and community partners, addressing wider determinants like housing, employment, and safety.



Access to Services

- Persistent difficulties in obtaining GP and specialist appointments.
- Long waiting times, with concerns over lack of interim support.
- Calls for more streamlined, clear, and accessible service pathways.
- Digital options must not exclude those with limited digital access or skills



Community Investment and Personalised Care

- Strong support for increased collaboration with community organisations.
- Sustainable funding for voluntary, community, faith, and social enterprise (VCFSE) services is vital.
- Services must be tailored to individuals' needs, ensuring cultural competency and accessibility.



Compassion and Trust in the NHS

- The importance of a dignified, empathetic, and non-judgemental approach to care.
- A call to amplify the voices of underrepresented communities and ensure inclusivity.





Collaboration and Whole-System Thinking

- A need for stronger integration between health, social care, and community partners.
- Addressing wider determinants of health, such as housing, employment, and community safety.



Fit for the Future

Improving Together

OUR PURPOSE

Improving the health and life chances of our population

OUR VISION

Healthy Neighbourhoods: Supported by care closer to home, planned care hubs and two acute hospitals

HEALTHY NEIGHBOURHOODS

Preventing illness, promoting well-being and supporting people to live well



COMMUNITY FIRST

Care and support close to home. Getting help early and keeping people well in their community.



PLANNED CARE HUBS

Local hubs providing a range of services and specialist support. Joined up and easier to access.



TWO ACUTE HOSPITALS

Expert, specialist and emergency care when you need it most.



OUR STRATEGIC OBJECTIVES



OUR PATIENTS

Deliver high-quality care, by the right person in the right place, at the right time.



OUR PEOPLE

Be a brilliant place to work and thrive through happy, engaged, productive teams.



OUR POPULATION

Work together with our partners to improve life chances and health outcomes.

OUR COMMITMENTS



COMMUNITY FIRST



PREVENTION THROUGH PARTNERSHIPS



FOCUS ON PEOPLE AND CULTURE



MAKE MONEY MATTER

We believe that in order to deliver our objectives, we need to fundamentally re-think how services are delivered in the future. We believe that this is best achieved by learning from our experience of designing and opening the Midland Metropolitan University Hospital in 2024 so that our future model will be based around a community first approach supported by two acute hospitals and planned care (admissions and outpatients) taking place in dedicated centres protected from the varying peaks and troughs in demand for urgent and emergency care.

The government's 10-year health plan for England and subsequent policy documents signal the intention that far more care needs to be delivered in neighbourhoods in the future. As a Group we are already actively working with partners in primary care, social care and the voluntary sector to establish models of neighbourhood health. We will continue to do this, recognising the unique position we are in to act as the host provider for population-based contracts in the future.

Our values

Both trusts have a set of values that been embedded into the way they work over a period of years. We do not propose the change the values but rather work together to align these.

The Dudley Group NHS Foundation Trust

Care

We provide safe, quality healthcare for every person – every time.

Respect

We show respect for our patients, our visitors and each other – at all times.

Responsibility

We take responsibility for everything we do – every day.

Sandwell and West Birmingham NHS Trust

Ambition

We are ambitious for our communities. We want to make a difference, improving life chances and health outcomes.

Respect

We are a place of inclusivity. We value, celebrate and draw strength from the diversity among us, and in our communities.

Compassion

We are a welcoming friendly Trust. We have care, kindness and compassion at our heart.

Our patients

Deliver high-quality care, by the right person in the right place, at the right time



What we want to do by 2031 (Group-wide):

- Deliver care in the community or at home, so that action is taken early, represents local needs in our neighbourhoods and is co-ordinated with ongoing support.
- Be known for our high-quality, outstanding services, with sustained improvements in the safety and efficiency no matter where they are provided.
- Be recognised by our patients and service users for providing the best experience of care.
- Reduce waiting lists for specialist appointments or surgery, so that our communities are healthy, well, have better life chances and actively supporting the black country to thrive.
- By being brilliant at the basics, ensuring everything from appointment notification to diagnostics to the care we provide is a frictionless as possible – and striving for continuous improvement.
- Ensure consistency in the prevention and management of the deteriorating patient with demonstrable improvements in key quality indicators including sepsis management, timely vital sign recording, timely escalation and treatment and reduction of associated incidents.
- Optimise technology to assure quality and use insights to drive better service decisions.

For patients, this will mean:

- Clearer and simpler pathways across hospital, community and primary care
- More care delivered closer to home where safe and appropriate.
- Better support while waiting and earlier decisions about treatment.
- Fewer repeated assessments and less duplication
- Services that feel joined-up, compassionate and easy to navigate



Our people

Be a brilliant place to work and thrive through happy, engaged, productive teams.



What we want to do by 2031 (Group-wide):

- Deliver consistently positive staff experience through a culture of safety, inclusion and compassion.
- Strengthen inclusive, compassionate leadership at all levels, aligned to the Messenger Review.
- Improve retention, wellbeing and attendance through flexible working and proactive support.
- Ensure fair access to development, progression and workplace adjustments.
- Deliver integrated Group workforce planning aligned to activity, productivity and finance.
- Optimise workforce systems, digital tools and analytics to support workforce deployment and productivity.

For our people, this will mean:

- Clear expectations about the future direction of care and their role within it
- Rotas and job plans better aligned to patient demand, reducing avoidable pressure.
- Leadership that models our values and addresses poor culture promptly.
- Joined-up systems and tools that reduce duplication and administrative burden.
- Clearer development pathways and opportunities to grow across the Group



Our population

Work together with our partners to improve life chances and health outcomes.



What we want to do by 2031 (Group-wide):

- Redesign care pathways with our patients and our workforce to focus on local population health needs, within our local places and neighbourhoods – away from the hospital setting.
- Build strong partnerships with local agencies, academia, the voluntary sector industry and national programmes because we know we cannot do this alone,
- Prevent long-term conditions developing in our communities, whilst ensuring our effort in the meantime are upon finding and addressing the needs of these 'populations' now.
- Be the anchor institute for employment opportunities, local recruitment and economic drive in our local area.
- Harness technology to enable the majority of our local communities to connect with care remotely, to meet their needs, so that we can focus direct availability to those who are not online.
- To support digital inclusion, enablement, access and literacy



Our commitments

We are making four focused commitments as a Group.

These commitments represent the key shifts we will deliver over the next five years to improve outcomes, reduce inequalities and ensure long-term sustainability.

They define how care will change across our system and provide a clear focus for the organisation. Progress in delivering these will be monitored through our measures of success.

Community First



We will increase the proportion of care delivered closer to home.

Our commitment is to shift the focus of care from hospital settings to community-based services, promoting a holistic approach to health, wellbeing and earlier intervention. Through our continued work in our local health and care partnerships and by investing in community health initiatives, we aim to provide proactive, integrated care that supports patients in, or as close as possible, to their own home. Our goal is to enhance health outcomes, reduce hospital admissions, and foster a healthier, more resilient community.

A key dependency of this is the interconnected improvement work to reduce waiting lists and the backlogs the pandemic created, ensuring people are treated promptly and get back to a state of wellbeing.

In practice, our divisions will be developing new pathways and models of care to focus on the following areas:

- Frailty and nursing homes
- Development of the Care Navigation Centre
- Moving outpatient services out of hospital

For our communities, this will mean:

- Earlier identification of risk and proactive support to stay well
- Targeted action in our most deprived neighbourhoods to reduce inequality
- Better coordination between health, social care and voluntary partners
- More consistent support for people living with long-term conditions
- A focus on improving healthy life expectancy across our places



Prevention Through Partnerships

We will prioritise being a strong partner to deliver a fundamental shift from reactive care to proactive population health, placing prevention at the centre of how we design services, deploy our workforce and work with partners.

Our approach is to reduce avoidable illness and demand on hospital services by acting earlier, targeting risk and addressing the wider determinants of health. This is essential to improving healthy life expectancy, reducing inequalities and delivering a financially sustainable health system.

We will use data and local intelligence to identify those most at risk, focusing on our most deprived communities and priority clinical areas through the Core20PLUS5 framework. Prevention will not sit alongside care — it will be embedded within every interaction, pathway and service model.

As anchor institutions, we will also use our role as major local employers to improve health and wellbeing through inclusive employment, skills development, healthy environments and partnership with local organisations.

In practice, this means we will:

- Identify and act on risk earlier, using data and community insight to target prevention where it will have the greatest impact

- Embed prevention into everyday care, making Every Contact Count (MECC) a standard part of clinical and non-clinical interactions
- Design pathways that intervene earlier, particularly for high-impact conditions such as cardiovascular disease
- Work with partners across primary care, local authorities and the voluntary sector to deliver coordinated, community-based prevention and early intervention
- Address health inequalities directly, targeting action in the most deprived populations and neighbourhoods
- Act on the wider determinants of health, including employment, education and housing, particularly for groups such as young people not in education, employment or training (NEET)
- Support the health and wellbeing of our workforce, recognising its direct link to patient outcomes and system sustainability

Through this approach, prevention becomes the foundation of our Community First model, reducing pressure on acute services while improving outcomes for our population.



Focus on People and Culture

We will create an environment where our people feel safe, valued and engaged, with the skills, support and leadership needed to deliver outstanding care now and in the future. We will nurture a compassionate, inclusive and high-performing culture across the Group, recognising that staff experience is fundamental to patient experience, quality and sustainability.

Why this matters

A motivated, healthy and inclusive workforce is essential to delivering safe, high-quality care, improving productivity and ensuring long-term financial and workforce sustainability. Our staff work in complex and pressured environments, and we know that how people are led, supported and listened to directly affects outcomes for patients and communities. By listening to our people and acting on what they tell us, we will retain critical skills, reduce absence and turnover, strengthen leadership capacity and enable new models of care, including care delivered closer to home and through digitally enabled services.

What will change over the next five years

We will strengthen inclusive, compassionate leadership at all levels, aligned to the Messenger Review, with clear expectations of behaviour and accountability across the Group.

- We will actively tackle bullying, harassment and discrimination, building a culture of psychological safety, civility and respect.
- We will redesign rotas and job plans to better align workforce deployment with patterns of demand, improving fairness,

reducing avoidable pressure and supporting productivity.

- We will create clearer, credible career pathways and shared roles across acute, community and primary care.
- We will embed consistent listening frameworks and ensure feedback leads to visible action and measurable improvement.
- Through effective workforce planning, digital enablement and a sustained focus on wellbeing, engagement and inclusion, we will support our people to work at the top of their licence, adapt to changing service models and deliver high-quality, compassionate care for our communities now and in the future.

Our staff will experience:

- Clear direction and boundaries about the future model of care, including the shift to community-first where safe and appropriate.
- Leadership that models expected behaviours and addresses poor culture promptly.
- Rotas and job plans that reflect real service demand rather than historic patterns.
- Better access to digital tools, diagnostics and support services that make new ways of working sustainable.
- Greater clarity about development opportunities and progression across the Group.
- A workplace where speaking up leads to change, not repetition.

Make Money Matter



We will prioritise our resources on things that add value, so every pound has purpose.

Our commitment is to achieve the best possible value for the taxpayer by eliminating duplication and using our resources - people, estates, equipment and technology—in the most effective way. Many of our assets, including imaging equipment and operating theatres, are expensive to run and must be optimised to maximise benefit for patients. Greater use of digital technologies will support this, releasing clinical time and enabling staff to focus on delivering high-quality care. Our people are central to this commitment. We will support our workforce to work in new ways, develop the skills required for digital and service transformation, and operate at the top of their licence. Through integrated workforce planning, shared roles and strong leadership, we will ensure capacity and capability are aligned to demand, productivity and financial sustainability. Our corporate services will work collaboratively across the Group to deliver high-quality services at reduced cost, while maintaining a positive staff experience.

What will change in the next 5 years

Our teams will make the best use of our estates, facilities, equipment and clinical capacity

Workforce deployment and skill-mix will better match to service demands, and high productivity services.

We will reduce the frustration of administrative issues, duplicated and absent information to form frictionless access for patients. This will involve greater use of the NHS App and digital channels.

Better use of data across our primary, community and secondary-care services will support early decision making and streamlined appointments

We will develop the digital literacy of staff and patients, as well as supporting our workforce in building confidence and new capabilities in working with data and delivering service improvement

Where clear benefits have been demonstrated for our patients and our people to create more productive services, we will use digital and AI solutions at scale

Delivery of these commitments will be enabled through the Fit for the Future programmes and supported by aligned measures of success, providing a clear line of sight from strategic intent through to delivery and performance.

Our measures of success

We will monitor progress in delivering our commitments through a focused set of measures of success. These measures provide a balanced view of performance across access, quality, workforce and financial sustainability, and indicate whether the changes set out in our multi-year commitments are being realised.

With these measures of success, we are defining 'how' we expect to make changes and keep our public service commitments. We have developed these measures using our *Improving Together* methodology so that they can translate directly into how we manage, support and assure the right changes are happening in balance, and not one at the expense of another.

Delivery	Quality
<p>Must do:</p> <ul style="list-style-type: none"> Meet constitutional access standards <p>Choose to:</p> <ul style="list-style-type: none"> Reduce Bed occupancy Increase Community activity 	<p>Must do:</p> <ul style="list-style-type: none"> Improve overall patient experience score Reduce Mortality (SHMI/ HSMR) <p>Choose to:</p> <ul style="list-style-type: none"> Making Every Contact Count (MECC) (prevention)
Cost	Morale
<p>Must do:</p> <ul style="list-style-type: none"> Balance our finances Improve Implied productivity <p>Choose to:</p> <ul style="list-style-type: none"> Reduce Underlying deficit 	<p>Must do:</p> <ul style="list-style-type: none"> Improve NHS staff survey results Reduce sickness absence <p>Choose to:</p> <ul style="list-style-type: none"> Increase National leadership competency Increase workforce retention & local employment

How the Board Will Use These Measures

The Group Board will have a clear line of sight on progress, enabling effective oversight of quality, performance, workforce, and financial sustainability, so that it may act to provide public assurance.

We will break down our multi-year commitments into clear objectives for each year to describe how we will deliver improvements and keep our collective focus on achieving this.

Implementing our strategy

This section describes the main ways that we will use to implement our strategy.

Fit for the Future delivery programme

There are three key facets to the programme and its resourcing:

1. Placing an executive director in a portfolio senior responsible officer role (SRO), to spearhead the clinical and operational service change over multiple years, who will identify areas of specialist resource input;
2. Underpinning the delivery through raising key operational and clinical talent from our teams and backfilling behind to maintain operational delivery, whilst strengthening group leadership across services;
3. Creating a strong single wrap-around strategic delivery support model from corporate services including programme management office, Improving Together, digital, data and technology, with finance, organisational development, HR, quality, communications focussed on aiding programme delivery.



There are five programmes designed to deliver major change for a sustainable future. These are:

- Transforming Community Care
- Transforming Planned Elective Care
- Transforming outpatients
- Transforming Un-planned Urgent & Emergency Care
- Modern Diagnostic

National bids have been placed for capital investment for development. This exciting opportunity is being refined into programme business cases that will see a £100m injection of transformative funds into the programme over the next four years. In addition, a compelling investment plan to convert estates issues and national capital investment into major modernisation, for the benefit Our Patients, Our People and Our Population are in the planning and initiation phase.



Improving Together

Improving Together is our design and delivery improvement methodology and management system. This is a matured, well adopted home-grown quality improvement mindset, supported by a growing network of improvement champions to sustain the approach. Each division, department and team will use the vision and goals to guide their improvement efforts by defining objectives specific to their work area. Using a variety of methods appropriate to the work, and a ward to board reporting information cascade of virtual or physical improvement boards and team huddles, every member of staff will know how their work is contributing to the strategy.

Our underpinning plans

The group strategy is underpinned by several cross-linked detailed delivery plans, that set out the key milestones, projects and programmes of work that delivery our vision and strategic objective. Our Board Assurance Framework (BAF) captures the strategic risks that may inhibit successful delivery and actively manages these risks with clear unitary board ownership.

Further information about these plans can be found at www.swbh.nhs.uk and www.dfgt.nhs.uk

- Clinical Services Plan
- Quality and Safety Plan
- People Plan
- Digital Data and Technology Plan
- Estates and Facilities
- Green Plan

Board Assurance Framework

The Group has reviewed the strategic risks that will prevent our goals from being delivered; in line with the Group's Risk Management Framework and agreed risk appetite. The joint Board Assurance Framework will document the joint Board's strategic risks alongside its appetite for risk in the achievement of strategic objectives. The Board Assurance Framework is reviewed throughout the year at the joint board and its committees to monitor the management of identified risks in line with its agreed risk appetite. Corrective action is taken to mitigate these risks and to the attain the target score.

The Group's strategic risks reflect the delivery of our commitments, ensuring that risks to achieving these shifts are actively identified and managed.



Working with people and communities

We have developed a shared approach to involving people and communities and we will follow these as we deliver our strategy. We are committed to building collaborative and meaningful partnerships that start with people and focus on what really matters to our communities. Our organisations have adopted the following principles to set out our ambitions for building positive, trusted and enduring relationships with communities to improve services, support and outcomes for people.

- Centre decision-making and governance around the voices of people and communities
- Involve people and communities at every stage and feed back to them about how it has influenced activities and decisions
- Understand your community's needs, experiences, ideas and aspirations for health and care, using engagement to find out if change is working
- Build relationships based on trust, especially with marginalised groups and those affected by health inequalities
- Work with Healthwatch and the voluntary, community and social enterprise sector
- Provide clear and accessible public information
- Use community-centred approaches that empower people and communities, making connections what works already
- Have a range of ways for people and communities to take part in health and care services
- Tackle system priorities and service reconfiguration in partnership with people and communities
- Learn from what works and build on the assets of all health and care partners – networks, relationships and activity in local places.



You can read more about this approach, our priorities and examples of our recent patient and public involvement work on our websites.

Involvement at Dudley Group

www.dgft.nhs.uk/about-our-trust/get-involved/involvement-at-dudley-group/

Engagement events & activities (public, patients and community)

www.swbh.nhs.uk/get-involved/events/

By 2031 we will be ...

- **Fit** for quality, safety, and patient experience
- **Fit** for care closer to home
- **Fit** for rising demand and growing complexity
- **Fit** for prevention and healthier communities
- **Fit** for reducing health inequalities
- **Fit** for our workforce – now and in the future
- **Fit** for joined-up working with partners
- **Fit** for digital and new ways of working
- **Fit** for a modern, flexible estate
- **Fit** for better use of our buildings and space
- **Fit** for financial sustainability
- **Fit** for long-term sustainability, not short-term fixes
- **Fit** for the future needs of our population

The Dudley Group NHS Foundation Trust
Sandwell and West Birmingham NHS Trust