



Driving excellence in neighbourhood health

CityCare strategy: 2025 to 2030

Kindness | Respect | Trust | Honesty



We are setting out a bold plan for community-based care for the people we serve.

Our five-year strategy is a clear statement of intent about how we will **adapt, innovate and grow** as an organisation so we continue to deliver high quality care based on:

- ▶ Our mission – **Making a difference every day to the health and wellbeing of our communities**
- ▶ Our vision – **Driving excellence in neighbourhood health**
- ▶ Our values and behaviours
- ▶ Our four strategic ambitions for the care we deliver, our community, our workforce, and our organisation.

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Bringing health and care home

Caring for people in their homes and communities is in **CityCare's DNA**. Our teams are passionate about delivering vital treatment and supporting people to remain healthy and independent in the places they call home.

Launching our strategy for the next five years comes at an exciting time, coinciding with the launch of the **NHS 10 Year Plan for Health**, which commits to bringing care closer to where people live.

As **experts in community-based health**, we are in a strong position to **grow our services**, taking full advantage of this national commitment to fundamentally change how health and care is delivered, improving health and well-being through **prevention, rather than treatment**.

Solid foundations are already in place to translate what the national plan calls Neighbourhood Health Services into truly integrated neighbourhood care.

We are also well-placed to support long-term improvements in health and wellbeing through our children's services. **Working in partnership** with our local authority public health commissioners we will continue our focus on children and young families - giving them the best start so they go on to lead healthier, happier lives.

This strong focus on **prevention, partnerships and community engagement** means we must look beyond our own four walls and work more effectively with the people we serve and all our health and care colleagues to create a "**one neighbourhood**" ethos and a **shift from a health to wellness**.



Chair
Sherry Malik



Chief Executive
Nicole Atkinson

About us

- ▶ Commissioned by Nottingham and Nottinghamshire Integrated Care Board and Nottingham City Council, we deliver care as part of our Integrated Care System
- ▶ Our services are delivered in people's homes, health centres, children's centres, GP practices, nursing homes and primary care settings
- ▶ We run the city's NHS Urgent Treatment Centre, off London Road.
- ▶ We are a **social enterprise** trading as a community interest company with an annual income of £70million (2025 –2026)
- ▶ Following our most recent CQC inspection we received an overall rating of **outstanding** (in 2017)
- ▶ As Nottingham's **largest provider of NHS community health services**, we play a significant role in the lives of our communities and the local economy. We are proud of the **social value** we deliver.



[Click here to read more about our Social Impact Report](#)

As a not-for-profit social enterprise, our added social value includes:

- ▶ Partnering with community and voluntary groups
- ▶ Adapting our services to meet the needs of our communities
- ▶ Providing extra support to the communities we serve
- ▶ Making services more accessible
- ▶ Helping people develop their employment skills and careers
- ▶ Supporting community and voluntary groups.

The communities we serve

- ▶ Many of the neighbourhoods we work in are experiencing high levels of deprivation
- ▶ Across Nottingham and Nottinghamshire, more than 67,000 people are living with bad or very bad health, according to the Office of National Statistics, based on figures from the 2021 Census
- ▶ Over the next 20 years, there will be a **significant increase in the population aged over 60**, the highest users of our services
- ▶ We live in a **diverse and vibrant multi-cultural area**, and we will embrace this to develop care that meets everyone's needs
- ▶ We will **share our knowledge and expertise** to bring high-quality effective care to more people.

We will remain focused on tackling population health inequalities and embedding inclusive practices, sharing learning and driving collective action across our teams and partners.

Working alongside the public, our patients and their families, we will aim to:

- ▶ **Increase healthy life expectancy** through addressing the wider causes of ill-health and enabling people to make healthy decisions
- ▶ **Reduce health inequalities** by focusing on where change is most needed.

86%

of patients with an urgent health need received a face-to-face assessment within 4 hours

Data: 2024-2025

Our mission



Making a difference every day to the health and wellbeing of our communities



Our vision: Driving excellence in neighbourhood health

Our mission and vision is underpinned by our **values and behaviours**:

The guiding principles and beliefs describing what we expect from each other and how we will work together as a team to deliver, our **strategic ambitions**.

Inclusive

We treat everyone equitably – valuing and welcoming your views and ideas

Accountable

We take responsibility for what we do – as individuals and as a team

Courageous

We are ambitious, brave and confident, embracing opportunities to change

One team

Everyone plays their part in achieving our common goal – high-quality, effective, patient care



Honesty

We treat each other with integrity –the people we care for and or colleagues

Respect

Acknowledging you as a person, listening and appreciating your feelings

Kindness

We treat everyone with compassion and understanding

Trust

We will work with colleagues and our patients to build trust and confidence

Our strategic ambitions

With the care we deliver to the people living in our communities at the centre of everything we do, our **four** strategic ambitions focus on:

Our care

Safe, effective, high-quality person-centred care.

Our people

A great place to work, grow and succeed.

Our organisation

Building a strong foundation to ensure long-term organisational success, growth and development.

Our community and our partners

Proactively collaborating with our partners and communities to improve neighbourhood population health outcomes.



Meeting changing needs and growing demand

We will build on our track record of working effectively with our communities and our partners to improve health and wellbeing, reduce inequalities and deliver wider social and economic benefits.

We will develop existing partnerships, using what we already know about our communities and their cultures, to develop new relationships, helping to **unleash the full potential of the people we care for**.

This will not happen in isolation. Health is influenced by many factors out of our direct control, including how much people earn, how well they did at school, diet, access to employment opportunities and availability of good housing.

With a deep understanding of many of these needs, our teams, which are already working at the **heart of our communities**, will **drive change**, bringing together local, regional and national government, family doctors, NHS partners, volunteers, charities and support groups to meet the needs of individual neighbourhoods.

No longer will the so-called front door to the NHS be that of a hospital accident and emergency department, it will more likely be the door to a person's home or the entrance to a neighbourhood hub sitting **at the heart of our communities**.

A new approach

- ▶ Focusing on the needs of our population to support their health and wellbeing
- ▶ Flexible and adaptive staff roles
- ▶ Involving each person in discussions about their care and treatment
- ▶ Specialist advice and guidance.



290,095

community nurse
visits to patients

Data: 2024-2025

Putting care at the heart of our communities

If we are to succeed in meeting the needs of the people we serve, we must constantly challenge ourselves and those we are working with to ensure we are:

- ▶ Shifting our focus **from health to wellness** and delivering what really matters to our communities
- ▶ Using existing health and care resources more effectively to promote **healthy lifestyles, self-care and reducing health inequalities**
- ▶ **Thinking differently and acting differently** – people power must be our mantra if we are to achieve our vision – to be the driving force in truly excellent neighbourhood health
- ▶ **Continuing to grow as an organisation**, making us more sustainable, effective and better able to lead the shift to more prevention and community-based care for even more people.

“No longer will the so-called front door to the NHS be that of a hospital accident and emergency department, it will more likely be the door to a person’s home or the entrance to a neighbourhood hub sitting **at the heart of our communities**”



800,156

The number of face-to-face contacts between patients and CityCare colleagues
Data: 2024-2025

What care will look like by 2030

- ▶ People receiving more care **in their homes and communities**, avoiding trips to hospital whenever treatment and appointments can be given nearer to where they live
- ▶ Older people with multiple and complex conditions are supported to remain **independent** for as long as possible
- ▶ Children we support are receiving universal and targeted care and support so every child has **the best possible start** in life, improving their long-term health, education and wellbeing
- ▶ Technology is linking different parts of the health and care system so clinicians, who have been given training in using the new systems, can access and share the most accurate information
- ▶ We are **improving technology**, offering **more online sessions** and helping people to take care of **their own health from home**
- ▶ Those in greatest need are receiving **properly co-ordinated support** – not just clinical care but support to help them live better, more fulfilling lives.

Technology the key

Greater use of remote care technology will make it possible for more treatments to be given in the community.

This will help hospitals discharge medically fit patients sooner and reduce out-patient visits.

Specialist advice from across the health system will be available, alongside more use of artificial intelligence and mobile telephone apps to guide people to more appropriate services than their local accident and emergency unit.

Building care around patients and their neighbourhoods

Place-based partnerships and integrated neighbourhood teams will become more influential in developing and delivering care alongside the communities they serve.

CityCare will take a leading role in developing care to meet the needs of our communities.

Our teams are well-established in the communities and the neighbourhoods they serve, and we will use their expertise and skills to deliver care in ways that are **more effective and efficient**, targeting those who need it most, as well as making it easier to access.

We will **strengthen links and build new relationships to ensure care is fully joined up** across the NHS, family doctors, local authorities and our communities.

Working together to reduce falls

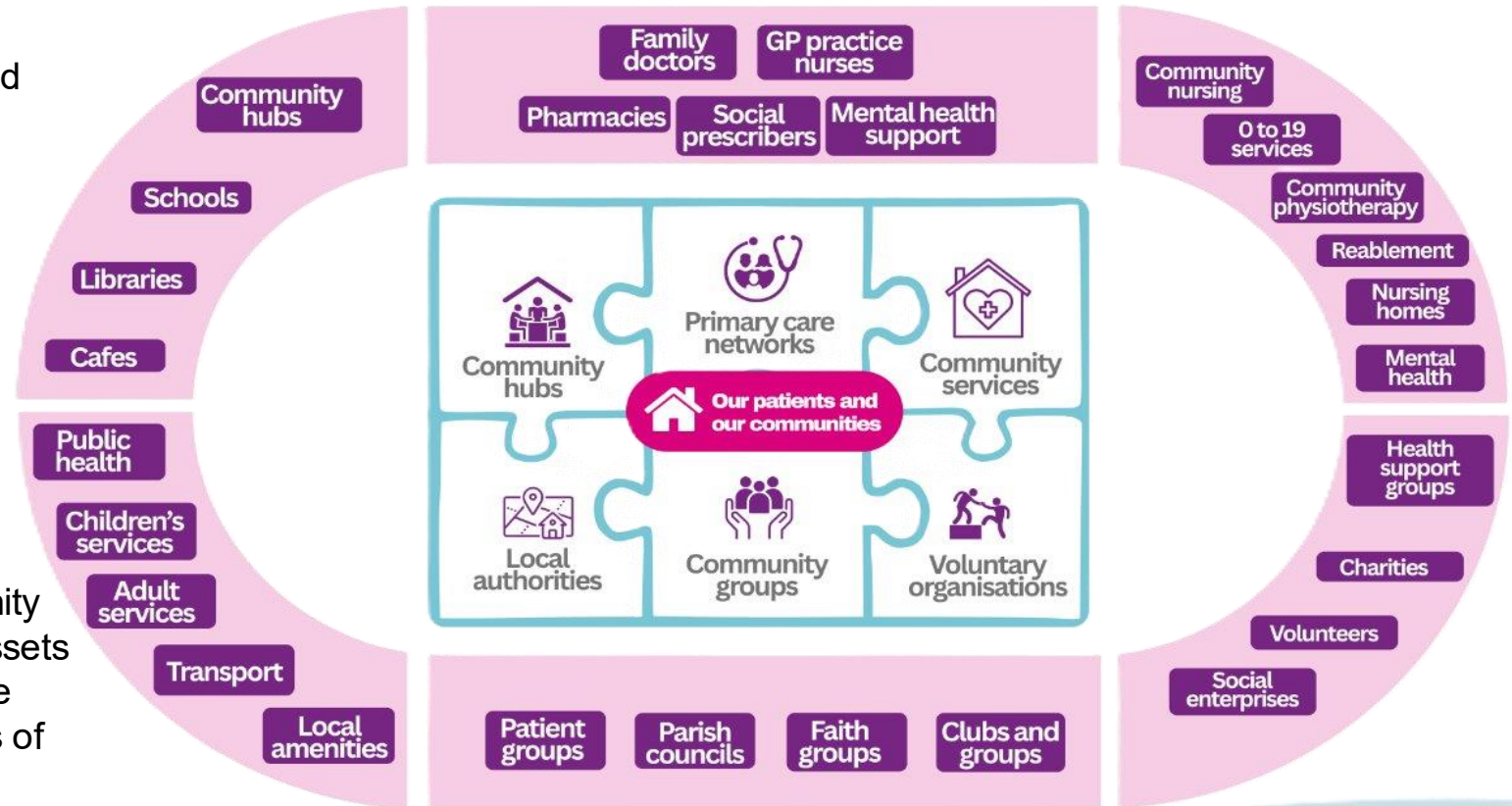
The number of people living with more than one condition is increasing as the proportion of older and more frail people in our communities rises.

This means they are likely to need care and support from different specialists to help them avoid becoming seriously unwell and needing treatment in a hospital.

Many people living with frailty are admitted to hospital following falls at home and we will continue to work with GP practices, social care and other agencies and support groups to develop more effective, evidence-based care and treatment plans. We are also exploring how we can increase the impact of our postural stability classes to reduce falls, helping people remain healthy and well in their own homes.

Working together in integrated neighbourhood teams

Integrated Neighbourhood Teams will be based at the heart of our communities and will bring together patients, health and care bodies, volunteers, charities and other community groups and assets to focus on the specific needs of their area.





Mary's story – why we need system-wide change

Treating the symptoms, rather than the cause

Mary has been unwell for some time. Living with diabetes, she has difficulty walking and has become isolated in her home. She falls at home and an ambulance crew is called. They don't think she has any fractures but take her to hospital as a precaution. She spends the night there before being discharged. Finding herself in the same situation as before she becomes unwell again and is soon back in hospital following another fall.

Care through an integrated neighbourhood team

Mary's GP is concerned about her and suggests she is seen by CityCare's Community Matrons, part of an **integrated neighbourhood team**. Following initial assessment and treatment by the community matrons, Mary is seen by CityCare's Specialist Community Diabetes Service, the Reablement Team, a Community Dietician and Bone Health Team for advice on diet, exercise and help with her medication. Social prescribers and social services help to secure funding for a new fridge and hob. More confident now, she is cooking more nutritious meals, is monitoring her own glucose levels and can start to reduce her insulin doses.

Scenario based on experiences of patients and the work of our Community Matrons

► We are well placed to take a leading role in the work to create fully integrated neighbourhood teams at the heart of our communities.

Colleagues like our community matrons are already working with GPs, social care, charities and support groups to help keep patients independent while receiving the full range of care and support they need.



Delivering the NHS 10 Year Plan

Our five-year strategy will be delivered alongside the [Government's 10-year plan](#), which calls for three major shifts from all NHS organisations.



The Government's plan presents CityCare with opportunities and challenges with its ambition to expand and improve community-based care by creating a **Neighbourhood Health Service** – bringing care nearer to people's homes

The medium-term and long-term outlooks are positive for community health providers ready to take the lead in developing new ways of working with their communities and partners across health and social care.

Giving children the best start for healthier happier lives

We will continue to support parents-to-be, carers, babies and young children through our Children's Public Health 0 to 19 Nursing Service

▶ We will use learning and evidence from the CityCare-hosted Small Steps Big Changes (SSBC) programme to maximise the impact our teams can have to **give babies and young children the best start in life**

▶ We will work with families and children, from pre-birth, during their early years and through their school years to help them to go on to live rewarding, healthy lives

▶ Families, communities, and our services will work together to create support that is available in the right places and easy for people to use.

We will **share learning and experience** from our work as part of Small Steps Big Changes to give children the best start in life. Much of the programme was designed in conjunction with place-based partnerships and evaluation shows SSBC children:

- ▶ Have better language skills with a statistically significant difference in vocabulary scores
- ▶ Are **happier and more confident** than their peers, with healthier diets, sleeping routines and behaviour
- ▶ Achieved higher scores in ASQ (Ages and Stages Questionnaire) screening after 18 months or more on the programme.



1,041

Specialist paediatric assessments

Data: 2024-2025



[Click here to find out more about Small Steps Big Changes](#)



Using lived experience to support new mums

Delivering long-term improvements
in our population's health

We are already supporting the move to **greater prevention** of illness and helping people to **live better, healthier lives** with our team of breastfeeding peer support workers.

Breastfeeding gives babies essential nutrients, strengthens the child's immune system and fosters a strong bond between mother and child – leading to **long-term health and wellbeing** benefits.

Our team of peer support workers – mothers who have breastfed their own children – contact families in the first few days after birth, offering support and advice.

This can be followed up by home visits to help establish feeding and help overcome challenges that can often hinder breastfeeding, such as lack of support, misinformation and social pressures.

So kind, non-judgemental and positive. The only professional I have ever spoken with who told me to go at my own pace and to do what I am comfortable with. This gave me the confidence to continue.

They offered psychological and emotional support, they listened to us. They made us feel more confident.

*Feedback from mothers helped
by our peer support workers*

Social value – at the heart of our communities

- ▶ We are a key player in the local health and social care sector. With more than 1,200 colleagues working at the heart of our communities
- ▶ We play a significant role in the local economy and contribute to local life through our work with health-related charities and support groups
- ▶ We have been adding social value since we were set up in 2011. We are far more than just a provider of community health services
- ▶ We care for communities and employ local people who are embedded in those communities. We support and develop initiatives that aim to prevent ill health and injury and invest our social return in building wider community wellbeing.



[Click here to find out more about the social impact we deliver](#)

Case study

Research by CityCare's Parkinson's Disease Nurse Specialist Sarah McCracken into the benefits of Nordic Walking has shown that Nordic Walking can lead to significant improvements in walking speed, stride length, balance, and ease of movement for people living with the condition.

Her evidence demonstrates there are short-term and long-term physical and psychological benefits. It has also inspired the creation of local rehabilitation support groups and she hopes a network will now grow across the East Midlands.



[Click here to read more](#)



800,156

The number of face-to-face contacts between patients and CityCare colleagues.

Data: 2024-2025

Supporting more effective system-wide care

We will take a leading role supporting commissioners and our integrated care system (ICS) to achieve their long-term goals.

ICS priorities include:

- ▶ Reframing **health and wellbeing as an asset**, rather than a cost
- ▶ Focusing on children and young people, including the most vulnerable such as those with autism, special educational needs, disabilities and looked after children
- ▶ **Increasing investment in wellness**, as well as sickness, and focusing resources to support frail older people to remain independent and in their own homes
- ▶ Noticing and fixing unfair differences in who can use services and how well they work for people
- ▶ Tailoring and personalising support for people, so they are confident enough to make **healthy changes** themselves in areas that are important to them.

Case study

Our [Homeless Health Team](#) works alongside agencies, charities and the Nottingham and Nottinghamshire health and care system to provide triage, treatment and support directly to homeless people.

Over the past ten years we have developed partnerships to address health inequalities and improve access to care for some of the most vulnerable people in society, often with multiple and complex conditions.

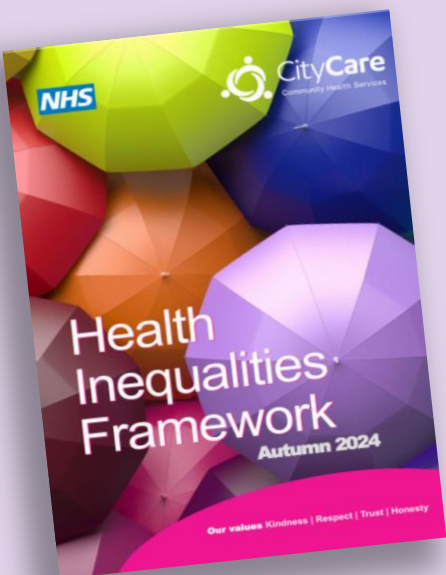
We work with Changing Futures, Framework, Nottinghamshire Healthcare Trust, Emmanuel House, The Friary, POW Nottingham, GPs and hospitals, the police, local councils, Public Health and many more, to deliver clinical care on the streets.



328,500

the population covered by Nottingham City Council, our core area

Data: 2024-2025



[Click here to read our Health Inequalities Framework](#)

Working with the people and the communities we serve

Through our [Patient Experience and Engagement Strategy](#) we are fully committed to improving patient experience, which means we must work harder to engage with our communities about all aspects of their treatment – **ensuring they have a say** in identifying their needs and planning how care should be delivered.

Starting with high-quality, effective clinical care, a patient might go on to ask:

- ▶ Am I being treated with **respect and courtesy**?
- ▶ Do I have a **voice** in my care planning?
- ▶ Do I get proper explanations and are they helping me understand my treatment?
- ▶ **Is my care co-ordinated**? Are teams talking to each other, do I have a seamless journey?
- ▶ Did I have to wait – for an appointment, to be discharged, when I first called for help?
- ▶ Did staff explain any delays?

We have developed the strategy alongside our **Health Inequalities Framework**, recognising that equality, diversity and inclusion. including tackling population health inequalities must be integral to our wider culture and values.

Partnering with local and regional government

Local government

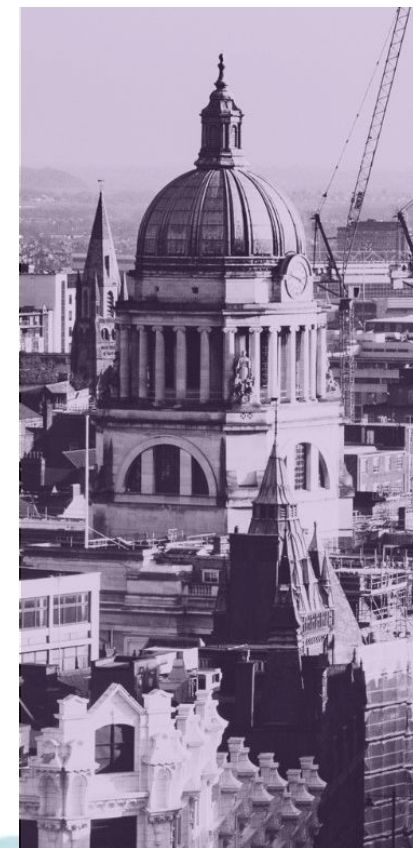
Our Children's 0 to 19 Public Health Service will continue to work with our communities and our local authority public health commissioners to support early years care to lay the foundations for **better health, learning and wellbeing**.

During 2025 and 2026 proposals are being considered and consulted on about how local authority boundaries might change. We will ensure we are at the heart of decisions about how health and care is delivered under any new-look authorities.

East Midlands Combined Council Area

We will directly support key objectives of the mayor's [Inclusive Growth Commission](#), including the important role health plays in our economy by supporting people to live **healthier lives**, focusing on those who need it most and **reducing inequalities**. This will help our economy grow by helping people remain healthy and in employment.

We will also play our part in creating a **highly skilled workforce** through our own education and training programmes.


72,975

Referrals a year,
averaging more than
6,000 a month
Data: 2024-2025

Building happier, more confident and diverse teams

It is important that our workforce reflects the communities we serve.

We must **prioritise wellbeing and psychological safety** and enable a culture that is caring and supportive.

This will enable us to understand the people and communities we care for, making us more responsive. By creating an environment where everyone feels valued, supported, and empowered to thrive, we will ensure that we are an inclusive employer, enabling applications from all walks of life and encouraging the best talent to join us.

Case study

In his previous job in retail management, trans man Alex Taylor felt alienated and isolated. Although he feared revealing that he was transitioning could result in him being singled out, he felt he needed to tell his work so he could attend medical appointments and adjustments could be made to keep him safe at work. When his right to privacy was not respected, he became the subject of gossip and felt forced to leave.

Now Administration Team Leader with our physiotherapists (and also Chair of our LGBTQ+ Staff Network), Alex decided to explain his situation during his recruitment to CityCare.

"I was met with support and reassurance from the start. CityCare prides itself on its values of being kind, respectful, trustworthy, and honest. It is now more important than ever to see these values being clearly displayed."



Our strategic ambitions

1 Our care

Safe, effective, high-quality person-centred care

- ▶ Deliver personalised care that improves outcomes for people
- ▶ Embed **self-care and promote independence**, enabling people to live well in the community
- ▶ Improve accessibility and equity of care
- ▶ Support people to live **longer, more fulfilling lives** by helping them to make healthier life choices
- ▶ Create a culture that allows everyone to lead and take part in continuous quality improvements

Case study

Health inequalities: Breaking down language barriers

Our work to reduce inequalities includes our two targeted pain management groups – for South Asian women and Polish speakers.

Historically, our eight-week Pain Management Programme was delivered in English, which could disadvantage non-English speakers.

Our pioneering approach uses clinicians who can speak to patients in their own languages and interpreters who have personal experience of living with chronic pain conditions, setting a new standard for inclusive health care.

Our strategic ambitions

2 Our people

A great place to work, grow and succeed

- ▶ Build a sustainable and diverse workforce that is representative of our communities and able to deliver care in new and innovative ways
- ▶ Create an environment to promote a safe and healthy workforce with a compassionate leadership culture at its heart
- ▶ Reward, recognise and develop our people into high performing teams.

Case study

Supporting colleagues to grow and develop

Rachel Walters (pictured) started at CityCare in a dual role as a receptionist and Healthcare Assistant. She then advanced to become a Community Support Worker, enhancing her skills in maths and English, and completing Level 2 and 3 NVQs in Health and Social Care. Following this, she achieved an Assistant Practitioner Foundation degree. After consolidating her knowledge, Rachel successfully secured and completed a Nurse degree apprenticeship. She now works as a Registered Nurse in the Community Nursing team.



Our strategic ambitions

3 Our organisation

Building a strong foundation to ensure long-term organisational success, growth and development

- ▶ Ensure we consistently adapt and make best use of our resources to **maximise impact for our teams and our communities**
- ▶ Enhance our financial capabilities and resilience to allow **headroom for investment** as a social enterprise
- ▶ Improve our IT infrastructure and integration capabilities alongside delivery of future digital technology and innovation developments.

Case study

Effective use of technology

We will continue to adopt innovative technology like Chat Health, which gives advice using text messaging to parents of children aged 0 to 19 and young people aged 11 to 19. Conversations range from questions about appointments and administration, minor illness advice, and support about infant feeding. They can also offer confidential advice on issues, including domestic abuse, maternal mental health and parenting support.



93.8%

of our patients would recommend our community services to friends and family

Data: 2024-2025

Our strategic ambitions

4 Our communities and our partners

Proactively collaborating with our partners and communities to improve neighbourhood population health outcomes

- ▶ We will work with our communities (both local and cultural) to make it easy and fair for everyone to get care
- ▶ We will work with others to create smooth, **joined up care** to better meet what people and our communities need and want
- ▶ We will **listen to our communities** and partners so we can design services together to meet their needs
- ▶ **Improve economic, social and environmental well-being for everyone** by focusing on those who need the most support, helping everyone lead a healthy and fulfilling life.

64,810

patients attended our Urgent Care Centre, of which 95% were seen within waiting time target

Data: 2024-2025

Delivering our vision

Five-year strategy

Underpinned by our four sub-strategies



Clinical and quality

With a clear focus on clinical outcomes, our priorities include:

- ▶ Addressing frailty
- ▶ Removing health inequalities
- ▶ Improving engagement with patients and our communities.



Our people

We will create a workplace where colleagues can grow and succeed.

We will create an environment where everyone feels valued, supported, and empowered to thrive in their roles and careers.



Digital

We will continue our move from analogue to digital across all areas to support effective and efficient patient care

We will ensure our IT infrastructure is secure, robust, and resilient so we can take advantage of new technology and digital solutions.



Business

Partnerships/
commercial/enablers)

Where we are performing well and have capacity, we will actively expand our services to deliver effective care to reach more patients and deliver care that makes real a difference to our patients, our communities and our workforce.

Delivery through our annual business plans


12,605

Patients assessed with
musculoskeletal condi-
tions

Data: 2024-2025

How we will measure our success

We will develop detailed measures so we can judge our performance and evaluate our success and improvement using so-called outcome-based measures – these will, for example, focus more on the quality of care and patient satisfaction, rather than the simple number of treatments or appointments delivered.

▶ Improved safe, effective care	▶ Better use of our resources
▶ Improved outcomes for the people we serve	▶ Specific performance measures – sustained achievement of locally and nationally set performance targets
▶ Positive feedback from our stakeholders that we are always a supportive and innovative partner	▶ Improved system-wide clinical and population health outcome measures
▶ Improved service experience for the people we serve and greater community involvement	▶ Integrated IT
▶ Increasingly diverse workforce	▶ Reduction in health inequalities
▶ CQC rating – achieve good to outstanding	▶ Reduced carbon footprint



16,230

Children (between the ages of 0 to 19 years) registered for our child health information service
Data: 2024-2025

How we developed our strategy

We have engaged widely to develop this strategy, building on our previous plans and our ambitions for the future, while acknowledging the goals of the Government's NHS 10 Year Plan for Health.

We worked with CityCare colleagues to refresh our values, behaviours and our longer-term plans, asking how we will work with each other to deliver effective high-quality care for the people we serve. Groups and organisations we have engaged with include place-based partnerships, ICS and hospital colleagues, representatives of charities and volunteer groups, Nottingham Public Health and Nottinghamshire community health colleagues.

Most importantly, we spoke to our communities and the frontline teams working in those neighbourhoods to ensure we continue delivering services that meet their needs.

The opportunities

To deliver specialist education, exercise and rehabilitation programmes, which include health promotion and prevention, in community settings

To work more closely to develop a better understanding of community-based groups and how they can support better care for patients

To build better relationships with health and social care colleagues to join up services and reduce duplication

Stay in touch

Nottingham CityCare Partnership CIC

Aspect House

Aspect Business Park

Bennerley Road

Bulwell

NG6 8WR

0115 8833148

We are a registered as a company limited by guarantee. Company registration number 07548602



13,000

patients received
an X-ray

Data: 2024-2025

Making a difference every day to the health and wellbeing of our communities

Kindness | Respect | Trust | Honesty