

Context for the refresh

1

Reflect changing conditions at the local, regional and national level

2

Adapt language to capture insight from engagement with staff and stakeholders, ensuring our strategy continues to resonate with our community

3

Set the direction of travel towards the new hospital encompassing how we work and what services we provide, as well as the physical infrastructure

4

Increase the focus and clarity on the actions we will take to achieve our objectives and how we will monitor our progress

5

Simplify the message and enhance the look and feel to aid communication and understanding and to keep us ahead of the pack

6

Acknowledge and celebrate our successes to date and where we want to move on or course-correct

Our Trust strategy

Our vision: Working together to deliver outstanding care for our community

Our values: Compassionate, Aspirational, Resourceful, Excellent

Our strategic objectives:

Provide the highest quality care for all

Safety and quality for every patient is our top priority. We will continuously improve so that all our services are outstanding for every patient every day.

Invest in our staff and live out our values

We will recruit, support, motivate and develop our people to become the best and most inclusive place to work in the NHS.

Deliver in partnership

We will work with partners locally and regionally to bring care closer to home, provide a seamless service for patients and support improvements in wellness and prevention.

Cultivate innovation and improvement

We will encourage the development and adoption of advancements in medical practice and technology to enhance outcomes and experiences for our patients and staff.

Achieve long-term sustainability

Using resources efficiently and responsibly allows the Trust to invest in developing and improving services for patients, look after our environment and renew the infrastructure supporting our operations.

Our aims:

- Enhance the patient experience
- Achieve optimal outcomes
- Minimise harm

- Recruit, retain and develop our people to their highest potential
- Foster an inclusive and supportive culture that connects all staff with our purpose and empowers them to live out our values every day
- Prepare our workforce for tomorrow

- Promote wellbeing and prevention
- Drive the development of integrated pathways of care
- Improve access to care for all patients

- Improve care through insights that inform clinical and operational decision-making
- Unlock new and better ways for our staff to deliver care and for our patients to co-manage their health
- Transform the user experience of digitally-enabled care for both patients and staff

- Live within our means
- Minimise our impact on the environment
- Upgrade our infrastructure in line with our ambitions

Strategy in action: our new clinical services strategy

Our Principles

Position statements indicating the key levers we will pull to deliver our vision.

We will provide the highest quality care

- Ensure care is safe
- Deliver care effectively
- Cultivate a culture of excellence
- Achieve optimal outcomes

We will streamline our services to align with patient needs

- Organise services into three areas—prevention & management, planned interventions and emergency care
- In each area, establish patient pathways focused on efficiently delivering the optimal level of care
- Adapt our offering as the population's health needs evolve

We will promote wellbeing and adopt a posture of prevention

- Approach every encounter as an opportunity
- Tackle risk factors to prevent the onset of disease
- Support patients to live well with their conditions
- Progress population health management, tackle health inequalities and support mental health
- Promote rapid flow through our services and a bias away from admission
- Become environmentally sustainable

We will reach patients where it's best

- Develop a long-term plan for on-site care that makes the best use of space and brings care closer to home
- Develop virtual care & at-home care
- Invest in digital solutions and digital education

Our Enablers

Position statements highlighting the critical factors to successfully delivering our principles.

We will prepare our workforce for tomorrow

- Culture
- Development
- Digital
- Care model innovation

We will work as a team with our partners

- Integrate services
- Expand research
- Support and adopt innovation

We will build a physical environment that supports healing

- Human-centred spaces
- Spaces that connect with nature
- Spaces that enhance social value in our community

We will leverage technology to its full potential

- Improving quality and safety
- Integration and service development
- Empowering patients
- Design digital into our built environment
- Improve productivity