



Working together, improving lives

Dorset County Hospital and Dorset HealthCare



Foreword – Chief Executive and Chair

We are delighted to share our first joint strategy for Dorset County Hospital and Dorset HealthCare. As federated NHS trusts working closely with our Dorset health and care system partners, we are setting out clear intentions and ambitions that we can achieve together.

We need to transform our services and the way we work to better meet the needs of Dorset people and communities now and for the future. Our ambition is to change out of hospital services across the whole health and care system. We need to do this to meet the challenges we face, along with the wider NHS, and to improve access to healthcare for local people.

Working closely with citizens and communities and putting their voice at the heart of all we do is vital to our success. We are looking to transform the way people manage their own health – empowered, supportive communities and innovative digital solutions will be two key elements to this change.

Our strategy is aligned to the national priorities for the NHS, as well as the ambitions set out in the Dorset Integrated Care Partnership's strategy Working Better Together. We believe strongly in the power of partnership and that we can achieve more together as two trusts, playing our part alongside partners in the wider health and care system.

Our vision, mission and objectives clearly reflect our renewed focus on improving population health, working in partnership, making the very best use of our resources and supporting, developing and retaining our people.

Central to this strategy is our commitment to inclusion and belonging and to ensuring that we address the inequalities we know exist in health outcomes for some communities and groups.

We also recognise that as large organisations we can make a positive contribution to society, supporting our communities and our economy to thrive by adding social value.

Our objectives will guide us in achieving the strategic outcomes we set, underpinned by robust delivery plans and a structured approach to transforming and improving our services.

Thank you to everyone who gave their views as we developed this strategy. We will continue to evolve our approach and will keep the conversation going to ensure local people are at the heart of all we do.



Matthew Bryant
Chief Executive



David Clayton-Smith
Chair

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Working together, improving lives

Joint strategy 2024-29



Our vision is for healthier lives, empowered citizens, thriving communities.



Our mission is to work in partnership to provide high quality, compassionate services and to nurture an environment where people can be their best.



Our values

Our strategic objectives



Care

We provide safe, compassionate care.

- Improved access to the right care, at the right time, in the right place
- People are equal partners in their care and have a positive experience
- Patients and service users are always safe in our care



Communities

We help build strong communities where people live well and are healthier.

- Improved population health and wellbeing through joined up working across health and care
- People staying well through prevention, detection and early intervention, with more control over their own health
- People and communities involved in shaping health and care services



Colleagues

We are empowered, skilled, caring colleagues who can thrive at work.

- Colleagues are positive about their experience at work
- All colleagues feel they belong and are included
- A sustainable workforce with the right skills now and for the future



Sustainability

Our services are sustainable environmentally and financially and we make best use of resources.

- Releasing time to care through improved processes, skill mix and digitally enhanced technology
- Sustainable models that optimise use of the available resources
- Using our size, scale and reach to make a positive difference to the economic and social wellbeing of Dorset
- Minimise our negative impact on public health and the environment

Dorset County Hospital

- Respect
- Integrity
- Teamwork
- Excellence

Dorset HealthCare

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts
- Commitment to learning

1. Our communities

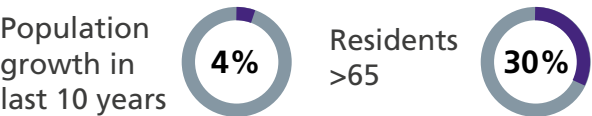
Population health

The GP registered population in Dorset as a whole is 831,631. Data from Public Health Dorset (November 2023) sets out specific information about the communities served by [Dorset Council](#) and [Bournemouth, Christchurch and Poole \(BCP\) Council](#).



Dorset Council area

The Dorset Council area is home to just over 379,000 people.



People are generally healthier and live for longer than the national average.

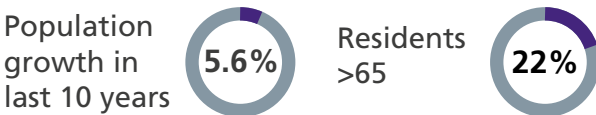
Life expectancy



Health inequalities in life expectancy between the most and least deprived areas show the difference is 5.2 years for men and 4.6 years for women.

BCP Council area

BCP is home to just over 400,000 people.



Inward migration of young people thanks to its three universities.



Like Dorset, people in the BCP area are generally healthier and live longer than the national average.

Life expectancy



Health inequalities in life expectancy between the most and least deprived areas show the difference is 6.9 years for men and 6.4 years for women.

For young people the levels of childhood obesity are lower than England as a whole but hospital admissions for self-harm are worse than England. For adults, the percentage of people experiencing depression is in line with England, as is the percentage of those who are overweight or obese, though this is still over 60% and has changed little over time. While mortality rates are lower than (Dorset) or similar to (BCP) England, a significant number of registered patients have hypertension and for many this co-exists with depression, diabetes and kidney disease.

2. Our Dorset – partners working together

We are part of the [Our Dorset Integrated Care Partnership](#) (ICP), which includes the county's NHS organisations, our two councils, our police and fire services and our partners in the voluntary and community sector.

Building on long-standing, strong and successful partnerships in Dorset, our ICP makes decisions and works together to improve the health and wellbeing of the people living here.

The integrated care partnership:

- is collectively responsible for budgets, staffing and delivering the best care for people in Dorset
- gives consistent advice and proactive support so people can stay well, particularly those who are vulnerable or at higher risk of developing serious or long-term health conditions
- joins up care and treatment when needed
- improves access to services so everyone is given the right care in the right place at the right time
- works at a local level with communities on how services are delivered.



Our Dorset Provider Collaborative (ODPC)

In Dorset we have set up a single strategic provider collaborative which is governed by a leadership board. This is in addition to some service-specific provider collaboratives.

The goals of the ODPC are:

- improving population health and healthcare
- tackling unequal outcomes and access
- enhancing productivity and value for money
- helping the NHS to support broader social and economic development.

The ODPC uses co-production principles to work with communities, colleagues, health and care providers and wider partners to support these goals and to help deliver the [Integrated Care Partnership strategy](#).

Collective decisions are made through the ODPC Leadership Board on behalf of the member organisations.

The partner organisations of Dorset ODPC are:

- Dorset County Hospital NHS Foundation Trust
- Dorset HealthCare University NHS Foundation Trust
- University Hospitals Dorset NHS Foundation Trust
- Dorset General Practice Alliance (DGPA)

Membership of the ODPC and representation on its leadership board has been extended beyond the partnership organisations. It includes representatives from Wessex Local Medical Committee, South Western Ambulance Service NHS Foundation Trust (SWASFT) and NHS Dorset.

The ODPC has identified three initial areas of focus:

- clinical acute networks
- shared services
- workforce and agency.

The ODPC also oversees a number of existing programmes where collaborative work was already happening.



3. Our trusts and our federation

Dorset County Hospital and Dorset HealthCare are two foundation trusts working in a federated way to better meet the needs of our population and contribute to the collective objectives of Dorset's integrated care partnership.



Dorset County Hospital

Dorset County Hospital (DCH) provides a [range of clinical services](#) for over 300,000 people who live mainly in west, mid- and north Dorset in both rural and urban communities.

DCH employs around 3,500 members of staff, working across various locations including the main hospital in Dorchester, GP surgeries, schools, residential homes, people's own homes and in the five community hospitals in Weymouth, Portland, Bridport, Blandford Forum and Sherborne.

The hospital itself has approximately 378 beds including 32 maternity, 14 paediatrics and 12 critical care. There are seven main operating theatres and two day surgery theatres.

Increasing demand is putting pressure on the emergency department (ED), which treats twice as many people as it was built for. Demand is expected to increase and much-needed government investment has allowed work to begin on building a new ED and critical care unit.

The Outpatient Assessment Centre in the centre of Dorchester runs outpatient clinics, diagnostic appointments and day case local anaesthetic procedures. This allows patients to be seen for multiple appointments in one visit and frees up valuable space on the main hospital site.



Dorset HealthCare

Dorset HealthCare (DHC) provides community and inpatient physical and mental health services for over 830,000 people across Dorset and beyond. It employs around 7,000 staff with a wide range of expertise and specialisms. They deliver healthcare at over 300 sites, including mental health inpatient hospitals, community hospitals, GP surgeries, village halls, schools, care homes and people's own homes.

[Community physical health services](#) include [12 community hospitals](#), minor injuries units, district nurses, health visitors, school nursing, end of life care, sexual health services, safeguarding children, diabetes education, audiology, speech and language therapy, dermatology, podiatry, orthopaedic services, wheelchair services, anti-coagulation services, pulmonary rehab and stroke services.

DHC is the provider of [NHS mental health services](#) for Dorset, with some services also delivered in Southampton. Services include inpatient hospitals, Child and Adolescent Mental Health (CAMHS), eating disorders support, homeless support, Steps2Wellbeing (talking and psychological therapies), perinatal services, Armed Forces support, learning disabilities support, retreats and community front rooms.

Demand for all services has been increasing, particularly post-pandemic, and the Trust has been successful in winning funding through the New Hospital Programme to increase mental health provision in the county. Work on our children and young people's psychiatric intensive care unit in Bournemouth and improvements to adult mental health facilities at the main St Ann's campus in Poole began in 2024. We also opened a new eating disorders unit in 2023 which was co-designed with people who use our services.



The federation of our two trusts

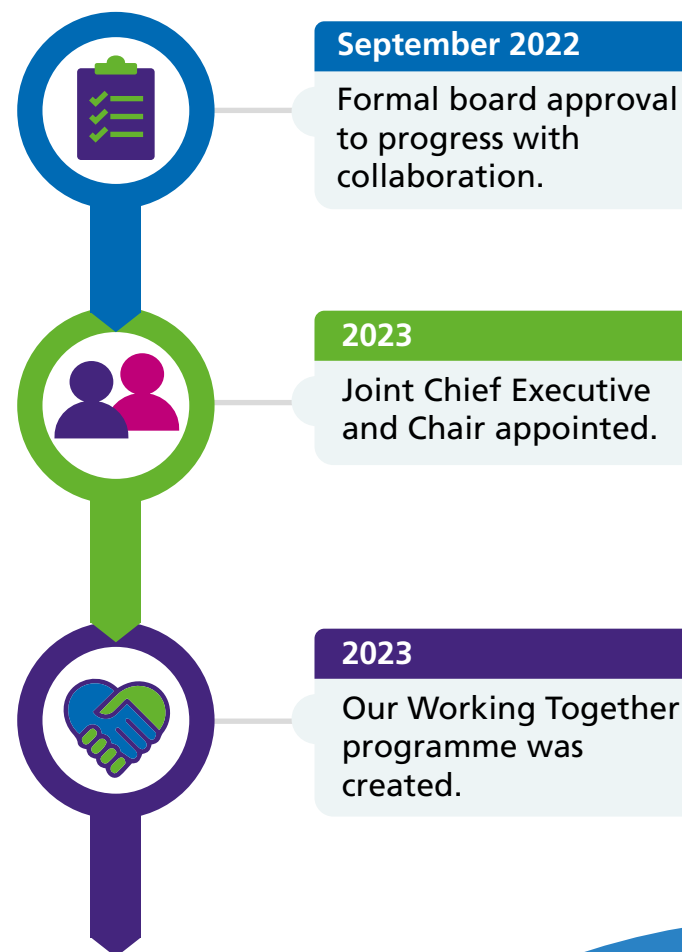
In 2022 our two trusts explored the potential benefits of sharing a Chief Executive and Board Chair. The two Boards agreed to create this new leadership model to help simplify decision-making, increase integration and improve quality and outcomes for the people we serve.

We appointed a joint Chief Executive of both trusts in April 2023 and a joint Chair in May 2023. They are now leading our organisations in developing a clear common purpose and innovative solutions for our current challenges with a focus on:

- preventing ill-health
- tackling health inequalities
- integrating physical and mental health more effectively
- joining up workforce planning and development.

Our Working Together programme was created to make the most of the closer relationship between the two trusts with a focus on:

- improving our patients' experience through more joined up care between teams
- improving population health through better patient pathways, improved outcomes, working together for our shared service users, sharing good practice
- providing new personal and team development opportunities for staff
- improving efficiency through better decision-making, mutually supportive transformation agendas and strategic planning, reduced duplication, and improved use of resources.

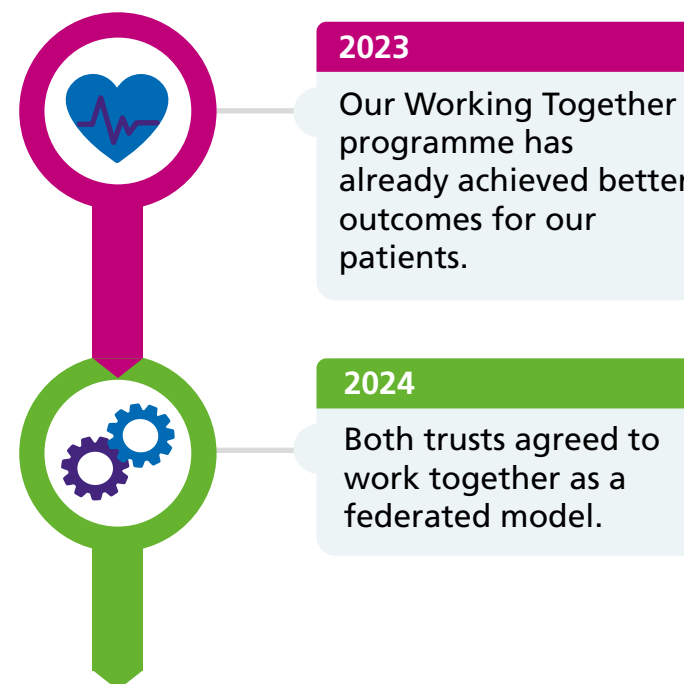


The programme has made progress on four flagship clinical programmes and has also collated a range of case studies where services across the trusts are already working together to achieve better outcomes for patients.

In 2024 the trusts agreed to work together through a federated model. This gives us a framework to work more closely and is an established model being used elsewhere in the country. In a federation of NHS trusts:

- we retain individual sovereignty – we are separately accountable to NHSE and regulated by the CQC, with individual Trust Boards holding the executive to account
- we have a shared common purpose, set out in this strategy
- our teams work together to support new models of integrated care
- we are developing a shared culture
- we have a shared executive team with other joint posts where this makes sense
- we have some shared governance arrangements
- we have some shared corporate services
- we have a legally binding agreement between us.

We actively encourage colleagues and teams to explore all opportunities to work more collaboratively and will support them to do this through a comprehensive programme of engagement and cultural development.



Serving all Dorset communities

We recognise that our two trusts serve different communities with Dorset HealthCare as a whole-county provider and Dorset County Hospital serving the west of the county.

The way we work in the east of the county will be a little different and our relationship with University Hospitals Dorset (UHD) is critical. The Our Dorset Provider Collaborative is a key vehicle for this work with the three trusts working together, and with primary care and other partners, to join up services wherever possible. Dorset HealthCare will also continue to develop new ways of working with UHD and more joined-up services for communities in the east of Dorset. Work to establish integrated community and neighbourhood teams will involve all the provider trusts and enable a tailored, local focus on what's needed in different parts of the county.

As key players in the integrated care system, we are committed to working constructively with all partners to ensure that all our communities can access the services they need. We must work together to tackle key issues, particularly where they lead to inequalities in health outcomes for different communities and groups.

These disparities are often systematic and preventable, resulting from the environments in which we are raised, reside and work. All these factors impact our chances of achieving mental and physical wellbeing and we have a clear duty to take action together to address them.



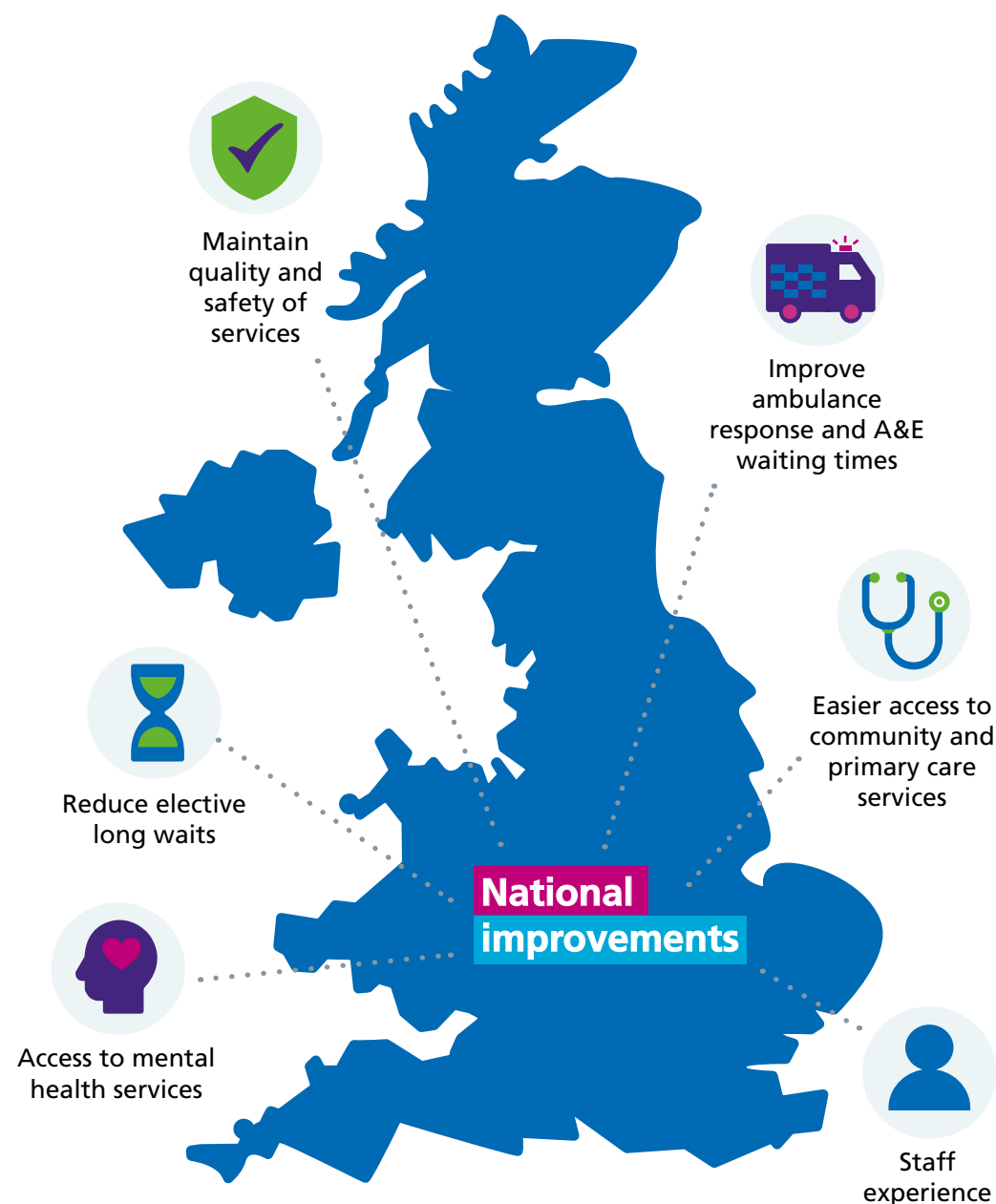
4. Strategic context

The national picture

The overall priority for the NHS nationally for 2024/25 continues to be the recovery of core services and improving productivity following the COVID-19 pandemic. To improve patient outcomes and experience NHS organisations must continue to:

- maintain our collective focus on the overall quality and safety of our services, particularly maternity and neonatal services, and reduce inequalities
- improve ambulance response and A&E waiting times by supporting admissions avoidance and hospital discharge and increasing acute bed and ambulance service capacity
- reduce elective long waits and improve performance against the core cancer and diagnostic standards
- make it easier for people to access community and primary care services, particularly general practice and dentistry
- improve access to mental health services so that more people of all ages receive the treatment they need
- improve staff experience, retention and attendance

Integrated care boards, trusts and primary care providers need to work together to plan and deliver a balanced net system financial position in collaboration with other integrated care system partners.



The Dorset picture

Dorset Integrated Care Partnership's strategy Working Better Together sets out the vision and priorities for all partners delivering health and care support in Dorset. Our strategic objectives align with this strategy to contribute to these overarching ambitions for our communities.

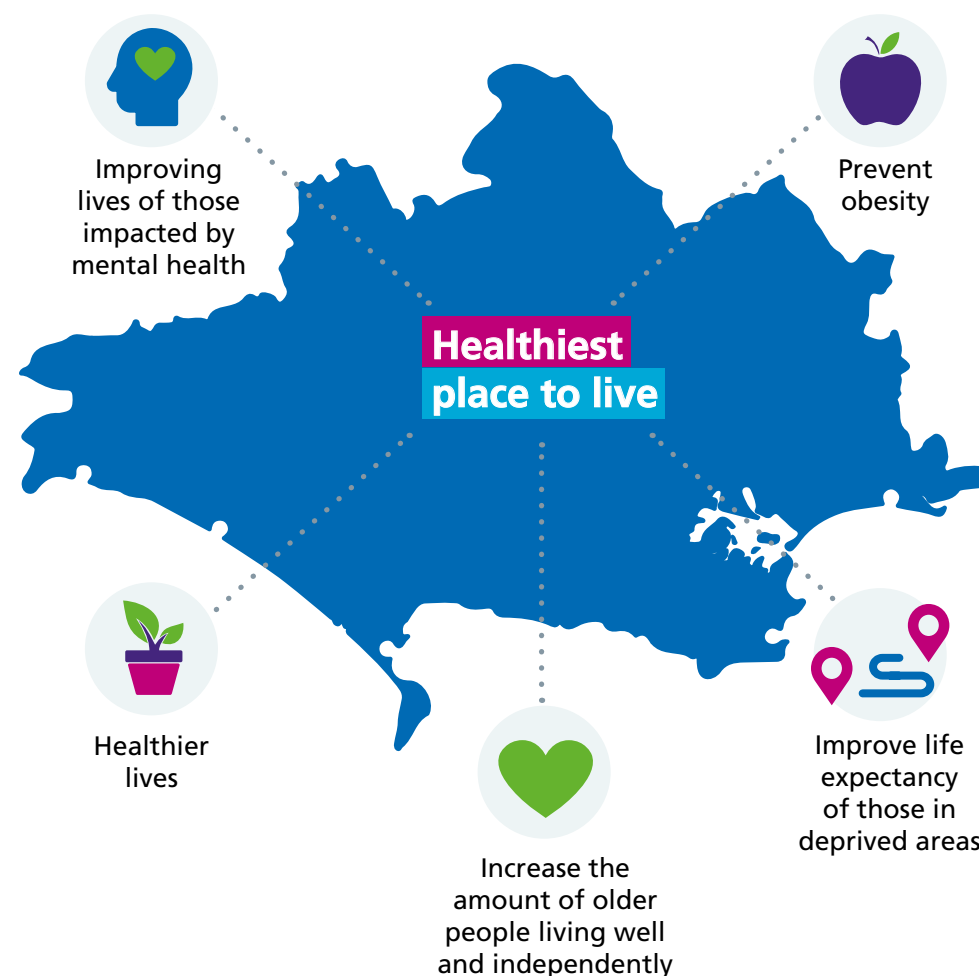
The vision of the Dorset Integrated Care Partnership is to work together to deliver the best possible improvements in health and wellbeing.

Its key priorities are:

1. prevention and early help
2. thriving communities
3. working better together.

The joint forward plan, Making Dorset the healthiest place to live, sets out how we will deliver the strategy and focuses on five outcomes:

1. we will improve the lives of 100,000 people impacted by poor mental health
2. we will prevent 55,000 children from becoming overweight by 2040
3. we will reduce the gap in life expectancy between most and least deprived areas from 19 years to 15 years by 2043
4. we will increase the percentage of older people living well and independently in Dorset
5. we will add 100,000 healthy life years to the people of Dorset by 2033.





Why we have developed a joint strategy

In line with the national picture, both trusts have faced ongoing challenges in recovering services from the impacts of the pandemic. Access to cancer treatment, elective care, community health services and social care have been significantly affected over the last five years and there is increased demand for mental health services.

As our federation develops, our joint strategy gives us a shared direction and purpose, as set out by our joint vision and mission, as we work to improve the health and wellbeing of our communities. It describes our unique contribution to the communities we serve while working together with our partners.

This joint strategy provides:

- **For our patients, service users, carers, and communities:** a clear description of how we will improve and develop services shaped around local needs
- **For our staff:** an understanding of the key priorities which will guide the way we plan and deliver care together
- **For our system partners:** a description of our contribution to the partnership working that will support the health and wellbeing of our communities

5. Key principles

We worked with stakeholders to co-produce a set of guiding principles which are embedded in the strategy to guide us now and into the future.

- We provide high quality, safe and effective care
- We work with our partners to improve health and reduce inequalities
- We make a positive contribution to the communities we serve. Dorset County Hospital has started its [social value journey](#) and both trusts will work to ensure that, as anchor institutions, we consider the best ways to make a positive contribution in our communities
- Patients, service users, carers and communities are at the heart of everything we do and are an equal partner in the way we plan and deliver care. We work to the principles of the ICS's [approach to working with people and communities](#)
- Our greatest asset is our staff and their positive working relationships with each other and with partners and the people we serve
- We maximise the value of our collective resources and live within our means
- Collaboration is the accepted way we work
- We are continuously improving



6. How we shaped this strategy

In developing this strategy we engaged with staff from both trusts, patient and carer representatives, partner organisations and the public to understand what is important to them.

This was done across a three-month period through face-to-face and online meetings and an online survey. We received a varied range of views and will continue to test out our approach as we develop our plans for the future.

We themed the views we received to identify the topics that are most important to those who took part in the engagement. The main themes emerging from the engagement were:

Patients, carers and public



- Being seen, treated and discharged quickly
- Being flexible in how we deliver care
- Good communication and being listened to
- Good information and signposting
- Having a good experience of care
- Working with partners to join up health and care
- Finding innovative solutions and making the best use of digital
- Reducing bureaucracy
- Sharing and recognising skills

Staff



- Improved outcomes and experience for patients
- Patient safety and quality
- Reduced inequality and variation
- Co-design with communities so people are in control of their own health and wellbeing
- Making better use of resources and being financially sustainable for the future
- Support for staff in a compassionate and empowered culture
- Improved workforce supply
- Better partnership working

Key words from engagement

- Compassion
- Kindness
- Together
- Integrated
- Quality
- Respect
- Empowering
- Excellence
- Community
- Thriving



7. Our vision and mission

Our vision is for healthier lives, empowered citizens, thriving communities

Our vision shows how we would like things to be if we are successful in delivering our strategy. It demonstrates our commitment to helping improve the health of the population, with people being in control of their own health and all of us playing our part to help our communities thrive.

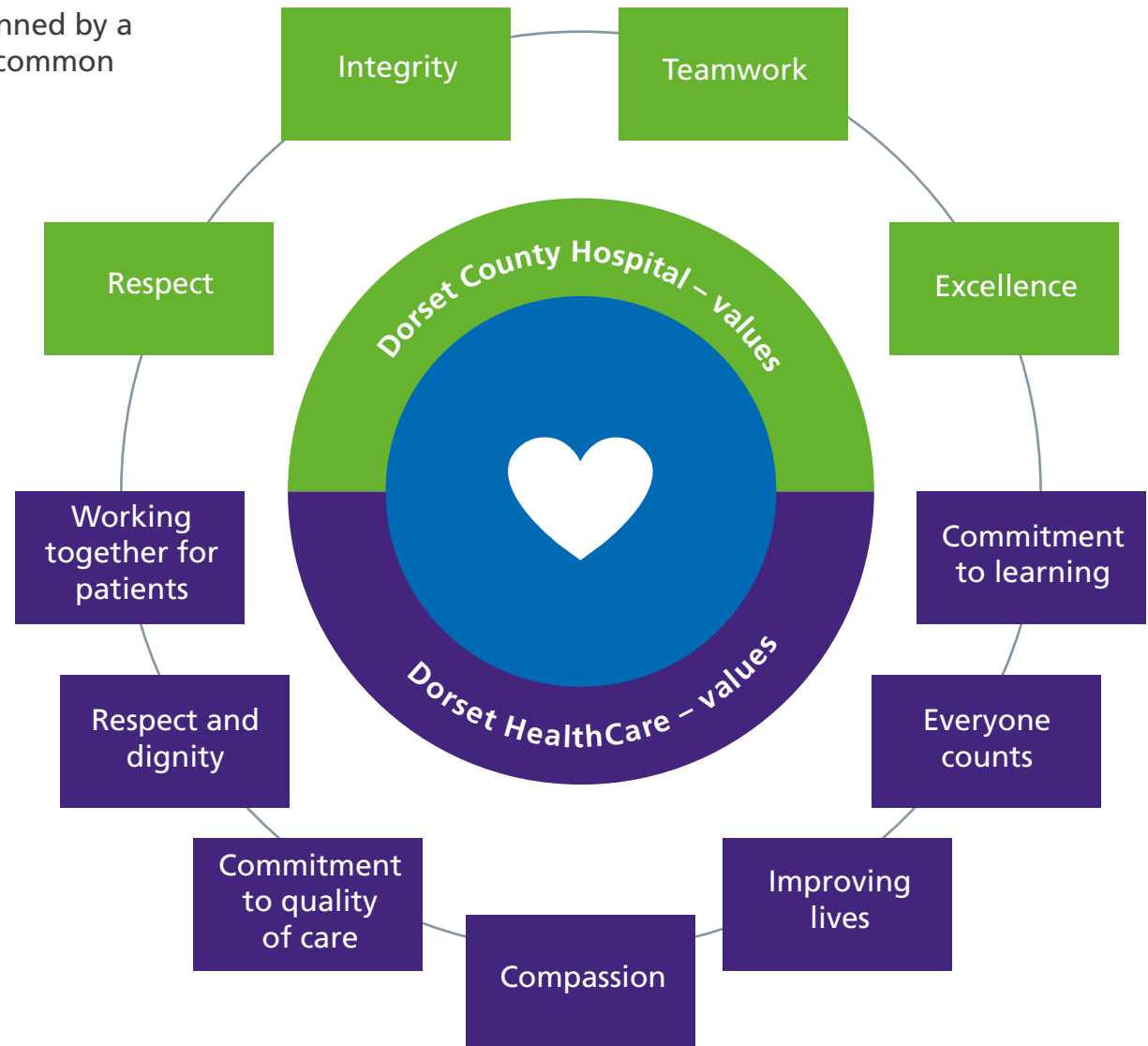
Our mission is to work in partnership to provide high quality, compassionate services and to nurture an environment where people can be their best

Our mission represents what we are here to do, our unique contribution as two federated trusts to achieving our vision and the wider ambitions of our health and care system. It shows that our two trusts will work together and with others to achieve the best possible outcomes for Dorset communities. It highlights the importance of supporting and empowering colleagues to provide the best possible care.



8. Our values and behaviours

Our two trusts each have their own values, underpinned by a set of behaviours, and we will look to build on the common themes to develop shared values for the future.



9. Our strategic objectives

Our strategic objectives show where we will focus our efforts to translate our vision into a practical roadmap for success for the next five years. They provide clarity and direction and support us to make decisions and prioritise resources. By monitoring our progress against these objectives, we can celebrate our successes and quickly identify areas that need improvement.



CARE – we provide compassionate, safe, person-centred care



COMMUNITIES – we help build strong communities where people live well and are healthier



COLLEAGUES – we are empowered, skilled, caring colleagues who can thrive at work



SUSTAINABILITY – our services are sustainable environmentally and financially and we make best use of resources



**Objective 1: CARE – we provide
compassionate, safe, person-centred care**





CARE

What we heard

People told us they want a good experience of care and to be seen, treated and discharged quickly. It is important to them that we continue to focus on patient safety, quality and improving outcomes. They also want good information and effective signposting to support them on their care journey and to manage their own health.

What will success look like?

We will provide the safest and most person-centred care we can for everyone using our services. That means that when people need care, they can access it easily, in the right setting and with the most appropriate professional. People receive streamlined care, which is co-ordinated in a way that puts individuals at the centre of their care, responding to all of their physical and mental health needs. This leads to improved experiences of care and better outcomes. Everyone should feel they are an equal partner in their own care and that they are treated with respect and kindness, every time.

What we want to achieve	How we will measure progress
Improved access to the right care, at the right time, in the right place	<ul style="list-style-type: none"> • Patient reported and clinical outcome measures • Waiting times for access to, and discharge from, services • Number of out of area placements • Care provided locally or care provided out of hospital
People are equal partners in their care and have a positive experience	<ul style="list-style-type: none"> • Patient experience feedback and complaints • Empowerment level metrics
Patients and service users are always safe in our care	<ul style="list-style-type: none"> • No avoidable harm across all our mental and physical health services



Objective 2: COMMUNITIES – we help build strong communities where people live well and are healthier



COMMUNITIES

What we heard

People want their care to be joined up and seamlessly delivered, which could be achieved through better partnership working. They want to be involved in shaping and co-designing health services so that they can be more in control of their own health and wellbeing. They are looking for more flexible approaches to delivering care and a focus on reducing inequality and variation in care.

What will success look like?

We are committed to working together in collaboration with people and communities, our healthcare and other partners to help build healthier communities for everyone. We know we can make a difference by shaping our services to meet the needs of the communities we serve. We will improve and develop pathways between mental and physical health services and community and acute services. Our work will focus on empowering people to be well and stay healthy with a clear focus on preventing ill health. We will seek to tackle inequalities in outcomes and access and make the care we provide fairer for all those that need it.

What we want to achieve	How we will measure progress
Improved population health and wellbeing through joined up working across health and care	<ul style="list-style-type: none"> • Health and inequality metrics • Variation in service provision, access and experience
People staying well through prevention, detection and early intervention, with more control over their own health	<ul style="list-style-type: none"> • Population activation measures (to be developed) • Population health data • Unplanned health and care interventions or % of population living well / independently
People and communities involved in shaping health and care services	<ul style="list-style-type: none"> • Number of people and communities involved in the co-design and co-production of their local health and care services



Objective 3: COLLEAGUES – we are empowered, skilled, caring colleagues who can thrive at work





COLLEAGUES

What we heard

Colleagues want to feel supported by a compassionate and empowered culture. They want us to have the right staff with the right skills and for knowledge and expertise to be shared and recognised. They would like to see reduced bureaucracy and better partnership working to ensure we are effective.

What will success look like?

We know when staff feel content, valued and empowered there are improved outcomes and experience for people using our services. We view diversity as a strength to be encouraged and celebrated. We will support our staff to realise their potential, providing learning and development opportunities, creating a psychologically safe environment and a culture of continuous improvement.

What we want to achieve	How we will measure progress
Colleagues are positive about their experience at work	<ul style="list-style-type: none"> • Colleagues recommending our trusts as a place to work • Team effectiveness assessment • Cultural measure
All colleagues feel they belong and are included	<ul style="list-style-type: none"> • Relevant NHS staff survey metrics
A sustainable workforce with the right skills now and for the future	<ul style="list-style-type: none"> • Colleagues accessing learning and development • Turnover • Planned versus actual workforce



Objective 4: SUSTAINABILITY
– our services are sustainable
environmentally and financially and
we make best use of resources





SUSTAINABILITY

What we heard

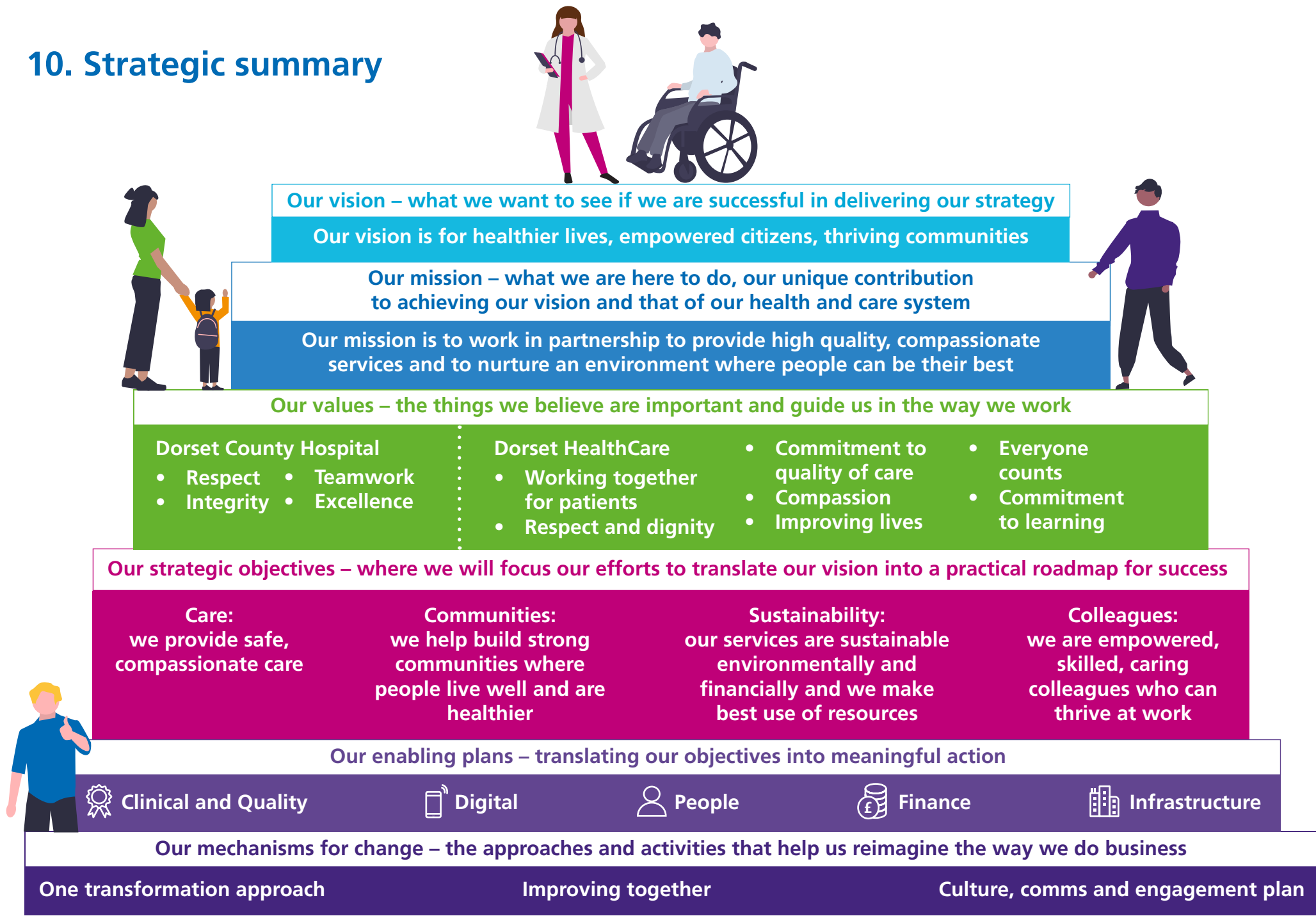
People told us it was a priority for us make the best use of our resources to ensure we are financially sustainable for the future. They are keen for us to find innovative solutions and make the best use of the opportunities offered by digital technology. They felt we should carefully consider our impact on our environment and also the positive contribution we can make, as organisations, to local communities.

What will success look like?

To provide the best care we can, we need to use our resources wisely, now and for the future. We will live within our means, be as productive as we can be, eliminate waste and spend wisely to get the best value. We are committed to positively contributing to the social and economic health of our local communities and will spend locally whenever we can to boost the local economy. We will reduce the carbon we use and positively contribute to the local environment wherever we can.

What we want to achieve	How we will measure progress
Releasing time to care through improved processes, skill mix and digitally enhanced technology	<ul style="list-style-type: none"> • Productivity and effectiveness metrics • Digital plan metrics
Sustainable models of care that optimise use of the available resources	<ul style="list-style-type: none"> • Dorset per capita spend on health and care • Financial balance • Number of resilient services
Using our size, scale and reach to make a positive difference to the economic and social wellbeing of Dorset	<ul style="list-style-type: none"> • Progress against our social value pledge
We minimise our negative impact on public health and the environment	<ul style="list-style-type: none"> • Green plan metrics

10. Strategic summary



11. How we will implement our strategy

The joint strategy sets out the agreed future direction for both trusts over the next five years. It is ambitious and recognises the additional change associated with collaboration.

We need to create the right climate and put the right tools in place to be successful. We will do this through:

Our five enabling plans

These will outline the contribution of these functional areas to achieving our objectives. They will include detailed actions, activities and expected outcomes, providing a meaningful link between the strategy and the work that is carried out by teams.

Our enabling strategies cover:

- Clinical and quality – including collaboration and integration across mental and physical health, community and acute services and addressing health inequalities
- Digital – including inter-operability between our trusts to support collaboration
- People – including workforce, colleague engagement, diversity and inclusion
- Finance – including financial sustainability and social value
- Infrastructure – including estates and environmental plans.

Our one transformation approach

This helps us think about things in a different way, reimagining how things could be to improve outcomes and experience. It guides us in:

- moving to a system that focuses on prevention, avoiding illness and helping people stay independent
- developing a collective view of the future, working with colleagues, patients, service users, communities and partners
- working systematically through what we need to have place to realise our ambitions
- prioritising the programmes of work which will make the most difference for our communities and support us in achieving our vision.



Improving together – our approach to improvement

Our joint improvement framework, improving together, describes how we will improve to make sustainable, meaningful change happen by creating a thriving shared improvement culture.

We will do this together by:

- creating momentum through clear communications and simple advice
- equipping people with the right skills and tools
- providing a clear and agreed methodology to data-driven decision-making and meaningful evaluation.
- embedding improvement in all that we do, making it a golden thread across all our services
- valuing everyone's contribution so that we co-design and co-develop solutions with lived experience at the heart of all we do.



Culture, communications and engagement plan

Our supporting communications and engagement plan sets out how we will ensure that our vision, mission and objectives are understood by our many audiences. There will be a rolling programme of activity to engage with people in the ways they prefer and maintain an ongoing dialogue as our plans progress. This will include a comprehensive cultural development programme to embed the principles of the strategy across our trusts.

The plan's over-arching objectives are to ensure that:

- colleagues at both trusts understand how the joint strategy influences what they do and actively contribute to its successful delivery
- wider stakeholders, including local people, understand how we are working in partnership to improve lives and how they can be involved.

12. How we will monitor this strategy

Each year we will work to an implementation plan setting out the priority actions – drawn from operational plans, the enabling plans and the transformation and improvement programmes – which will map across to our strategic objectives. More specific measures will enable us to track success against areas of activity. We will also track specifically against the things that people have told us are important to them to check we are responding and making progress in those areas.

A dashboard, updated quarterly, will allow the Boards to monitor progress and the redeveloped Board Assurance Framework (BAF) will ensure that risks to achieving the strategy are regularly monitored through respective organisational audit committees.



We are keen to continue the conversation that will help us our services for the future. If you would I like to share your views please contact dhc.dch.workingtogether@nhs.net





Dorset County Hospital and Dorset HealthCare