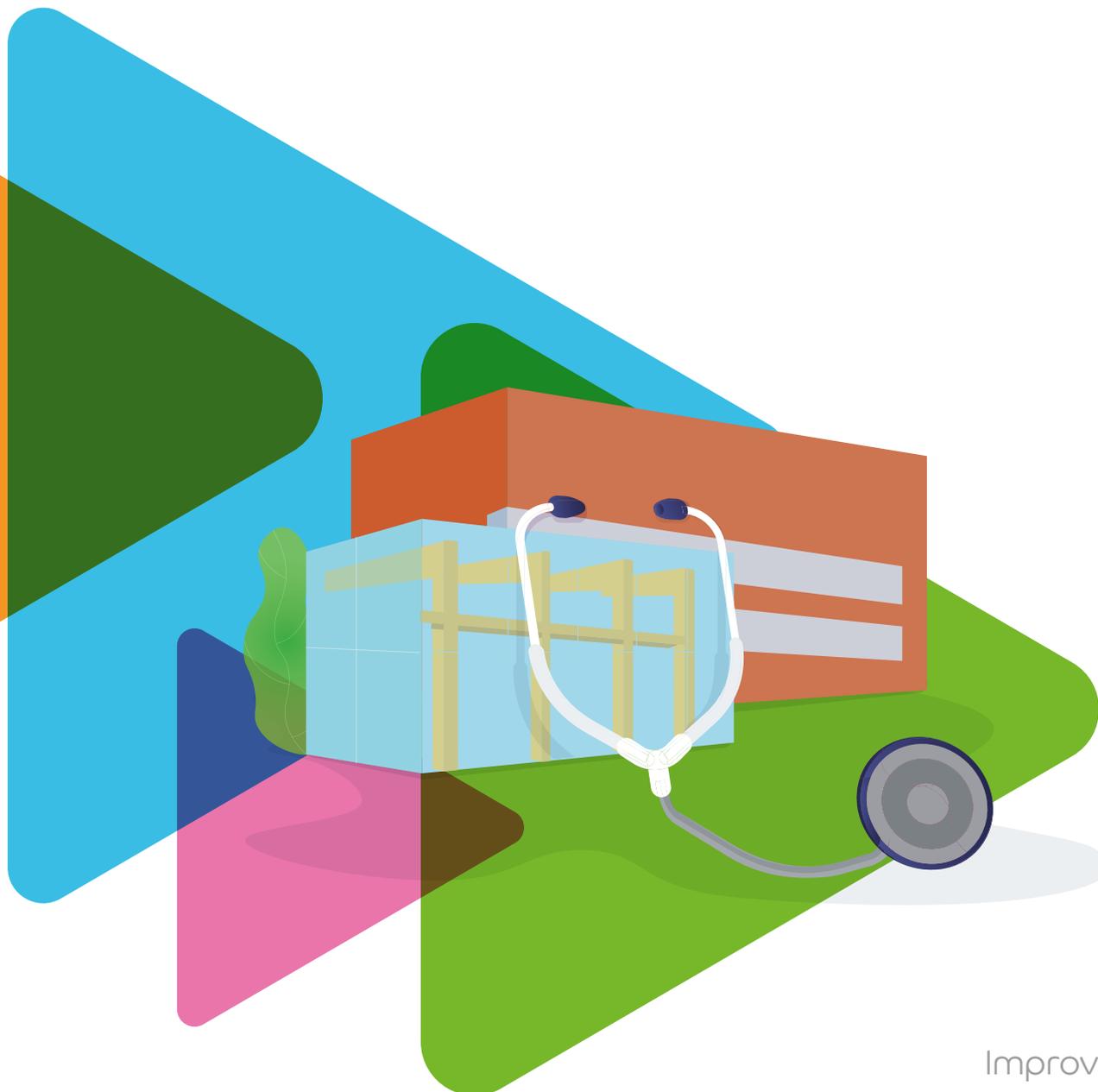


together
we will

NHS

**Wirral University
Teaching Hospital**
NHS Foundation Trust



2021-2026 Our Strategy

Improving the health of the communities we serve

Foreword from the Chair and Chief Executive

The Trust has seen major change over the last five years, since we developed the last Trust Strategy.

We are one of the largest trusts in Cheshire and Merseyside and rated highly for patient care, the way we look after our staff and for clinical outcomes. These achievements are testimony to the dedicated hard work of our teams. But we don't stand still and we want to improve even further.

We look to the future with confidence. There are significant opportunities for Wirral University Teaching Hospital NHS Foundation Trust (WUTH) to work as a system leader; developing, partnering and aligning clinical services across the Wirral, as well as within Cheshire and Merseyside. As part of these partnerships, there is also opportunity for us to improve our infrastructure, allowing our staff to work in the most effective environments.

The 2021-26 Trust Strategy sets out our ambition over the next five years, detailing the ways in which we will improve the delivery and quality of care, support our workforce and embed a culture of improvement across the organisation. Crucially, it also describes the values and behaviours that are expected of us all. In taking a progressive, integrated, strategic approach, driven by over-arching, community-wide aspirations for integrated care, this strategy details how we will make the best use of our resources to improve the health and wellbeing of the Wirral communities we serve.



Sir David Henshaw - Chair



Janelle Holmes - Chief Executive Officer





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Arrowe Park Hospital Campus

Arrowe Park Hospital campus focuses on emergency and specialist care and has all the support services required to treat patients with a range of complex medical and surgical conditions and provides a full range of expert inpatient and outpatient services. The campus is also home to Wirral's only emergency department, as well as specialist critical care, cardiac and surgical units.

The Arrowe Park Hospital campus is also home to the Wirral Women and Children's hospital, providing maternity, gynaecology, children and young people's services.



Clatterbridge Hospital Campus

Clatterbridge Hospital campus has its origins in the accommodation provided for the treatment of infectious disease, with a purpose built infirmary block being erected in 1899. The focus for this site is now on medical, surgery and rehabilitation services, with some outpatient services. The campus is home to our renal dialysis and dermatology unit and a number of our support and corporate services are also based here.



About WUTH

Our Trust comprises two acute (secondary) care campuses and smaller shared sites around the Borough of Wirral, with the Trust operating within the Cheshire & Merseyside Health & Care Partnership.

Arrowe Park Hospital campus is the main site and provides a full range of hospital services including emergency care, critical care, a comprehensive range of elective and non-elective general medicine (including elderly care) and surgery and a range of outpatient and diagnostic imaging services. Also located on this campus is the Wirral Women and Children's Hospital, which provides a neonatal unit, children and young people's service, maternity and gynaecology services.

The Clatterbridge Hospital campus provides surgical and medical rehabilitation services, renal dialysis and dermatology services with some outpatient services. We also provide services across a number of smaller sites, including a laboratory in Bromborough, some of which are shared facilities with our health and social care partners on the Wirral.

We are one of the largest and busiest trusts in Cheshire and Merseyside, with an expenditure of over £400 million. We are the largest employer on the Wirral, employing 6500 staff.



57K patients admitted for unplanned care and **265K outpatient** appointments



In **2019-20** we saw approximately **88K A&E visits** + **54K** emergency admissions



Our maternity service was recognised as among the **best in the country** in the **CQC MATERNITY CARE SURVEY 2019**



We have circa **857 beds** across **2 sites**

We employ around **6,500** strong workforce



Around **3100 babies** are born at Wirral Women and Children's Hospital each year



Where we are today



Our Population

The Borough of Wirral currently has a population of around 323,000, with the Wirral Local Plan estimating that this will grow by 1.6% over the next fifteen to twenty years. While the numbers of people in some age groups will reduce over this period, growth will be driven, in large part, by significant increases in the over 75s population (a 64% increase in the 75+ age group). These changes in demography will demand a different focus and approach to the way we deliver healthcare within the Trust, as well as with our partners across the Wirral.

Where we are today



Health and Wellbeing Gap

Life expectancy is 78.3 for males and 81.8 for females, compared to the national average 79.6 and 83.1 males and females respectively. There is a significant variation of over 12 years between Wirral wards, demonstrating health inequalities in neighbouring towns and boroughs.

1 in 4 Reception age children in Wirral are currently overweight or obese, which is higher than national average. Approximately 15,000 children in Wirral (aged between 2 and 15 years) are overweight or obese.

22.5% of people on the Wirral are living with limiting long term conditions; the average in England and Wales is 18.2%.

Wirral also has some of the poorest outcomes in the United Kingdom, with a significant gap between the wealthiest and poorest neighbourhoods. In line with other boroughs across Merseyside, Wirral experiences higher than average early deaths from cancer and cardiovascular disease, compared to the rest of England.

Our population also experiences higher than average levels of alcohol related harm and smoking related deaths, as well as higher rates of hospitalisation for self harm. In line with the aspirations set in the Wirral Council Plan, it is vital that we work with our system partners and communities to close this gap and improve the life experience and outcomes for the Wirral population.

While this document sets out our ambition over the next five years, it is important we recognise the current position of the Trust; the challenges we face as an organisation and as a member of the Wirral health system.

Operational Delivery

As one of the busiest emergency departments in Cheshire and Merseyside, urgent care remains one of our most significant pressures, with the challenge surrounding flow of patients from the Emergency Department into hospital. In addition, we have seen delays in the transfers of care (DTCs) not only negatively impacting on patient experience, but also on hospital performance.

Whilst we have made some progress in recent months, by taking an more integrated approach with our social care partners across Wirral, there is still further opportunity to effectively support patients into the most appropriate setting as quickly as possible, thereby minimising all non-essential stays in hospital.

Like many NHS hospitals, we see high rates of non attendance for booked appointments. They are costly and detrimental to efficient service delivery as well as impacting on patient care. To ensure we continue to meet the

needs of our patients whilst making the best use of our resources, we need to address these inefficiencies. The Trust has made some early improvement across our outpatient appointments, with a significant shift towards remote and virtual appointments, as well as the triage of referrals. This has helped reduce the Did Not Attend (DNA) rate and improve use of our clinics.

Workforce

Our workforce is our strongest asset and we are proud of the high standards of care that our staff deliver. The results from the 2019 NHS National Staff Survey showed the Trust had improved in 9 themes since 2018. However, we were below the national average in 8 of the 11 themes. We recognise that there is more to be done to improve and we will continue to ensure that our values are embedded at Wirral University Teaching Hospital to sustain a great place to work, so that we retain and attract the staff we need to deliver our vision.



Quality and Safety

In March 2020, the Care Quality Commission (CQC) published their most recent report, following a comprehensive inspection at the end of 2019 across a range of services at the Trust. The outcome of the inspection, based on a combined rating for quality and the use of resources, resulted in a rating of 'Requires Improvement'. The inspection report showed that the Trust had made substantial progress to comply with regulations since the last inspection in 2018. Notwithstanding the progress that has been made, there remains some work to do to overcome the challenges associated with quality and safety across the Trust and wider throughout health system to achieve higher levels of compliance with some care standards.

Finance and Efficiency

The Wirral healthcare system continues to face significant financial challenges with overall deficits reported in each of the last 5 years. In 2019/20, the recurrent system wide deficit was estimated at £50m per annum.

The Trust is working with its partners across Wirral to redesign services to drive improved outcomes and operational performance whilst also supporting system wide financial sustainability. These improvements are being managed through the 'Healthy Wirral Partnership' within which the Trust plays a key role.

The Trust must continuously review and improve the way it uses its resources so that we can maximise the benefits to our patients for every pound that we spend. We are developing a financial strategy, which will support the long term financial sustainability of our services and enable us to plan for the investment we need in our estate and infrastructure. This strategy will set out how the Trust, working with its system partners, will address the current financial gap to support the delivery of high quality, sustainable care for the population of Wirral.

System Partners

There has also been a challenge of system working across the Wirral health economy, with a significant number of health and social care providers as well as differing commissioning and contracting arrangements in place for clinical and clinical support services.

This has caused duplication of healthcare provision, along with multiple points of access and patient pathways for individual conditions, increasing costs as well as confusing patients.

Going forward we need to work towards, integrating and consolidating our services across the providers, standardising patient pathways and bringing together the Wirral healthcare organisations to work collectively to improve health care delivery and health outcomes for the Wirral population.



The Changing Health Landscape



In developing our strategy, we have taken a holistic view of the health and public service landscape to ensure that our ambitions align with those of:

- Our immediate stakeholders (e.g. Wirral Council).
- Our neighbours and partner organisations (the hospitals and commissioners across Wirral): Cheshire and Wirral Partnership (CWP), Wirral Community Health and Care NHS Foundation Trust, and Wirral Clinical Commissioning Group (CCG).
- The ambitions set for the whole of the NHS by NHS England/NHS Improvement.

This kind of progressive, integrated approach provides assurance that we are making the best contribution towards achieving the transformational change that is required to deliver high quality, sustainable services to the communities we serve.

The NHS Long Term Plan

The NHS Long Term Plan was published in January 2019, recognising both the ongoing successes of the NHS in its first 70 years, and the pressures, challenges and opportunities ahead. The Long Term Plan tackles the three major life stages and sets out broad action areas to overcome the challenges the NHS faces. As an NHS Foundation Trust, it is critical that we are aligned with the delivery of these ambitions across each of the three life stages:

- Enabling everyone to get the best start in life
- Helping communities to live well
- Helping people to age well

Like our own strategy, it is necessarily ambitious in its aspirations, informing this strategy in six key areas:

- Doing things differently: a new service model for the 21st century
- Preventing illness and tackling health inequalities
- Further progress on care quality and outcomes
- NHS staff will get the backing they need to do their work
- Making better use of data and digital technology



Cheshire & Merseyside Health & Care Partnership

The Cheshire & Merseyside Health & Care Partnership (CMHCP) – of which we are a part – was established to confront the health and care challenges in Cheshire and Merseyside of population health, the quality of care, and increasing financial pressures. As a partner, our strategy also considers ways in which we can contribute to the aspiration of transforming health and social care for the 2.5 million residents of Cheshire and Merseyside. The Partnership's primary ambitions align to those described in the NHS Long Term Plan: to improve health and reduce health inequalities, integration and collaboration.

Healthy Wirral Partnership

Healthy Wirral is an initiative designed to encourage re-shaping of health services and social care in Wirral, whilst supporting everyone to take more responsibility for looking after their own health. The programme will focus on sustainable transformation of GP, primary care, community health, hospital and social care services in Wirral. This will mean 'joined up' health and care, planning services for the Wirral as a whole; and tailoring services to the needs of our local communities. We call this 'Place Based Care'.

Place Based Care has taken significant steps with the formation of Wirral's nine neighbourhoods and the recent introduction of Primary Care Networks, which complements our neighbourhood approach. We are already using information to determine what the people of these neighbourhoods need.



Wirral Council Plan: A 2020 Vision

Our strategy acknowledges the important role we will play in Wirral Council's strategic plan. A 2020 vision is designed to deliver the Council's vision for the future, the below represents their contract with the people of Wirral:

- Ensure every child has the best possible start in life;
- Equip all our residents with the skills to enable them to secure quality jobs;
- Create economic opportunities by attracting enterprise and investment;
- Treat everybody with respect and dignity in older age;
- Strive to close the gap in health inequalities;
- Look after our environment for future generations to enjoy.



...deliver the best quality and safest care to the communities we serve

Our Vision and Values have been developed with the feedback of over 2,500 staff, patients and visitors who told us what matters most to them.

Delivering the best quality and safest care requires teamwork. Within our organisation this means staff supporting each other to achieve our shared ambitions. Outside of our hospitals it's about working more effectively with other providers across the health and social care sector.

Underpinning our vision and values and aligning to the Trust objectives and priorities are the foundations of **Getting the Basics Right, Better and Best.**

This is reflected in the NHS Long Term Plan which emphasises the importance of health and social care organisations working more closely together.

Our Vision, Values and Foundations

Our Vision

together
we will

...deliver the best quality and safest care to the communities we serve

Our Values

caring
for everyone

- Acting with kindness, compassion and empathy with everyone
- Being friendly, welcoming, approachable and remembering the simple things like a greeting and a smile
- Being considerate of the needs of others
- Listening to ideas, opinions, thoughts and feelings of others
- Taking personal responsibility and accountability for the care that you deliver

respect
for all

- Being honest and open, including honesty about what we can and cannot do
- Being polite and professional with everyone, introducing ourselves by name, saying please and thankyou
- Listening to patients, families and colleagues
- Respecting cultural and individual differences
- Ensuring we treat everyone the way we would want to be treated ourselves and dealing with poor behaviour

embracing
teamwork

- Working within and across teams to provide the best possible quality of care and experience for our patients, families, carers and colleagues
- Communicating effectively within teams
- Recognising the value of everyone's role, contribution, skills and abilities
- Supporting colleagues within the team when needed
- Engaging in opportunities to develop and grow the team

committed to
improvement

- Actively seeking new ways of working to enable improvement
- Working together to improve services for our patients, families and carers
- Taking personal responsibility and ownership of things that need to improve
- Being positively receptive to change and improvement
- Celebrating our achievements

Our Foundations

Getting
the Basics
Right

Better

Best

Our Strategic Objectives and Priorities have been derived from a process of reviewing national, regional and local contexts and detailed strategic analysis, as well as feedback from the series of strategy development workshops we held with staff and stakeholders in January and February 2020.



OUTSTANDING CARE

Provide the best care and support



OUR PARTNERS

Provide seamless care working with our partners



COMPASSIONATE WORKFORCE

Be a great place to work



DIGITAL FUTURE

Be a digital pioneer and centre for excellence



CONTINUOUS IMPROVEMENT

Maximise our potential to improve and deliver best



INFRASTRUCTURE

Improve our infrastructure and how we use it



Our 2021-26 Objectives and Priorities

Our Priorities

OUTSTANDING CARE

Provide the best care and support

- ▶ Empower patients through their care journey
- ▶ Improve patient flow, ensuring the patient is in the right place at the right time
- ▶ Strive to deliver intimate and personal patient experience
- ▶ Provide services in the most appropriate and accessible setting
- ▶ Embed a culture of safety improvement that improves outcomes

COMPASSIONATE WORKFORCE

Be a great place to work

- ▶ Develop and maintain a healthy organisational culture based on our values
- ▶ Retain, attract and recruit high calibre and skilled staff
- ▶ Support our staff to enjoy the best health and wellbeing
- ▶ Invest in our staff's continuous learning, education and innovation

CONTINUOUS IMPROVEMENT

Maximise our potential to improve and deliver best value

- ▶ Embed a culture of improvement and transformation
- ▶ Reduce variation in care pathways to improve outcomes
- ▶ Use our resources effectively and sustainably, so we can improve our services
- ▶ Create the conditions for clinical research to flourish

Our Priorities



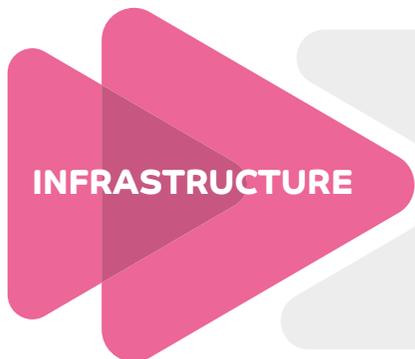
Provide seamless care working with our partners

- ▶ Integrate care to prevent ill-health, improve wellbeing and meet the needs of the Wirral population
- ▶ Deliver system partnerships which improve outcomes for our patients
- ▶ Leverage our clinical expertise to drive clinical quality and influence system working
- ▶ Build partnerships with academic institutions to develop research and education capability



Be a digital pioneer and centre for excellence

- ▶ Use digital technology to reduce waste, automate processes and eliminate bottlenecks
- ▶ Empower patients with the data and tools to manage their own health and wellbeing
- ▶ Allow business intelligence to drive clinical decision making
- ▶ Use health information to enable population health management for the Wirral



Improve our infrastructure and how we use it

- ▶ Effectively use our estate to support the delivery of care
- ▶ Delineate the role and functions of the hospital sites
- ▶ Develop the case for the upgrades of the hospital campuses
- ▶ Improve travel and transport to our hospital campuses
- ▶ Promote sustainability and social value

Our Strategic Intentions 2021 - 2026

Our Strategic Intentions Over the Next Five Years

Over the next five years, our strategic intention is to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. We will be a Hospital Trust that patients, families and carers recommend and staff are proud to be part of.

We will be a collaborative Healthy Wirral and Integrated Healthcare System (ICS) partner to ensure patients, families, carers, staff and other stakeholders benefit from the value a high performing acute trust can bring to this partnership.

We recognise that as the Wirral system develops, we and other partners may need to adapt our organisational form to ensure opportunities to improve patient experience and outcomes, staff experience and value for money do not get delayed.

As part of this collaboration, we will work with partners to develop our infrastructure across Arrowe Park and Clatterbridge Hospitals, working towards the redevelopments of the campuses and well as renewing our equipment. In addition, we will enhance the use of digital across our campuses, using information technology as an enabler to the transformation of clinical and clinical support services.

We will also continue to provide acute and specialist care for residents of Wirral and adjacent counties, improving access to our services and flow across our hospital facilities. We will work with our commissioners, providers and clinical networks to partner with other NHS providers, where there is a strong clinical and financial case, to improve the provision of care for the Wirral population.

We want the quality of care we provide to be rated 'Outstanding' by the Care Quality Commission (CQC). We believe that an embedded quality and safety programme will increase our capacity and capability to deliver the best care for our patients and are committed to developing the best way to achieve this.

We will also invest in our staff, ensuring that they are actively engaged and have the opportunities for training and career progression, as well as access to comprehensive wellbeing programmes. This will support us in reducing absences and improving retention of our staff, in the years ahead.

Strategic Framework: Our Enabling Strategies

Our Strategy will be delivered through seven enabling strategies as shown below. By May 2021 each of the enabling strategies will have been defined and approved by the Trust Board.



**How We
Will Deliver Our
Strategy**

See appendices for methodologies used (SWOT, PESTLEC and engagement) and a range of national, regional and local publications to inform our approach.



Clinical Service Strategy

Our Clinical Service Strategy outlines our aim to provide the best acute hospital services to the communities we serve. We will work with 32 individual clinical specialties to help understand how they will support the Trust to deliver its strategic objectives over the next five years.

The result of this is the creation of the organisation's five year clinical strategy, an accumulation of the strategies for each of the 32 specialties. Our clinical strategy describes the priorities for each clinical specialty team over the next five years.



Research and Innovation Strategy

Our Research Strategy will ensure we are able to build on our existing good practice and grow our research portfolio so that more patients benefit from improved experience and outcomes and we all benefit from improving the recruitment and retention evidenced in research-active hospitals and specialties.

We will leverage our accredited University Hospital Trust status to increase our capacity and capability to deliver Best Care for Everyone and collectively our Workforce and Organisational Development and Research teams will define the best way to achieve this.



Workforce and Education Strategy

Collectively we, 'our staff', will determine whether we are successful in delivering this strategy. Our Workforce and Education Strategy will ensure we have the right number of staff with the required skills to be successful, through effective recruitment, retention, education, recognition and reward.

Our Workforce and Education Strategy will be designed around three key programmes:

- Workforce sustainability
- Staff experience
- Transformation

Patient Experience, Quality and Safety Strategy

Quality standards described in the NHS Constitution, the Care Quality Commission's (CQC) quality and safety standards and the National Quality Board's 'Shared Commitment to Quality' will inform the Quality Strategy that will get us from a CQC rating of 'Requires Improvement' (March 2020), to 'Outstanding' by April 2026. The strategy will describe our 'Journey to Outstanding' and will put the needs of patients and service users, their families and carers first. We will continue to expand the way we use

data to drive quality and our Digital Strategy will be another key enabler to improving quality.

Our Quality Strategy is currently designed around four campaigns:

- A positive patient experience
- Care is progressively safer
- Care is clinically effective and highly reliable
- We stand out

Estates Strategy & Master Plans

Our Estates Strategy is a key enabler to the delivery of our Clinical Strategy.

Our Estates Strategy and Master Plans will describe how we need to respond to planned and anticipated changes in activity, efficiency, models of care, ways of working and demographics.

We will work with our Integrated Care System (ICS) partners to ensure master plans and decisions are taken as a system to

optimise the way we use public estate across Wirral to deliver organisation and ICS objectives.

We will detail how we will deliver our £18M Hospital Upgrade Programme to improve urgent care facilities at Arrowe Park Hospital and ensure we achieve the benefits we have committed to.

Digital Strategy

Our Digital Strategy will be a key enabling component of our Trust Strategy and will be a bold and dynamic statement of our ambition to deliver digitally enabled Best Care for Everyone.

We are committed to creating a culture that embraces digital technology.

Our Digital Strategy will be built around four key programmes:

- Digital Foundations
- Digital Innovation
- Digital Education
- Digital Intelligence

Financial Strategy and Recovery Plan

Our Financial Strategy will support the long term financial sustainability of our services and enable us to plan for the investment we need in our estate, equipment and infrastructure.

The Trust must continuously review and improve the way it uses its resources so that we can maximise the benefits to our patients for every pound that we spend.

Our Financial Strategy will set out how the Trust is working with its system partners to address the current financial gap and to support the delivery of high quality, sustainable care for the population of Wirral.

How We Will Deliver Our Strategy

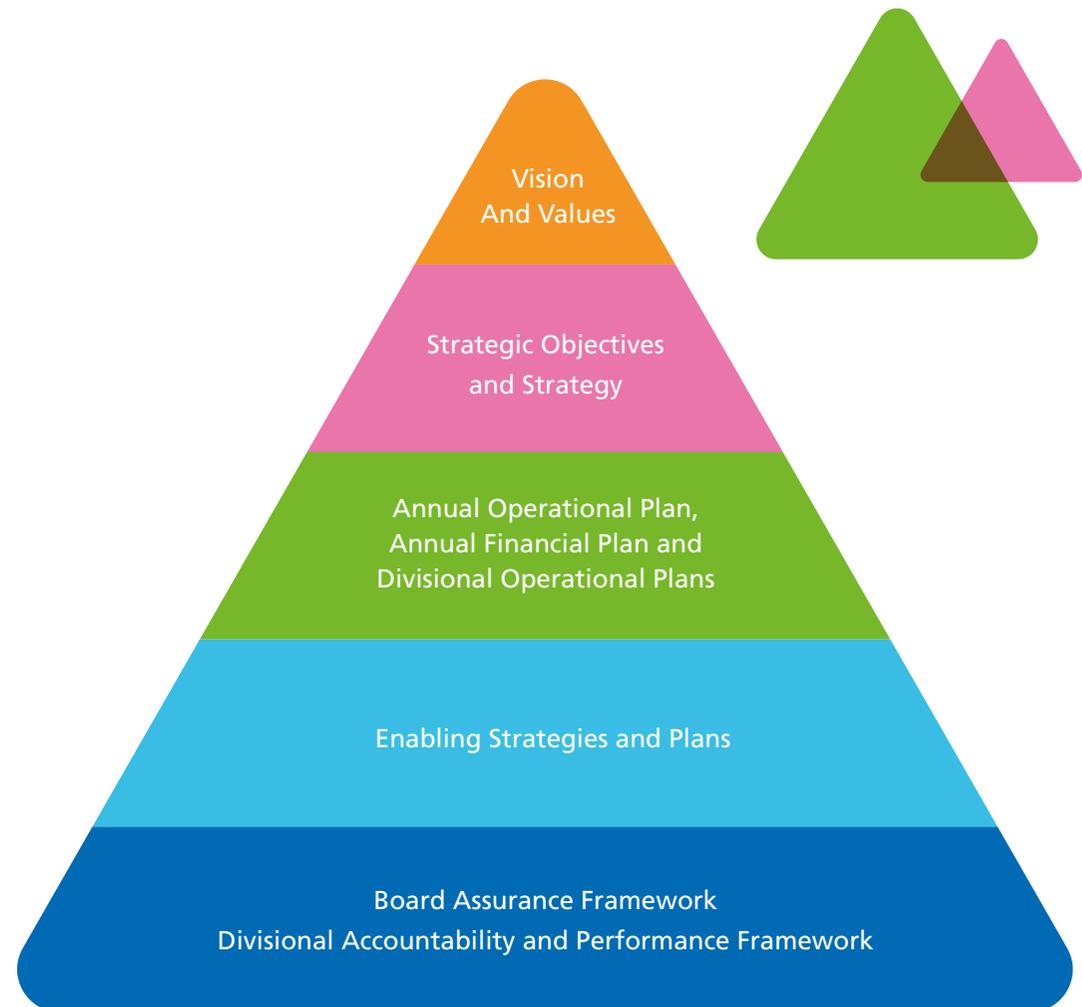


Implementation and Delivery

Our 2021-26 Trust Strategy provides a clear and ambitious vision for the next five years, shaping our future and responding to the challenges ahead. We are confident that by working alongside our partners we can make it become our reality.

In order that we can deliver our vision and objectives we need substantial change in how we provide our services. We do not underestimate the scale of the challenge and have developed a transformation programme to support delivery.

Annual priorities will be set each year through our annual planning cycle, which will drive the practical actions that deliver our strategic objectives and priorities. This will be coupled with the delivery of the enabling strategies and plans, which form our Strategic Framework.



Appendix 1:

How We Developed Our New Strategy

In the Spring of 2019, staff, patients, the public and partners from across Wirral were invited to engage in the development of the Trust's Vision and Values. This process involved over 2,500 people and showed the commitment of our staff and stakeholders in delivering the highest quality services and improving healthcare and wellbeing for the Wirral communities. As a result of this engagement, we have a clear vision for how things should look in five years' time.

Workshops held in January and February 2020 provided an opportunity to: review the current state and future opportunities, input into strategic objectives and priorities aligned to the Trust's foundations (Getting the Basics Right, Better, Best). The workshops also provided an opportunity for a proportion of the workforce to influence and be engaged in the development of the strategic objectives and priorities. The workshops allowed a review of the current state and identified key priorities aligned to the Trust's Foundations and goals. A summary of how we aligned those foundations with each of the Trust's objectives is overleaf:

Appendix 1:



Summary of Outstanding Care

Getting the Basics Right

Patient Flow

- Improved patient flow ensuring the right patient is in the right place, at the right time
- Improved continuity of care

Workforce

- The required workforce numbers to deliver outstanding care

Digital

- Digitally enabled care

Better

Patient Flow

- Continuous improvements to patient flow

Workforce

- Right staff with the right skills in the right place to deliver outstanding care

Digital

- Full adoption of digital
- One Patient Record
- Further develop the patient portal

Estates

- Use Clatterbridge Hospital campus more effectively

Patient Experience

- Patients are empowered in their journey

Integrated Care

- Joined up Integrated care pathways

Best

Patient Flow

- Adoption of a population health approach for Wirral to ensure a joined up integrated patient journey

Workforce

- Recruiting and retaining the best people to deliver outstanding care
- Motivated empowered staff

Digital

- Fully integrated digital approach to care across Wirral

Patient experience

- The patient is an active participant; and fully empowered in their journey
- Care meets rising expectations of patients

Integrated Care

- Integrated healthcare led by a single provider

Appendix 1:

Summary of Compassionate Workforce

Getting the Basics Right

Culture, Values and Behaviours

- Culture developed and embedded

Recruitment and Retention

- Streamlined, simple, timely recruitment process
- Investment in the workforce to support long term retention

Estates and Facilities

- Improvements to staff environment

Rewards and Recognition

- Celebrate and communicate positive achievements.

Health and Wellbeing

- Health and Wellbeing strategy reviews
- Occupational Health meet required need

Training and Development

- Investment in staff training at all levels

Better

Culture, Values and Behaviours

- Evidence of culture fully embedded
- Develop and embed a learning culture

Recruitment and Retention

- One health and social care workforce = one organisation
- 'Growing our own people' strategy
- Full adoption of consistent recruitment process

Rewards and Recognition

- Embedded strategy

Health and Wellbeing

- Embedded strategy

Training and Development

- Interprofessional / integrated learning approach

Leadership

- Leadership capability drives a workforce to deliver outstanding care

Best

Culture, Values and Behaviours

- Happy, motivated, loyal, satisfied, empowered workforce
- Fully embedded positive culture
- Bottom up management
- Embedded learning

Recruitment and Retention

- System based employment
- Employer of choice

Rewards and Recognition

- Rewards and recognition strategy realises recruitment and retention impact

Health and Wellbeing

- Wellbeing Hub
- Integrated wellbeing plan to include staff, patients and community

Training and Development

- Delivery aligned to integrated workforce plan

Appendix 1:



Summary of Continuous Improvement

Getting the Basics Right

Methodology

- Introduce single Quality Improvement (QI) method

Training

- In house QI training course to include methodology

Communications and Engagement

- All staff engaged and informed

Culture

- Empowering staff to see ideas through

Potential QI Projects

- Better communication – clinical systems internal and external
- Facilities on the wards are up to scratch
- Improve system working
- Patient focused outcomes

Better

Methodology / Strategy

- Joined up clinically led strategy, inclusive of patient involvement
- System wide collaboration

Training

- Masterclasses and training consistently rolled out

Communications and Engagement

- Empower staff to make positive changes

Culture

- Learning culture - sustaining improvement

Potential QI Projects

- Bringing income into the Trust
- Upgrade hospitals
- Avoiding hospital admissions – prevention within the community
- Empowering patients in terms of self care

Best

Methodology / Strategy

- System wide approach

Culture

- Part of everyday culture

Performance

- Best at providing harm free care
- Top quartile in Length of Stay (LoS) hospital performance and productivity
- To be nationally recognised for our work – promoting good work
- Providing high quality care to the community

Appendix 1:



Summary of Our Partners

Getting the Basics Right

Integrated Care

- Shared vision and goals, align values
- Understand partnerships – role and function
- Joint teams/working

Relationships

- Building strong relationships and communications

Training and Development

- Education and guidance – sharing activities
- Communication and engagement
- Clinical engagement and leadership

Digital

- One Patient Record

Culture and Brand

- Determine the pathway to becoming a centre of excellence for health

Better

Integrated Care

- Integrated Contract Model

Relationships

- Regional models – host services, like NHS Professionals (NHSP)

Training and Development

- GP education and joint working

Best

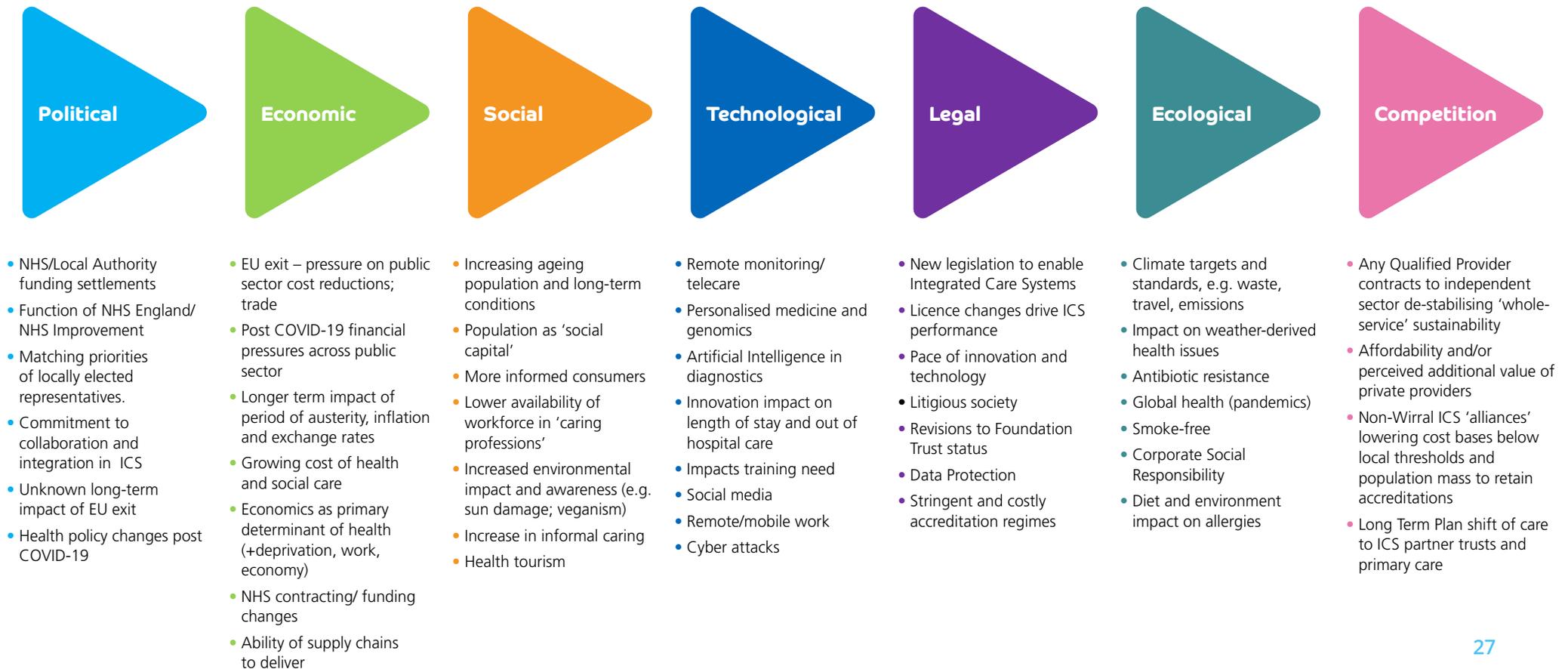
Integrated Care

- Full integration of services / organisation / form
- Alignment to wellbeing agenda

Appendix 2:

PESTLEC Analysis

To better understand the wider external context in which we operate we used the PESTLEC analysis model. A summary of the external factors we used to inform our strategy is shown below.



Appendix 3:

Strengths, Weaknesses, Opportunities and Threats (SWOT)

To better understand the context in which we operate we used a simple Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment with a range of groups during our workshops. We linked our strengths to our opportunities and our weaknesses to our threats and used this to inform our strategic objectives.

Strengths

Patient Care – is our priority and we are recognised for that locally, nationally and internationally. Our reputation is growing.

Our Staff – are our greatest strength; we overwhelmingly have shared values and purpose, and go the extra mile whenever possible. Staff are proud of the services they give to patients and each other.

Culture, leadership and engagement – We have a renewed vigour, energy and vision. We are resilient, open to conversations, and we are responsive to risks and concerns.

Working in Partnership – with local, regional and national organisations, NHS or otherwise. We have improved clinical pathways.

Improvement – is evident in our track record of service delivery in response to real needs, notably emergency care performance, reduced mortality, and productivity and cost improvement.

Governance – is managed well and used as a driver for improvement. We listen and respond to staff, patient and public concerns and make the right decisions at every opportunity, and learn from our mistakes.

Training, education and research – are things we have a strong reputation for, and we recognise the need to increase these as the foundation for continuously improving patient care.



Weaknesses

Staff management – is not as consistent as it should be; some staff are not treated as they deserve to be, and some poor performance is not tackled.

Workforce gaps – exist in some services, creating pressures both in terms of frontline patient care, and support services to our clinicians.

Our data – is not yet providing improved insight on which to base better decision-making; we still rely too much on paper.

Patient 'flow' – through some of our services can be inconsistent; too many patients, who could be safely discharged, stay with us longer than necessary.

Variation – in some clinical practice, variation undermines consistent performance and patient experience, impacting morale and our improvements.

Inefficiency – across our hospitals inefficiency still exists in some services, and we have some excessive waiting times leading to poor patient experience.

Communication – with staff and patients can be difficult in an organisation of our size, complexity and diversity. Despite best efforts we don't always get it right.

Staff ownership – of, and involvement in, service change can be inconsistent, impacting on their morale, increasing risk to improvements, and risks impacting patient experience.

Financial deficit – has created a lack of capital investment, and ageing buildings, equipment, IT, and medical and diagnostic equipment. We have huge costs, but there is more to do.



Opportunities

Recruitment and retention – of the best staff by ensuring we create roles that people want to do that help solve our workforce gaps, and we keep investing in and developing all our staff.

More patients could choose our services – if we reduce waiting times and how long patients have to stay with us, while improving their experience in our care, and we communicate clearly with them.

University Hospital – this status could enhance patient care and outcomes through the positive impact of research, education and training and enable us to deliver more specialist services.

'Integrated Care Provider' – contributing constructively would enable us to reduce barriers and improve how patients move between us and other providers, and within our own services.

Expand our services – to new clinical specialties and/or locations by assessing and improving our productivity and performance, and accurately model what we can achieve to make realistic bids.

Working in community locations – can be reviewed to understand where services are not working efficiently, and where we could provide excellent services outside our three main hospitals.

Efficiency, productivity and financial health – can all be improved by innovative use of the resources we already have, improved digital and IT systems (e.g. telecare).

Population health – can be a crucial part of what we do by promoting healthy lifestyle and choices for patients and staff alike, and ensuring we prevent ill-health whenever possible.



Threats

Growth in demand – could exceed capacity to provide services in a timely fashion, creating risks to care, staff morale and financial sustainability.

Recruitment and retention – in various staff groups including doctors, nurses and professional support services.

Loss of market share – to other Trusts or new private providers due to attractive reward packages and work patterns; some contracts move simple procedures to providers with shorter waiting times while we continue providing higher-cost complex procedures.

Adverse impacts of NHS structural changes – the drive towards out-of-hospital care could leave us with liabilities and risks. Pace of change to deliver projects could conflict with operational capacity and priorities.

Sustainability of clinical services (including screening programmes) – due to lack of capital, increasing stringency and subsequent resource demands of accreditations (e.g. labs), pathology networks etc, it may be challenging to sustain the current portfolio of provision in its current format.

Financial issues out of our control – could worsen sustainability, such as outdated tariffs, increased outsourcing costs, inability to access greater purchasing power through regional arrangements. Post COVID-19 pandemic financial pressures on the public purse.

Lack of commissioning – of some of the work we do due to historical reasons, combined with some lack of locally agreed tariffs, means that some services have no income.

External regulations – these could change or be applied stringently.

EU exit – the implications are relatively unknown despite planning; adverse national economy impact likely to hit public funds; workforce pipeline may be further constrained; disruption to supply chains and innovation routes may occur.

Politicisation of healthcare – both national and local, diverts support for 'right' decisions.

WUTH's Strategy Roadmap

Building on clinical service strategies...

Our Vision and Values

Launch of the Trust's vision and values 'together we will', following engagement with over 2500 staff and members of the public.

Clinical Service Strategies

32 clinical service and support strategy workshops undertaken; shaping our clinical services 2021-26.

WUTH Finance Strategy

July 2019

August 2020

July-Nov 2020

Nov-Feb 2021

Mar-Apr 2021

April 2021

June 2021

Trust 2021-26 Strategic Objectives

Development of specific strategic goals, following staff engagement workshops during February and March 2020.

Workforce and Education

Research Strategy

WUTH's new research strategy

Estates Strategy and Master Plans

Digital Strategy

Patient Experience Strategy

Quality and Safety Strategy

Where we started...

Our 2021-2026 Strategy begins...



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together
we will