Sirona care & health

Improved Outcomes for All: Strategy

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Introduction

This Strategy sets out Sirona care & health's vision for delivering high-quality community healthcare for adults and children across Bristol, North Somerset, and South Gloucestershire (BNSSG). Shaped by our staff, the people we care for, and our partners, it explains our priorities - building on work that is already underway and improving our services further.

As more people live with multiple health conditions, so our teams face growing demand and increasingly complex care. Our aim is to tackle these challenges by ensuring community healthcare plays a key role in providing proactive, planned and urgent care, alongside other partners in our system.

Our strategy signals a shift towards:

- Proactive care, and early interventions to prevent health problems from escalating
- Providing more care in communities rather than in hospitals
- Improving our use of technology in services

We also want to support the move to a neighbourhood health and care approach, providing a seamless and coordinated service for children and adults with complex needs. People expect us to work together to meet their needs, no matter which organisation we are from - and that is exactly what we will do with our partners.

We also want to help address current health inequalities in our communities. This means understanding the barriers people face when accessing care and finding ways to remove them.

This strategy sets how we will deliver these ambitions by:

- Understanding peoples' needs better and reducing inequalities
- Ensuring our services are safe, inclusive and easy to access
- Collaborating and innovating so we can deliver more
- Making Sirona an inclusive and inspiring place to work
- Delivering on our contract and continuously improving our services

We know that by supporting our staff to do what they do best, and by working together with our partners, we can deliver outstanding care for children and adults. We're committed to that ambition - collaborating, innovating, and continuously learning - so we can truly improve outcomes for all.

Why do we need a strategy?

Our strategy is our forward plan. It keeps us on track and makes sure everyone works together towards a common goal. This helps us do our very best for the children and adults we provide services for.

A clear strategy:

- Provides **strong direction**, so our teams, partners and service users know what we're all working towards
- Keeps us **delivering high-quality care** in complex times
- **Explains what our main services** are, how they are run and who will partner with us
- Sets out the **things we want to improve** and the ways we will do it

More details about how we will bring this strategy to life, are in our 2025/26 Business Plan, later in this document.

About Sirona

Who we are

We provide healthcare in comunities across Bristol, North Somerset and South Gloucestershire. Our teams help people of all ages to stay healthy and get the care they need.

Our budget is £225million each year.

We have more than 3,500 staff.

Our teams are in contact with service users around 5,800 times per day.

We have 48 different services, from support for babies to caring for people at the end of their lives.

We manage 107 healthcare beds in the community. We support another 200 beds that are managed by other organisations.

Who we serve

There are 940,000 people in our area, including 240,000 children.

There are 280 primary schools and 91 secondary schools.

Around 10,000 babies are born here each year.

Over 90 languages are spoken.

There are 278 local care homes.

In Bristol, 28% of people are from Black, Asian, Multiple Heritage, or other ethnic backgrounds. In South Gloucestershire this number is 8% and in North Somerset, 3%. A small percentage of people (about 0.25%) are Gypsy, Roma, or Irish Travellers.

Health isn't the same everywhere - local areas that are deprived face greater health challenges. In these places, people can experience health issues in their early 50s that others in less deprived areas might only face in their late 60s.

Background

We are guided by our social values

Sirona is a not-for-profit social enterprise and NHS service provider. Our main aims are to improve the wellbeing and health of the people we care for. We try to do good in the world in other ways too – like strengthening communities, or by making more sustainable choices. These are called our social values.

Working with local partners is key

We team up with GP surgeries, hospitals, local authorities, schools, as well as Voluntary, Community and Social Enterprises (VCSEs). Our partners are important, because they know a lot about the needs of people in our area. They also provide support for other things like loneliness or housing problems, which can contribute to poor health. By working in partnership like this, people receive care closer to their homes. It can also stop them going to hospital when they don't really need to.

There is rising demand and limited funding

The number of people using our services is increasing, and healthcare needs are also becoming more complex. There are more children and young people who need support. There are also more older people in our community, and our working age adults have more complex needs. All of this adds pressure on our services, and we must work within the budget we have. So - it's never been more important that we manage our services well and use resources wisely.

The NHS is changing

The Government has announced sweeping changes to the NHS with plans to merge NHS England with the Department of Health over the next two years and Integrated Care Boards (ICBs) told to halve their running costs. 2024's Darzi Review calls for a shift from hospitals to community-based care and the NHS 10—Year Plan, due in 2025, will set out how the NHS will move forward.

Our vision, mission and strategic objectives

Sirona's vision is for **Improved Outcomes for All**. We want a better future for everyone where the outcomes that matter to people drive our work forward. Working with our partners, we will root out avoidable, unfair and systemic differences in health experiences and outcomes leading to a significant reduction in health inequalities.

Our Mission to support this is One You, One Sirona, One System:

One You is about seeing you as an individual – whether you are a service user or member of staff.

One Sirona means harnessing the full range of talent and experience across our organisation and ensuring the 'whole' is greater than the sum of our individual parts.

One System is ensuring we work with others as equal partners across our health system to deliver joined up care that meets our communities' needs.

To support this, we have five key overarching Strategic Objectives:

- **Our Communities:** Understanding peoples' needs, reducing inequalities and putting individuals at the heart of everything we do
- **Our People:** Making Sirona an inclusive and inspiring place to work
- **Our Services:** Ensuring our services are safe, high-quality, inclusive and easy to access
- **Our Partners:** Collaborating and innovating to deliver more for individuals and communities
- **Our Sustainability:** Delivering on our contract, continuously improving our services and making the best use of public money

Our principles

We asked our teams and partners to tell us what matters most to them. This helped us create some principles, so we all stay focused on what's important:

- **Work closely with VCSE partners.** They have local knowledge about what communities need and how this is best delivered.
- **Plan services well and make sure they have enough resources.** They must be realistic, flexible and affordable.
- **Be fair and accessible.** Our services must be easy to use. They must adapt to local people's needs so that no one is left out.
- **Reduce health inequalities.** We will listen to local people, including those who are not often heard. We will remove barriers that stop people from getting the care they need.
- **Learn and improve.** We will bring in new ideas and improve the way we work including through collaborating with our partners.
- **Avoid duplicating work.** We will focus on what we do best. We will collaborate with our partners where they have the strengths to better provide a service.

How we created this Strategy

To create this strategy, we listened, learned and thought about why our work matters.

We reflected on our vision, values and strategic objectives

Sirona's vision is 'Improved outcomes for all'. This means helping as many people as possible to have better health.

Our main value is 'Taking it personally'. This means treating people with the same care we would give to our own family and friends.

Our 5 strategic objectives focus on Our Communities, Our People, Our Services, Our Partners and Our Sustainability.

We used our strategic objectives as the approach to our strategy and updated them to make sure they help us achieve our vision and live by our values.

We listened to and learnt from:

Local people and communities

We listened to people who use our services, especially those communities who are not often heard. They told us they want:

- To be involved in decisions about their own healthcare
- To be involved in how we improve our services
- To get more support in looking after their own health and wellbeing
- To receive care at home, wherever possible, especially during short illnesses or at the end of their life
- For carers' views to be listened to and included in decisions
- To have easier access to care and information, with help for those who have language barriers
- To get care closer to home
- Health services to communicate and work together better

We also used healthcare data to understand local needs.

Our staff

Hundreds of staff shared their views at events, directly to colleagues and in our annual NHS Staff Survey. Many also gave feedback through online surveys.

Our partners

We spoke to the partners who provide care alongside us. This included GPs, hospitals, local authorities, and the VCSE sector.

We used data and best practice

We looked at what others do in community healthcare and heard from other providers across the country. We also reviewed national and local guidance and policy.

We recognised the links between sustainability and high-quality care

Working more efficiently, focusing on proactive and shared care, and removing barriers to access, will also help deliver our environmental sustainability goals.

We have made sure we include everyone

We thought carefully about how to help make community healthcare fair for everyone - now and in the future. We know we must continually reflect and challenge existing norms, so all communities have access to healthcare.

Our strategic objectives

Our communities

Understanding peoples' needs, reducing inequalities and putting individuals at the heart of everything we do

Our sustainability

Delivering on our contract, continuously improving our services and making best use of public money

Our services

Ensuring these are safe, high-quality, inclusive, and easy to access

Our people

Making Sirona an inclusive and inspiring place to work

Our partners

Collaborating and innovating to deliver more for individuals and communities

Annual business plans to drive action

Objective 1: Our communities

Understanding peoples' needs, reducing inequalities and putting people at the heart of everything we do.

Why this is important

More people need community healthcare than ever, and their needs are becoming more complex. Many live with multiple long-term conditions, often involving both physical and mental health challenges.

We want to get care right for children and adults the first time, making it as effective as possible so we can support more people. We also want to **take a proactive approach**, helping people stay independent and well for longer. And when the time comes, we also want to help people plan for the last stages of their life, too.

To do this, we need a full picture of people's needs - looking beyond healthcare to **understand their wider lives and what matters to them**. Listening to families and carers is also essential.

For children, **early support is key**. Seeing them in their social and educational settings helps with prevention and managing conditions. And we know that providing care in the first 1,000 days of life can have a lasting impact on lifelong health.

How we will deliver this aim

We will:

- Ensure children and adults have **comprehensive assessments at the start of their care**, so we understand their needs. This includes listening to carers as active partners in decisions.
- Enable more people to live independently for longer in their own homes by:
  - Providing proactive care and **helping people manage their health conditions**. For example, we might encourage a service user to manage their health condition using a digital app or through social prescribing.
  - Reviewing and improving our rehabilitation services, with a **'Home first' approach**.
- Deliver **training and tools** for our clinical staff so they are confident in:
  - Understanding what is important to an individual and can provide **personalised care** that matches their needs.
  - Identifying when a person is approaching the end of their life and developing a **clear care plan** to support them and their family.
  - Supporting children and adults to manage their own health needs.
  - Identifying and **supporting wider needs** that can affect healthcare. For example, we might do this through social prescribing or working with the VCSE sector.
- Plan care for **the first 1,000 days** of a child's life to help them stay healthy in the future.
- Develop **a trauma-informed approach** to our services, initially focusing on priority areas.
- Review our Children's Services, so that the service offered across different local areas is **proportionate to the need**.
- Strengthen our **communication and coordination** across our services in Sirona. This will improve delivery of **joined up care** for people.
- Enhance our **volunteer programme** to improve the experience of children and adults who use our services.

Objective 2: Our people

Making Sirona an inclusive and inspiring place to work where people have capacity to care.

Why this is important

We want to provide the best care in the simplest, most effective way. But every year, more children and adults need community healthcare, and their needs are becoming more complex. This puts extra pressure on our teams.

As a result, many **staff don't have as much time** as they'd like to care for people. This makes it harder to recruit and keep healthcare professionals in our great teams.

We're working to change this by giving our staff the **time, technology, and tools** they need to do their jobs well. We want them to enjoy their work and to focus on what they do best: delivering high-quality care to children and adults.

As well as that, we want to **support staff to develop their careers**, to learn new skills, and to take on new roles at Sirona. We're also committed to bringing in more team members from diverse backgrounds and communities.

By doing all this, we can create more time for care.

How we will deliver this aim

We will:

- Review and **remove technology barriers** within teams, ensuring staff have the right tools to do their job well.
- Support managers to provide better care by **streamlining systems**, removing duplication, and introducing smart digital solutions.
- **Support our admin and business teams** with clear roles, the right tools, and the information they need to help clinical teams.
- Use **new digital innovations** to work more efficiently and give clinical teams more capacity for clinical care.
- **Improve our digital systems** and make best use of our Electronic Patient Records.
- Support teams to develop **workforce plans** so we can strengthen our capacity by having the right people with the right skills in place.
- Provide **leadership development** with the aim of strengthening governance and driving service improvements.
- Explore **new ways to boost workforce capacity**, working with 'delegated partners' to share some care tasks.
- Make sure we are focused on **delivering core services** - where Sirona can make the biggest impact.
- Ensure staff have access to **timely training**, protected learning time, and digital skills to grow in their roles.
- Strengthen **teamwork, collaboration and accountability** between our corporate and operational services.
- Make sure all staff are **fully supported** in managing and reducing violence, aggression, and racism.

Objective 3: Our services

Ensuring these are safe, high-quality, inclusive and easy to access.

Why this is important

We want children and adults to receive **the right care at the right time**. We also want to reduce the waiting times for our services.

For this to happen, we must make sure that it's **easy for people to understand** how to access our services. It must be a quick process, and fair for everyone.

We know that some communities miss out on access to healthcare. Their experience of care is often worse than other groups. We want to **help fix these inequalities**.

At the moment, delivering care to people in their own homes is complicated and takes a lot of time. We want to improve this. We also want to make it easier for clinicians to refer people to other Sirona services.

How we will deliver this aim

We will:

- Review and streamline our **processes for managing referrals**. This includes new, existing, external, internal and self-referrals.
- Expand our **'Waiting Well' support** for people who are waiting for our services.
- **Work with staff** to ensure **better understanding of the health inequalities** experienced by our communities, so they can provide fairer, more inclusive care.
- **Identify inequalities** in access, experience, and outcomes in our services, focusing on priority areas and acting to make improvements where needed.
- **Partner with VCSE organisations** to find new and effective ways to tackle health inequalities.
- Ensure all our information is **clear, accessible**, and **meets legal requirements**. This involves supporting people with different needs, including those who struggle with digital access.
- **Collect and use data** about the people who use our services, focusing initially on ethnicity, language and disability data. Our aim will be to address inequalities, especially for those facing multiple barriers to healthcare, using NHS Core20Plus5 to guide us.
- Bring **services closer to communities**. We will expand our services in local areas to improve access and experiences, starting with areas with the most urgent needs.

Objective 4: Our partners

Collaborating and innovating to deliver more for individuals and communities.

Why this is important

By collaborating with our partners, we can deliver care in a **more joined up** way. Better coordination between services will help us to **meet people's needs** more effectively. It will also help us work more efficiently, and it will be more environmentally sustainable. At the moment, many people are going to hospital for services that could be provided more effectively in their local community.

Working together brings in new ideas and better ways of doing things. By embracing innovation, we will be **more efficient** and **improve service quality**. We can also work together to address health inequalities.

How we will deliver this aim

We will:

- Create a family-focused **'neighbourhood' health model** by working with GPs, local authorities, the VCSE sector, mental health services and local hospitals. This includes building on community strengths and assets to better meet local needs. For example, providing more spaces for people with long-term health conditions to meet and support each other.
- Shift **more care into the community**, focusing on key health areas, so people can get healthcare closer to home.
- Listen and improve by **gathering feedback** from those we care for, especially communities facing health inequalities, using it to make our services better.
- Support **joined-up system wide pathways** to support children, young people and families with neurodiversity needs. We will do this by partnering with the Integrated Care Board, parent carers, health partners, education, local authorities and the VCSE sector.
- Make **collaboration with the VCSE sector** 'the way we work' at Sirona, by acting on our new VCSE Framework.
- Support our staff to **build relationships** across organisations and to create opportunities for collaboration.
- **Strengthen our locality partnerships** to improve services and reduce health inequalities.
- Seek new **funding opportunities** to enhance our services through partnership work.
- **Learn, innovate and share great ideas** – both across Sirona and with our partners - so that we can **grow and improve** together.

> By embracing innovation, we will be more efficient and improve service quality.

Objective 5: Our sustainability

Delivering on our contract, continuously improving our services, protecting our environment and making best use of public money.

Why this is important

As demand for our services increases, we must **continue improving** - strengthening areas that need support and supporting other areas with potential to do more. Feedback from the children and adults we care for will help guide these improvements.

We will also deliver our contracts effectively and ensure Sirona is the **community provider of choice** in BNSSG.

A key focus is meeting our legal responsibilities, including for children in care, education healthcare needs assessments, and public health nursing visits. We are committed to delivering these to the **highest standard**, ensuring best practice and positive outcomes.

How we will deliver this aim

We will:

- Ensure everyone **understands their objectives** and how they contribute to Sirona's ambitions.
- Provide **training for staff** on improving services, measuring impact, and showing the difference their work makes.
- Use **data to drive improvements**. As part of this, we will combine performance data into a single framework to help improve services.
- Use **data about the people who use our services to address service inequalities**. We will make sure we do this consistently, while also being flexible to local needs.
- **Measure our impact** by developing a Clinical Outcomes Framework to track how our services support adults and children.
- Strengthen **patient and community feedback systems**, with particular focus on under-served communities, so everyone's voice is heard.
- **Learn from people with Lived Experience** of health conditions. This involves working closely with VCSE partners and using real experiences to drive change.
- Grow our team to better reflect the **diversity of the communities** we serve.
- **Deliver our Frailty Plan** and plan 'next steps' for transformation in urgent care, heart failure and diabetes.
- Deliver the **Improvement Programme for Children's Services (CDIP)**.
- Listen to **staff feedback about our workplaces** and make necessary improvements.
- **Share data** in a lawful way with health and care system partners. This will support a better understanding of health needs and result in better care.

> We are committed to delivering inclusive care and positive outcomes.

Enablers

To make our strategy work, we need to put the right support in place across our organisation. These are some of the things we will do:

Teams

- Develop workforce plans to make sure we have the **right people and skills** to deliver our strategy. This includes supporting staff development and encouraging more people from different backgrounds to join us and thrive at Sirona. We also want to help our leaders develop.
- **Create career development plans** for our clinical staff. Receiving training and development will be a right for everyone at Sirona.
- Review how we support staff wellbeing and sickness, focusing on **helping people stay well and able to work** effectively.
- Develop our culture so that everyone feels good about their work and can achieve their best.

Communications

Keep staff updated with news and changes. We will review **how we share clinical information** and ask everyone to play their part in good, accessible communication.

Buildings (Estates)

Review our workplaces to make sure they meet the needs of our teams and the people we care for.

Environment

Focus on delivering our services in a **sustainable way** - in line with Sirona's Green Plan and Environmental Strategy.

Resources

Make sure we have the **money, people and tools** we need to bring this strategy to life.

Digital

Create a **Digital Strategy** to support our clinical delivery. This will include the right equipment and digital training for staff.

> We need to put the right support in place across our organisation.

What will success look like?

Success means truly understanding what children and adults need from their very first visit, so we can provide the right care quickly and easily. Individuals will have choice and control over the way their care is planned and delivered.

It means people receiving joined-up care that meets their needs and helps them stay well, so they can manage their own health and access treatment early when needed. All of this will result in better health outcomes.

For our staff, success means having the time, skills and tools to deliver high-quality care. This supports staff wellbeing and job satisfaction as well as improving care. We have a culture of belonging and trust, in which respect, equity and positive recognition of differences is cultivated and celebrated - Sirona should be the employer of choice for a career in community healthcare.

For our system it means that Sirona is the provider of choice for community services in BNSSG and we are working in collaboration to deliver a neighbourhood health service closer to home. We are a step closer to our communities being healthier for longer and the inequalities gap being narrowed.

For Sirona, success means running our services effectively, using resources wisely and having clear roles and processes. It's also about collaboration, innovation, and continuous learning, so that we're always finding new ways to improve together.

Success will mean **Improved Outcomes for All**

How we will deliver this Strategy

Our annual Business Plans set out what we will do each year to deliver our strategy, helping us focus on the most important actions.

We will set out the priority areas we will focus on each year for people, staff and Sirona, and track our progress so we can see how we are doing over time.

Sirona
care & health

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