



Bradford District Care
NHS Foundation Trust

Clinical Professional Strategy

2026-2031

Delivering high quality,
safe and effective care



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“We are grateful to all our clinical colleagues who have contributed to the development of this strategy.

Your professionalism, commitment and focus on service users and carers are fundamental to delivering world class professional practice, now and in the years ahead.”

Phillipa Hubbard,
Director of Nursing,
Professions and Care Standards

Dr. Sal Uka,
Interim Chief Medical Officer

Foreword

We are pleased to introduce our Clinical Professional Strategy, which sets out a clear and ambitious direction for how our clinical professions will work collectively to deliver high quality, safe and effective care with excellent experience and outcomes.

This strategy has been developed through extensive engagement with our clinical professions via our Professional Councils. Each professional group has led reflective and constructive discussions within their disciplines to shape profession specific quality objectives that clearly articulate their contribution to improving safety, outcomes, equity and experience. These objectives have been shaped with service users and carers firmly in mind, ensuring that what matters most to people remains central to professional practice and decision making.

The strategy is aligned to current national and local priorities that have been developed through partnership working and co production across our organisation and system. It builds on established learning from lived experience, feedback, quality insight and engagement activity, and reflects our ongoing commitment to personalised, inclusive and trauma-informed care.

Through this strategy, we reaffirm our role as strong advocates for service users, carers and communities. It sets clear expectations for professional practice that prioritise compassion, safety, equity and partnership, and provides a framework through which engagement and collaboration will continue to shape service development as the strategy is implemented.

As Director and Medical Officer, we firmly believe that our clinical professions are central to delivering better lives for the people we serve. The skill, leadership and integrity of our workforce underpin our ability to deliver high quality services and to continue improving. This strategy provides clarity and alignment on how professional practice will develop, how quality will be strengthened and how clinical leadership will drive improvement.

Phillipa Hubbard

Director of Nursing,
Professions and Care Standards,
DIPC, Deputy Chief Executive

Dr. Sal Uka

Interim Chief Medical Officer

Introduction and rationale for refresh

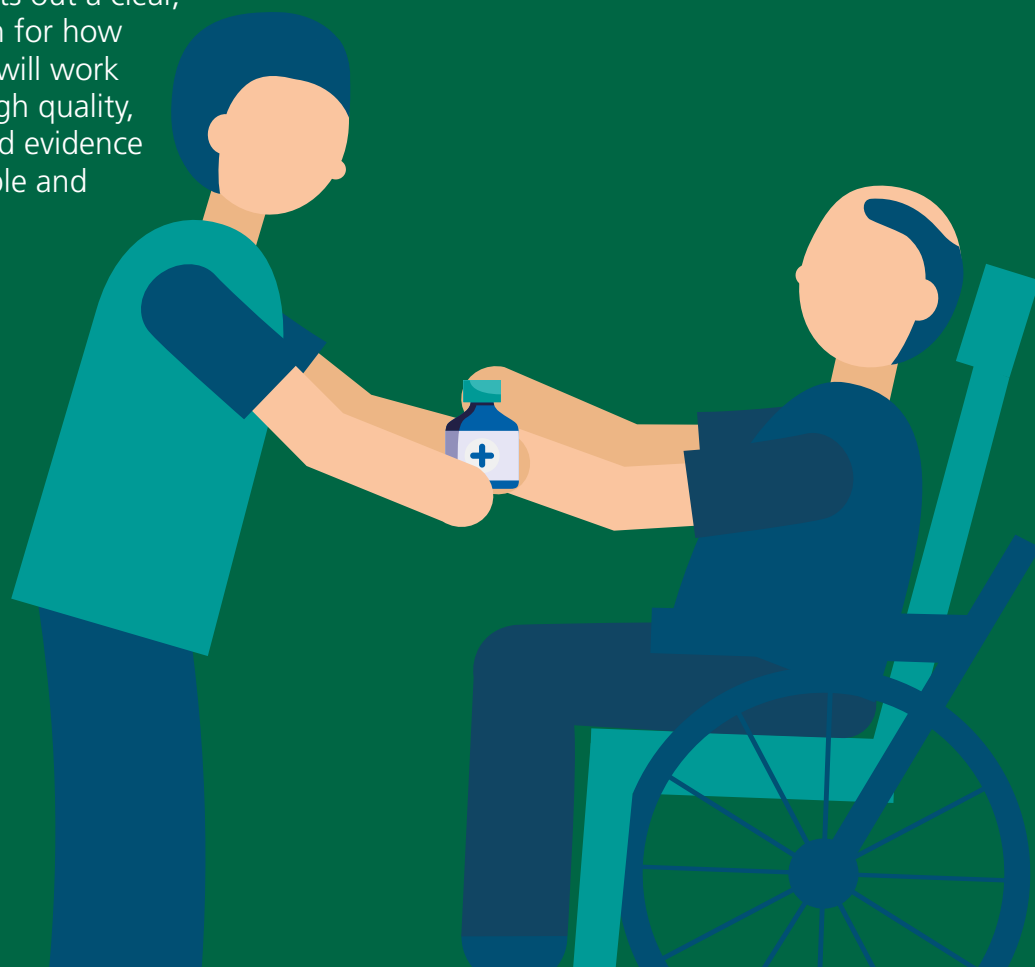
We are operating at a time of significant transformation across health and care. National policy, including the NHS 10 Year Health Plan, NHS Quality Strategy and the NHS Medium Term Planning Framework, sets a clear direction towards prevention, digitally enabled care, neighbourhood based models and a stronger focus on reducing health inequalities and improving population outcomes.

These ambitions are underpinned by co production, equality, inclusion and trauma informed practice, shaping both how services are designed and how care is delivered in partnership with people, communities and system partners.

Against this backdrop, our Clinical Professional Strategy sets out a clear, future focused direction for how our clinical professions will work collectively to deliver high quality, safe, compassionate and evidence based care for the people and communities we serve.

The strategy recognises the distinct and vital contribution of every professional group including nursing, allied health professions, psychological professions, medicine, pharmacy, social work, dentistry and the wider clinical workforce and brings them together around a shared ambition for excellence, partnership and continuous improvement.

Collectively, this strategy ensures that clinical professional practice is aligned, visible and outcome focused, enabling all professions to contribute effectively within an increasingly complex, integrated and system wide model of care.



Strategy development

The strategy has been developed through engagement with our clinical professions, led via our Professional Councils. Each professional group has defined its own profession-specific objectives, reflecting their unique roles, accountabilities and areas of practice. While these objectives are necessarily distinct, a consistent set of cross-cutting priorities emerges across all professional groups.

To provide clarity, coherence and alignment, these shared priorities are articulated as the Six Core Pillars of the Clinical Professional Strategy.

These pillars reflect what matters most to service users and carers, to our workforce and to the organisation. They provide a common framework that connects professional practice to the Trust's strategic Priorities and supports consistent delivery, prioritisation and assurance over the life of the strategy.



High quality, safe, evidence-based care



Person-centred, inclusive and trauma-informed practice



Workforce wellbeing, development and professional leadership



Effective use of resources, digital enablement and sustainability



Integrated, place-based and partnership working



Research, innovation and continuous learning



The Six Core Pillars

Across all clinical professional groups, there is a shared commitment to:

1 Delivering high-quality, safe, evidence-based care

Ensuring care is consistently safe, effective and grounded in best evidence, with a clear focus on reducing harm, improving outcomes and experience, and minimising unwarranted variation through strong professional standards and governance.

2 Person-centred, inclusive and trauma-informed practice

Placing service users, carers and communities at the centre of care, with an explicit focus on equity, access, cultural responsiveness, compassion and trauma-informed approaches.

3 Workforce wellbeing, development and professional leadership

Creating inclusive and psychologically safe working environments where staff feel supported to thrive, underpinned by high-quality supervision, strong professional leadership and clear career pathways.

4 Effective use of resources, digital enablement and sustainability

Making best use of skills, roles and resources to deliver high-value care, including smarter working through digital tools data, productivity improvement and environmental and system sustainability.

5 Integrated, place-based and partnership working

Working collaboratively across professions, organisations and systems to deliver joined-up, neighbourhood-based care, supported by strong multidisciplinary working and meaningful partnerships with primary care, local authorities, the voluntary and community sector and education providers.

6 Research, Innovation and continuous learning

Embedding a culture of curiosity and improvement across all professions, where evidence, evaluation, quality improvement, research participation and innovation are integral to everyday clinical practice and leadership.

Together, these six core pillars provide the backbone of the Clinical Professional Strategy. They ensure that individual professional objectives remain rooted in a shared purpose, while allowing flexibility in how priorities are delivered and progressed over time.

This strategy positions our professional workforce as the foundation of safe, effective and person-centred care. It sets clear expectations for how clinicians will be supported to develop their practice, strengthen leadership at all levels, embed research, innovation and continuous improvement, and operate within robust professional governance and accountability structures.

By aligning professional objectives through the Six Core Pillars, the Clinical Professional Strategy enables individual professional excellence to be realised through collective action, supporting better outcomes, better experience and better lives for the people we serve.

Alignment to the Trust's strategic priorities

While the six core pillars provide a shared professional focus, all clinical professional objectives must align to and actively support the Trust's four strategic priorities:

- Our people are supported to be the best they can be
- Delivering high quality and safe care
- Resources are used in the most impactful and sustainable way
- Trusted system leader and partner.

This alignment is critical to ensuring that clinical professional leadership and activity directly contribute to the Trust's overall performance, sustainability and impact. It provides a clear line of sight between professional practice, service delivery and organisational priorities.



Multi-agency and interdependent working

While each professional group holds distinct responsibilities and expertise, high quality care is delivered collectively. Clinical professions are fundamentally interdependent, working together within multidisciplinary teams and across organisational and system boundaries.

This strategy recognises that:

- ✓ collaborative working across professions strengthens safety, consistency and quality
- ✓ shared decision-making and learning improve outcomes and reduce unwarranted variation
- ✓ integrated pathways enable continuity of care
- ✓ and partnership with primary care, local authorities and voluntary and community sector organisations is essential to delivering person-centred, place-based care.

Interdependence is therefore a defining principle of this strategy: individual professional excellence is strengthened through collective professional action.



Delivering high quality, effective and safe care

Through this strategy, our clinical professions will play a strengthened and more accountable role in delivering high quality, safe care for the people we serve. This includes a clear focus on reducing harm, improving outcomes and experience, and ensuring care is consistently delivered to the highest professional standards.

Specifically, we will:

- ✓ Enhance multidisciplinary collaboration, recognising the interdependence of professions in reducing variation, managing risk and improving outcomes and experience
 - ✓ Ensure clinical leadership has a strong and equal voice in service design, transformation and decision making, so that quality and safety remain central to improvement and change.
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- ✓ Embed quality and safety at the heart of professional objectives, ensuring each profession has clear, measurable goals that strengthen safe, effective and evidence-based practice
 - ✓ Support colleagues to deliver consistently high quality, safe care through access to professional development, supervision, research, innovation and continuous improvement, supported by the Care Trust Way
 - ✓ Promote inclusive, equitable and culturally competent practice, ensuring care is safe, accessible and responsive to the needs of all communities
 - ✓ Strengthen professional governance, with robust oversight of standards, competence, supervision and safety across all registered and non registered clinical groups



Five year delivery and annual prioritisation

It is recognised that the totality of professional ambition across all groups is significant. Clinical professional objectives will therefore be translated into prioritised annual action plans, enabling realistic, phased delivery over the five year life of the strategy rather than attempting to progress all objectives simultaneously.

Annual planning will:

- ✓ prioritise actions that align to both the six core pillars and the Trust's strategic objectives
- ✓ reflect organisational capacity, workforce need and system context
- ✓ support sustained improvement and measurable impact
- ✓ be reviewed and assured through Professional Councils and clinical governance arrangements.

This approach ensures that clinical professional objectives remain ambitious, aligned and achievable, while maintaining a clear and consistent focus on interdependence, quality, safety and improved outcomes for the people who use our services.





Adult, Childrens, Mental Health and Learning Disability Nursing Clinical Professional Objectives

Our people are supported to be the best they can be

Strategic Objective

Create a compassionate, inclusive and psychologically safe nursing workforce that is developed, supported and sustained.

Objectives

- ✓ Foster cultures of psychological safety, inclusion and belonging, where staff feel valued, supported and confident to speak up
- ✓ Embed wellbeing, high-quality clinical supervision, mentorship, restorative practice and professional advocacy within everyday practice
- ✓ Develop and retain nursing talent through clear career pathways, preceptorship, leadership development and targeted retention approaches
- ✓ Strengthen student mentorship and preceptorship and early career support to build a sustainable nursing workforce pipeline
- ✓ Increase opportunities for nursing leadership, operational involvement and system-level decision-making
- ✓ Strengthen workforce engagement and sustainability, informed by staff survey results, retention data and Freedom to Speak Up insight.

Delivering high quality and safe care

Strategic Objective

Deliver consistently high-quality, safe, and evidence-based care that improves outcomes, experience and equity across mental health, adult and children's services.

Objectives

- ✓ Deliver safe, therapeutic and person-centred care across all settings and life stages, including strong safeguarding practice for adults, children and vulnerable populations
- ✓ Identify and reduce unwarranted variation in access, experience and outcomes, supporting equitable, prevention-focused and population-based care
- ✓ Strengthen continuity and transitions of care, including children and young people moving to adult services and transitions between community and inpatient settings, improving safety and experience
- ✓ Improve physical health outcomes and reduces inequalities, particularly for people with severe mental illness, learning disabilities and autism
- ✓ Ensure high-quality care coordination, including Care Programme Approach and multidisciplinary delivery of care
- ✓ Embed quality improvement, research and shared learning into everyday practice, translating evidence, audit, feedback and PSIRF learning into sustained improvement
- ✓ Promote co-production with people, families and carers in care design, delivery and improvement.

Resources are used in the most impactful and sustainable way

Strategic Objective

Optimise nursing capacity, capability and digital enablement to deliver high-value, sustainable care.

Objectives

- ✓ Optimise skill mix, advanced and specialist practice, and non-medical prescribing to meet service, population and system need
- ✓ Strengthen workforce planning and deployment to improve productivity, continuity of care and reduce reliance on temporary staffing
- ✓ Use digital systems and data effectively to support decision-making, outcomes measurement and service efficiency
- ✓ Expand access to advanced practice and prescribing routes to increase clinical capability and flexibility
- ✓ Apply quality improvement approaches to maximise use of clinical time, resources and system capacity
- ✓ Reduce inefficiencies, duplication and avoidable demand, including unnecessary admissions and out-of-area placements
- ✓ Deliver robust discharge planning and effective communication to support safe and coordinated discharge.

Trusted system leader and partner

Strategic Objective

Strengthen professional nursing leadership and contribution to integrated, place-based and system working to improve population outcomes.

Objectives

- ✓ Work collaboratively across organisational and service boundaries to improve transitions, flow and continuity of care
- ✓ Play a key role within neighbourhood, place-based and system multidisciplinary team (MDT) models
- ✓ Strengthen collaboration with partners across health, social care, education and the voluntary and community sector
- ✓ Enhance the professional nursing voice and governance within system-level decision-making, influencing service design and integration
- ✓ Support system-wide improvement, shared learning and innovation across organisations
- ✓ Build strong partnerships with Higher Education Institutions to support workforce development, research and innovation.

Allied Health Professional Clinical Professional Objectives

**Our people are supported to be
the best they can be**

Objectives

- ✓ Develop and implement clear, inclusive career pathways for AHP's from entry level through to enhanced and advanced practice, increasing opportunities for AHP leadership and system led roles aligned to service need
- ✓ Position enhanced practice as a valued and supported progression route for AHPs, enabling clinicians to deepen expertise, autonomy and impact
- ✓ Strengthen AHP professional identity, connection and belonging across the Trust through shared learning, networking and visibility of AHP contribution
- ✓ Create an inclusive ethos of wellbeing, professional inclusion and connection. Build a culture of shared learning, mentorship and coaching to support AHP retention and development
- ✓ Build a strong AHP professional identity and sense of belonging, strengthening AHP professional identity, connection and belonging across the Trust through shared learning, networking and visibility of AHP contribution.

**Delivering high quality
and safe care**

Objectives

- ✓ Influence the organisation's unique position across physical and mental health to support shared learning, cross-sector understanding and integrated models of care
- ✓ Consistently embed AHP demonstrable health outcomes to support holistic and psychosocial approaches to care that support prevention, early intervention and reduction of health inequalities
- ✓ Deliver sustainable quality improvements, embed shared learning and research in practice, developing innovative practice through audit, impact and patient feedback
- ✓ Strengthen and lead the development of system wide integrated care to promote proactive, preventative care which is sustainable and focused on population health needs.

Resources are used in the most impactful and sustainable way

Objectives

- ✓ Improve digital enablement for AHP practice through strengthened digital systems and capability to support integrated working, activity visibility and increase effective productivity, utilising AHP expertise, capacity and resource
- ✓ Expand competency frameworks to optimise AHP skill sharing, enhancing roles and improving patient experience to develop non-traditional roles and skills to address population health needs, reduce duplication and create efficiencies
- ✓ Maximise use of AHP skills and expertise through role design, quality improvement opportunities, support enhanced and advanced practice, and appropriate skill mix to meet service and population needs
- ✓ Decrease duplication, preventable demand and inefficiencies through improved MDT forums and pathways. Improve preventable and proactive interventions through rehabilitation pathways.

Trusted system leader and partner

Objectives

- ✓ Reinforce AHP collaboration with system partners to support local and national integrated, population health neighbourhood-based care models
- ✓ Strengthen meaningful co-production approaches with service users and carers in workforce design, service development and strategic decision-making
- ✓ Position AHPs as system leaders and influencers to improve and influence workforce planning, service redesign and system-level decision-making through clarity of AHP roles and expertise to demonstrate value and contribution to influence place-based and system design
- ✓ Share learning and innovation through integration across organisations to support system improvement in relation to reducing health inequalities and improved healthy life expectancy.



Pharmacy Clinical Professional Objectives

Our people are supported to be the best they can be

Strategic Objective

To develop a skilled, inclusive and sustainable pharmacy workforce where staff are supported to develop, lead and deliver high quality care.

Objectives

- ✓ Develop a well led, skilled, inclusive, and sustainable pharmacy workforce
- ✓ Provide personalised career development and coaching for every staff member
- ✓ Expand training pathways and professional development, including leadership, ACP, and non medical prescribing
- ✓ Prepare for and support newly qualified pharmacist independent prescribers
- ✓ Establish consultant pharmacist roles across all service areas
- ✓ Increase diversity, inclusion, belonging, and civility in line with the Pharmacy Workforce Race Equality Standard
- ✓ Improve staff wellbeing, internal communication, and retention through proactive leadership and culture programmes
- ✓ Increase workforce involvement in research and secure protected time for it.

Delivering high quality and safe care

Strategic Objective

To improve outcomes and safety through high quality, evidence based and person centred medicines optimisation across all areas of care.

Objectives

- ✓ Improve patient outcomes associated with the use of medicines
- ✓ Ensure medicines optimisation remains central to every prescribing decision
- ✓ Embed patient centred, shared decision making approaches (“no decision about me without me”)
- ✓ Reduce harm from medicines and ensure all medication related incidents are reported, investigated, and learned from
- ✓ Implement structured, high quality medication reviews, with a focus on polypharmacy and vulnerable groups
- ✓ Ensure up to date medicines policies, support tools, decision aids, and information are available at the point of care
- ✓ Strengthen medicines safety governance, including the roles of the Medicines Safety Officer and Controlled Drugs Accountable Officer
- ✓ Embed pharmacogenomics and genomic medicine into clinical practice in line with national plans
- ✓ Enhance clinical research support and increase pharmacy involvement in research.

Resources are used in the most impactful and sustainable way

Strategic Objective

To maximise the efficient, sustainable and digitally enabled use of medicines and pharmacy services to deliver high value care.

Objectives

- ✓ Maximise medicines-related efficiencies and cost effectiveness
- ✓ Expand and optimise digital systems, including wider rollout of ePMA and preparation for closed-loop medicines administration
- ✓ Use automation and smart technology to improve safety and free up clinical time
- ✓ Improve stock management, dispensing processes, and digital connectivity across systems
- ✓ Reduce the environmental impact of medicines use, aligned to the Green Plan and NHS Net Zero
- ✓ Work towards RPS Green Pharmacy Gold Status by 2027
- ✓ Continue to reduce medicines waste and promote sustainable prescribing approaches.

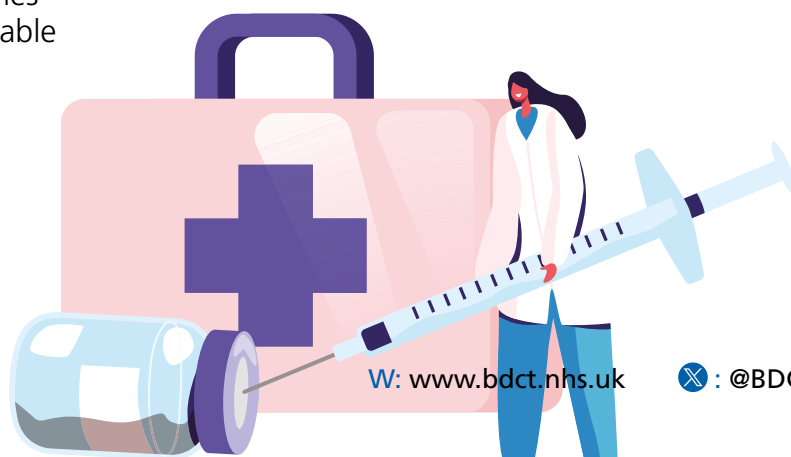
Trusted system leader and partner

Strategic Objective

To strengthen pharmacy leadership and partnership working across the system, enabling safe, effective and integrated medicines optimisation.

Objectives

- ✓ Lead and support an integrated approach to medicines optimisation across Bradford District and Craven
- ✓ Ensure safe and effective transfer of medicines-related information between all care settings
- ✓ Strengthen partnerships with ICBs, GPs, PCNs, secondary care, universities, and the voluntary sector
- ✓ Promote system wide shared learning and collaborative working across all pharmacy sectors
- ✓ Support physical health improvement across the system (e.g., obesity, cardiovascular risk, diabetes) through medicines optimisation
- ✓ Enhance digital tasking and communication across organisations.



Psychological Professions Clinical Professional Objectives

**Our people are supported to
be the best they can be**

Strategic Objective

Create a psychologically healthy, engaged and supported workforce where staff feel safe, valued and able to develop.

Objectives

Workforce wellbeing & Psychological safety

- ✓ Model psychologically healthy leadership and team practices
- ✓ Provide restorative supervision, reflective practice and debriefing where resourced
- ✓ Lead Primary Care LTC wellbeing and staff wellbeing services.

Development, CPD & career pathways

- ✓ Support and develop widening access and EDI workforce initiatives so our workforce reflects the communities we serve
- ✓ Complete annual training needs analysis with delivery plan
- ✓ Deliver in house CPD for qualified Psychological professions
- ✓ Lead West Yorkshire P2P3 initiatives for Aspiring Psychological Professionals
- ✓ Support accredited NHS funded Psychological Professions training routes aligned to clinical model, population and service need.

Leadership, appraisal & supervision

- ✓ Ensure professional input into appraisal, wellbeing conversations and supervision
- ✓ Strengthen leadership capability across Psychological Professions
- ✓ Improve digital linkage between appraisal, job planning, supervision and training data.

Delivering high quality and safe care

Strategic Objective

Deliver safe, evidence-based, equitable and outcomes-focused psychological assessment, therapies, interventions and team /system focused work. Continually improving quality through learning, evaluation and feedback.

Objectives

Evidence-based & outcomes focused-care

- ✓ Deliver evidence based therapies/ team approaches and generate practice based evidence through routine evaluation
- ✓ Tailor interventions to individual strengths, needs and cultural context, minimising waits and evidencing outcomes
- ✓ Provide psychological consultation and reflective practice to individual disciplines, MDTs and wider teams, supporting formulation-led care, joint decision-making, risk management and psychologically informed practice.

Supervision and governance

- ✓ Ensure safe and effective governance of psychological professions, through access to supervision and continuing professional development opportunities to maintain accreditation and registration
- ✓ Develop systems to embed learning from Quality Improvement, complaints, compliments, audit, feedback and incidents into service development.

Equality, diversity and inclusion

- ✓ Aligned with BDCFT commitment to the Patient Carer Race Equality Framework we will measure access and outcomes for our population groups and aim to reduce inequities
- ✓ Provide accessible, multilingual and easy read documentation
- ✓ We commit to work with partners to provide reasonable adjustments to improve equity of access.

Research and innovation

- ✓ Gather baseline data on our annual research and innovation activity
- ✓ Strengthen links with universities, regional/national psychological professions groups.



Psychological Professions Clinical Professional Objectives

Resources are used in the most impactful and sustainable way

Strategic Objective

Maximise productivity, sustainability and quality through effective use of psychological expertise, data and digital capability.

Objectives

Productive and sustainable practice

- ✓ Apply psychological principles to workforce design and leadership
- ✓ Ensure role and service specific job plans balancing clinical work, supervision, consultation, MDT work, training and development
- ✓ Scope viability of digital job planning and reporting systems
- ✓ Monitor waiting times in line with NHS E guidance and reporting requirements.

Data, guidance and digital capability

- ✓ Routinely code clinical activity using SNOMED codes where relevant
- ✓ Support integrated data systems for meaningful Trust level reporting
- ✓ Review profession specific guidance aligned to Trust policy (e.g. Training, Governed therapies)
- ✓ Upskill staff in ethical and effective use of digital tools and AI.

Trusted system leader and partner

Strategic Objective

Work collaboratively to deliver trauma informed, integrated and increasingly community based psychological care, shaped by service users and partners.

Objectives

Trauma-informed organisation

- ✓ Support the implementation of trauma-informed practice and trauma-informed ward cultures
- ✓ Enable our systems, teams and staff to build trauma informed understandings of distress and reduce restrictive practices
- ✓ Lead the Trauma Informed programme team.

Service user and carer involvement

- ✓ Co-produce priorities and service improvements with the Psychological Therapies Involvement Group.

Integrated & community partnerships

- ✓ Strengthen partnerships across health, VCSE, education, local authorities and specialist services
- ✓ Gather data to establish acceptability and effectiveness of culturally based interventions within our communities to set direction for future provision.



Social Work Clinical Professional Objectives

Our people are supported to be the best they can be

Strategic Objective

To develop a confident, skilled and supported Social Work workforce where staff feel valued, included and able to deliver safe and sustainable practice.

Objectives

- ✓ Promote and embed the National Social Work Professional Identity Statement, strengthening the wider understanding of Social Work's contribution in legal literacy, risk management, trauma informed care and social determinants of health
- ✓ Foster a culture of compassionate, inclusive and reflective leadership, where staff feel valued, supported and empowered
- ✓ Ensure access to high quality supervision, wellbeing support and continuous professional development, enabling staff to maintain safe and sustainable practice
- ✓ Support professional growth through structured development pathways, including opportunities for leadership development
- ✓ Strengthen workforce engagement, retention and professional confidence through a clear commitment to Social Work values and adhering to our professional standards.

Delivering high quality and safe care

Strategic Objective

To strengthen the impact of Social Work within multidisciplinary teams to deliver high quality, safe, rights based and person centred care that improves outcomes for individuals, families and communities.

Objectives

- ✓ Strengthen the contribution of Social Work within multidisciplinary teams, ensuring care is legally informed and person centred to improve outcomes for individuals, families and communities
- ✓ Embed Social Work roles across inpatient pathways, promoting best practice and raising the standard of care, addressing social barriers from the point of admission to ensure a socially safe transfer of care back to the community
- ✓ Develop and implement a digital 'Socially Safe' screening tool, to support coordinated care planning
- ✓ Strengthen the patient journey by identifying and addressing social determinants and barriers to recovery early, ensuring safe, effective and socially informed transitions back to the community
- ✓ Promote rights based practice, trauma informed and holistic approaches to care, ensuring that individual circumstances, legal frameworks and social contexts are fully considered in decision making.

Resources are used in the most impactful and sustainable way

Strategic Objective

To optimise Social Work capacity, capability and development opportunities to deliver efficient, sustainable and high value services.

Objectives

- ✓ Collaborate with the Virtual Centre for Clinical Education and Professional Development to maximise shared learning opportunities, reduce duplication and strengthen cross professional development
- ✓ Deliver a high quality career development pathway that supports a 'grow your own' workforce, including Social Work apprenticeships, student placements, practice education and the Assessed and Supported Year in Employment (ASYE).

Trusted system leader and partner

Strategic Objective

To strengthen Social Work leadership and contribution to integrated, place based and system working, ensuring care is legally robust, socially informed and collaboratively delivered.

Objectives

- ✓ Provide expert legal literacy within health and social care partnerships, supporting professionals to deliver care that is rights based, lawful and person-centred
- ✓ Strengthen Social Work leadership and contribution to integrated, place based and system working, ensuring care is legally robust, socially informed and collaboratively delivered
- ✓ Strengthen the quality and consistency of Section 117 aftercare, supporting a collaborative system approach and improved outcomes for individuals
- ✓ Work across organisational boundaries to ensure care is coordinated, holistic and responsive to social, legal and environmental factors
- ✓ Explore opportunities for Personal Health Budgets that support the personalised care agenda
- ✓ Contribute to system wide leadership, research and innovation that supports integration, reduces health inequalities and improves population outcomes.



Medical Clinical Professional Objectives

Our people are supported to be the best they can be

Strategic Objectives

Build a compassionate, inclusive, and high-performing medical workforce through effective recruitment, retention, job planning, and ongoing professional development for all doctors.

Objectives

Recruitment and Retention

- ✓ Incorporate benchmarking of doctors' wellbeing and retention into the workforce strategy.
- ✓ Tackle recruitment and retention challenges, with a focus on workforce retirements.
- ✓ Promote a compassionate and inclusive culture to improve recruitment and retention.

Job planning

- ✓ Deliver quality-assured job planning that ensures capacity, reduces overwork, and supports professional development.

SAS doctor development

- ✓ Promote the career development of SAS doctors through dedicated tutoring, coaching, portfolio pathways, and IMG-focused initiatives.

Medical leadership development

- ✓ Support medical leadership through mentoring, coaching, skills development, and wider clinical engagement.

Training and education

- ✓ Develop trainee doctors as Trust ambassadors and provide clear support for doctors experiencing difficulties.

Delivering high quality and safe care

Strategic Objectives

Provide high-quality, patient-centred care through evidence-based practice, multidisciplinary working, and innovative care models.

Objectives

Evidence-based and best practice

- ✓ Deliver evidence-based care and co-produce care plans with patients and service users.

Multi and inter-professional working

- ✓ Strengthen multidisciplinary working to improve care quality and support safe prescribing.
- ✓ Optimise doctors use of time by all patients being care-co-ordinated and doctors review the most complex patients as and when required.
- ✓ Expand and support non-medical prescribing to improve service efficiency and patient care.

Resources are used in the most impactful and sustainable way

Strategic Objective

Improve clinical productivity through digital innovation, efficient workforce deployment, and clinically led service transformation.

Objectives

Digital innovation

- ✔ Use ambient voice technology (AVT), e-prescribing, and other digital tools to enhance clinician productivity and efficiency.

Ways of working

- ✔ Develop strategies to optimise resource use through flexible scheduling, multidisciplinary working, and the effective use of administrative support and technology.

Workforce planning

- ✔ Optimise medical workforce deployment to align capacity with population need and service demand.

Service transformation

- ✔ Champion clinically driven service redesign and pathway transformation to improve quality, access, and efficiency.

Trusted system leader and partner

Strategic Objective

Advance system-wide collaboration and integration through effective partnerships, medical leadership, and research-informed, place-based care.

Objectives

Partnership working

- ✔ Strengthen partnerships with acute trusts, GPs, and key stakeholders through effective communication, collaborative working, and medical leadership across organisational boundaries.
- ✔ Develop and embed collaborative working across teams and disciplines to improve service delivery within BDCT.
- ✔ Encourage and support doctors to provide system leadership across BDCT, West Yorkshire, and the wider NHS.
- ✔ Support integrated neighbourhood and place-based models of care.

Research

- ✔ Champion research, innovation, and academic collaboration to improve care, outcomes, and service development.



Community Dentistry Clinical Professional Objectives

Our people are supported to be the best they can be

Strategic Objective

To develop a skilled, inclusive and sustainable community dental workforce where staff are supported, developed and able to thrive.

Objectives

- ✓ Develop a well-led, skilled, inclusive, and sustainable community dental workforce
- ✓ Provide career development, supervision, and training for all community dental staff.

Delivering high quality and safe care

Strategic Objective

To deliver high quality, safe and person centred community dental services that improve oral health outcomes, reduce inequalities and meet the needs of children, adults and vulnerable populations.

Objectives

- ✓ Improve oral health outcomes through timely, evidence-based, patient-centred care
- ✓ Ensure every clinical decision supports prevention, effective treatment, and the reduction of oral health inequalities
- ✓ Embed person-centred care and shared decision-making with patients, carers, and support networks
- ✓ Strengthen patient safety by reducing avoidable harm, learning from incidents, and improving clinical governance
- ✓ Provide high-quality assessment, treatment, and preventive care for children, adults, and vulnerable groups with additional needs
- ✓ Ensure clear clinical pathways, referral criteria, guidance, and patient information are available and consistently applied
- ✓ Strengthen safeguarding, infection prevention, and quality assurance processes across all community dental settings
- ✓ Develop flexible service models that with other service providers to improve access for priority groups, including patients with complex needs
- ✓ Use audit, service evaluation, and improvement activity to continuously strengthen quality, outcomes, and equity of access.



Resources are used in the most impactful and sustainable way

Strategic Objective

To maximise the effective, sustainable and digitally enabled use of community dental resources, delivering high value care while reducing environmental impact.

Objectives

- ✓ Maximise clinical capacity and value by using community dental resources efficiently and appropriately
- ✓ Expand and optimise digital systems to improve referral management, record keeping, and the co-ordination of patient appointments
- ✓ Use digital tools and smarter ways of working to improve safety, efficiency, and release clinical time for direct patient care
- ✓ Reduce the environmental impact of community dental services in line with the Green Plan and NHS Net Zero ambitions
- ✓ Embed sustainable practice across estates, travel, procurement, and clinical delivery within community dental services
- ✓ Reduce avoidable waste and promote efficient, sustainable use of clinical materials and resources across the service.

Trusted system leader and partner

Strategic Objective

To strengthen partnership working and system collaboration, enabling integrated, accessible and equitable community dental services across West Yorkshire.

Objectives

- ✓ Lead and support an integrated approach to community dental service delivery across the West Yorkshire Collaborative
- ✓ Strengthen partnerships with all referrers into the community dental service
- ✓ Promote system-wide shared learning, collaborative working, and consistent standards across the West Yorkshire Collaborative
- ✓ Support oral health improvement across the system by working with partners to reduce inequalities and improve outcomes for priority groups
- ✓ Enhance digital communication, referral processes, and information sharing across organisations to support joined-up care.

What success looks like

Success will be demonstrated through tangible improvements in the experience of people who use our services, the working lives of our staff, and the sustainability of the organisation. Collectively, the clinical professional objectives describe a Trust where high quality, safe care is delivered consistently, staff are supported to work sustainably, and resources are used responsibly in partnership with others.

Crucially, success will also be evidenced through a structured and measurable approach to delivery. Each clinical professional group will develop annual delivery metrics aligned to their objectives, setting out the improvements they will achieve year by year over the five year life of the strategy. These metrics will be overseen and assured through the Clinical Professional Councils, ensuring consistency, accountability and ongoing alignment to Trust priorities.

For people who use our services, families and carers

- ✓ Care is safe, effective, lawful and person centred, delivered consistently regardless of service, professional group or location
- ✓ People experience timely access to the right care, with improved flow, reduced delays, fewer out of area placements and shorter, purposeful lengths of stay
- ✓ Health inequalities are actively reduced, with targeted action for communities experiencing the poorest access, experience and outcomes
- ✓ Services are designed and improved with lived experience at their core, and people can clearly see how their feedback has led to change.

For staff and clinical professionals

- ✓ Staff feel supported, listened to and able to work sustainably, with improved wellbeing, engagement and retention
- ✓ Administrative burden is reduced, releasing time to care and improving day to day working experience
- ✓ There is a strong culture of psychological safety, where speaking up is normal, concerns are acted on, and learning leads to improvement
- ✓ Clinical professionals work within modern, multidisciplinary and neighbourhood based models, with opportunities for development, leadership, research, innovation and system working.



For quality, safety and learning

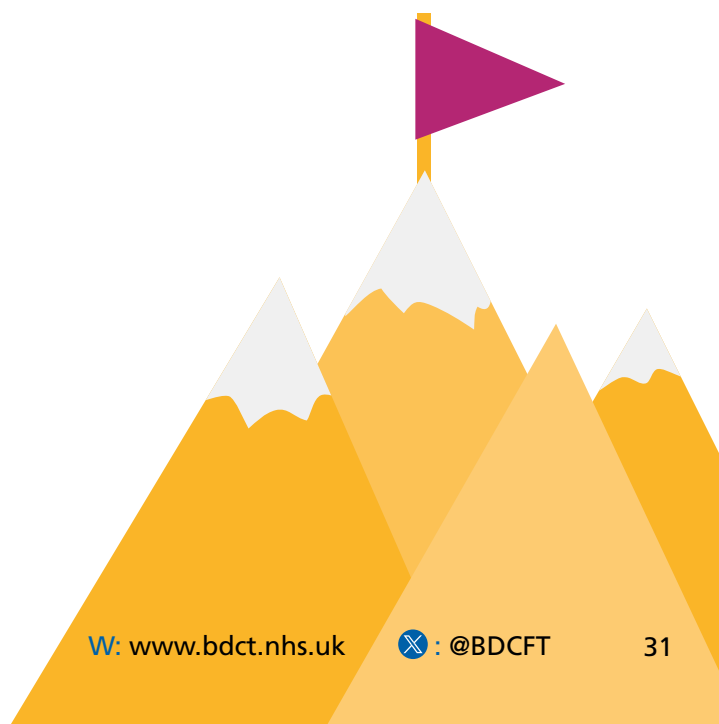
- ✓ Unwarranted variation in practice, access and outcomes is systematically identified and reduced through standardised pathways, quality improvement and effective use of data
- ✓ Learning from the Patient Safety Incident Response Framework (PSIRF), safeguarding and complaints is consistently translated into improvement, including clear assurance of Mental Health Act and Mental Capacity Act compliance
- ✓ The Care Trust Way and Quality Management System are embedded in everyday practice, enabling continuous learning, assurance and improvement across all services.

For the organisation and the system

- ✓ Resources are used effectively and transparently, with improved productivity, reduced reliance on temporary staffing and clear evidence of benefit realisation
- ✓ Digital systems and data are reliable, resilient and well used, supporting decision making, care delivery and business continuity
- ✓ The Trust operates from a sustainable, low carbon and climate resilient estate, embedding social value and its anchor institution role in key decisions
- ✓ Partnership working is mature and impactful, with shared accountability for outcomes across neighbourhoods, place and the wider system.

For assurance and governance

- ✓ The Board has a clear line of sight from staff experience, quality and population outcomes through to strategic risks and priorities
- ✓ Progress is evidenced through measurable improvements, triangulating staff survey results, quality metrics, workforce indicators, patient experience and system outcomes
- ✓ Clinical professional objectives are supported by annual delivery metrics, which are reviewed and assured through Clinical Professional Councils and governance structures
- ✓ There is confidence that the Trust is well led, learning oriented and future focused, able to respond to current pressures while delivering long term transformation.



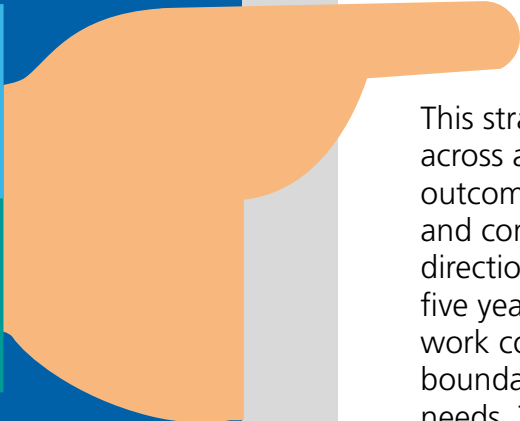


Bradford District Care
NHS Foundation Trust

Measures of Success

Ultimately, success will be seen in:

- ✓ improved outcomes and experiences for the people who use our services
- ✓ a supported, skilled and sustainable workforce
- ✓ high-quality, safe and equitable care delivered consistently
- ✓ stronger, more effective partnerships across our system.



This strategy reflects a shared commitment across all clinical professions to improve outcomes, experience and quality for the people and communities we serve. It provides a clear direction for professional practice over the next five years for clinicians to lead improvement, work collaboratively across organisational boundaries and respond to changing population needs. Through strong professional leadership, meaningful partnership with service users and carers, and a continued focus on learning and innovation, we will strengthen the contribution of our clinical workforce and ensure professional excellence and quality remains at the heart of delivering better lives, together.



[illegible]

Notes

[illegible]



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