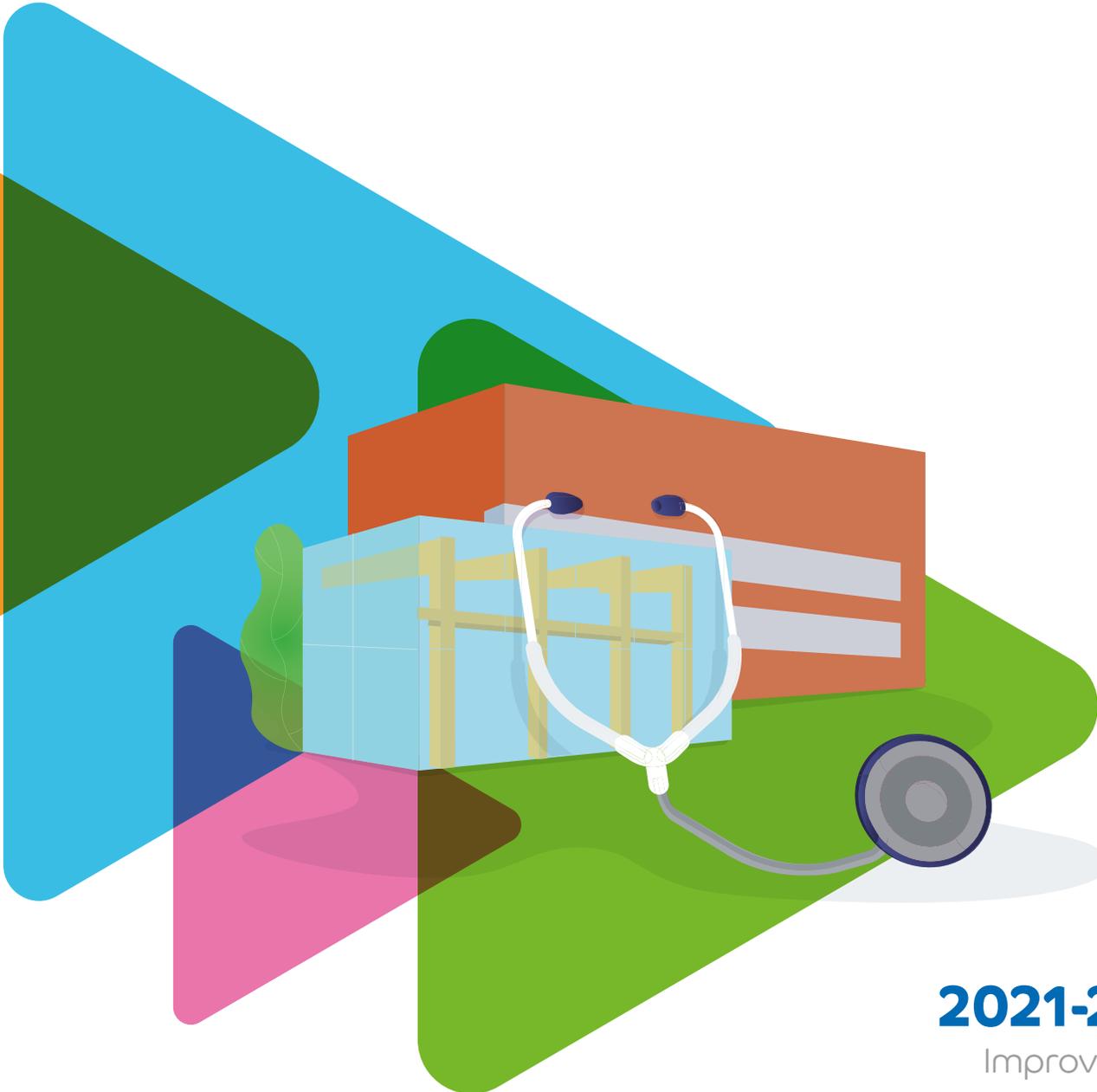


together
we will



**Wirral University
Teaching Hospital**
NHS Foundation Trust



2021-2026 Summary Strategy

Improving the health of the communities we serve

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.

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

OUR PARTNERS

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

DIGITAL FUTURE

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

INFRASTRUCTURE

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.

How We Will Deliver Our Strategy

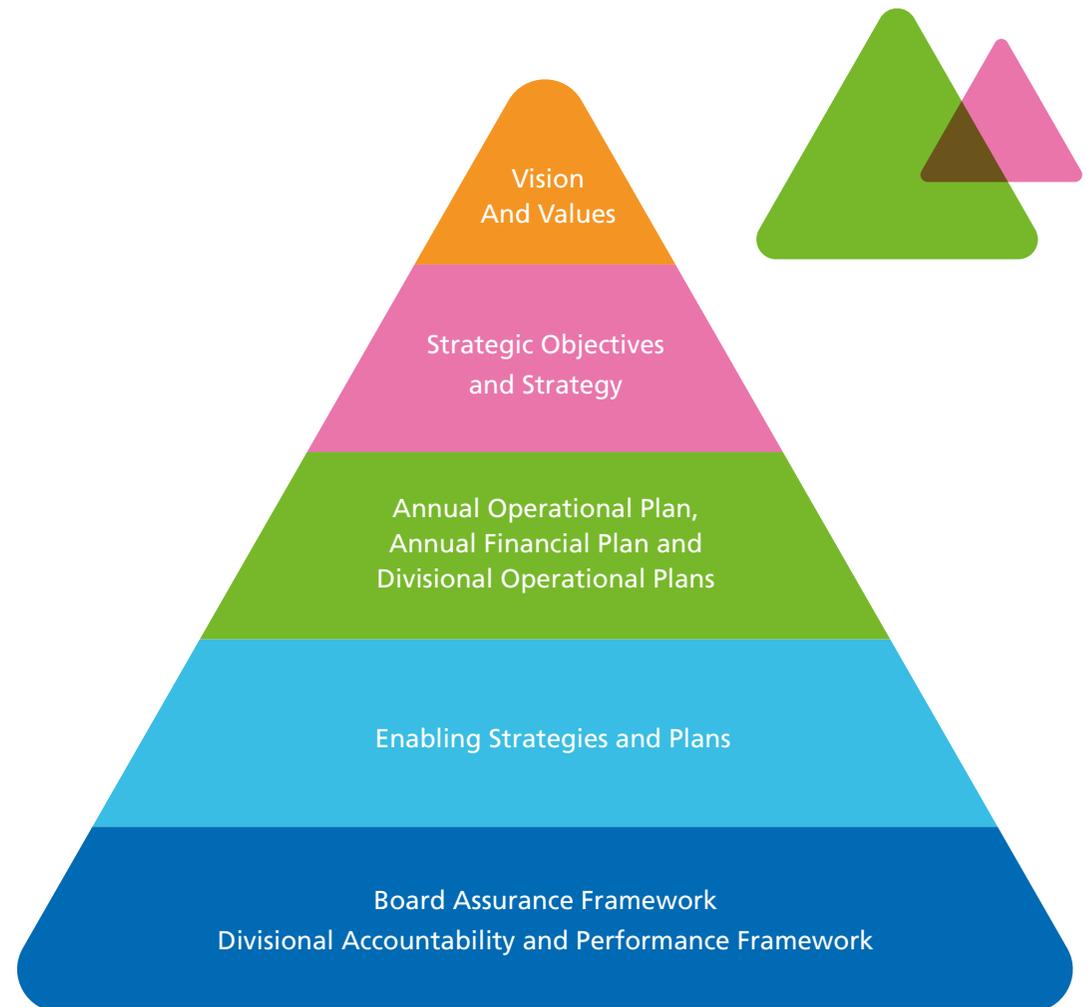


Implementation and Delivery

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.





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