

2024-2029

Our Strategy

Delivering Exceptional Care with Exceptional People



Contents

2. Contents
3. Welcome
4. Delivering Our Strategy
5. About Us
6. Our Partnerships
7. Our Strategic Priorities
8. Our Changing Environment
9. Our Strategic Initiatives
10. Our Supporting Strategies
13. Our Values
14. Our Patients
15. Priorities for Our Patients
16. Our People
17. Developing Our Workforce
18. Priorities for Our People
19. Our Population
20. Priorities for Our Population
21. Taking our Strategy Forward

Welcome

Welcome to our UHNM strategy, which we will be using to guide our priorities and decisions over the next five years.

At UHNM, we have a lot to be proud of. We are one of the largest teaching trusts in the UK, we have a huge diverse and experienced team of over 12,000 people providing compassionate care in state-of-the-art facilities through over xxx patient contacts each year.

We provide a range of acute and specialist services for a population of approximately three million people and have around 1,450 beds across our two sites, at County Hospital in Stafford and Royal Stoke University Hospital.

Our ambition is to provide outstanding healthcare services with kindness, compassion and integrity. We are dedicated to investing in our people, to improve the health and wellbeing of our diverse communities, delivering safe patient centred care, and advancing our services through research, innovation and education. Every day we will work together to make a positive difference to the lives of the people that we serve.

We play a key role within the Staffordshire and Stoke-on-Trent Integrated Care System (ICS), which has partnership at its very core, working closely together to transform the way healthcare is delivered for the benefit of our population now and for generations to come.

Our Strategic Context

Our previous strategy, '2025 Vision' was developed to set a clear direction for us to become a world class centre of clinical and academic achievement and care. Whilst this remains our ambition, the NHS landscape has changed, with a much greater emphasis on partnership and collaboration but also by the way in which the Covid-19 pandemic shifted our focus and required us to work differently.

These changes have given us opportunity to reconsider our strategic direction and the future for our workforce, our patients and the services we provide. However, we could not have done that without hearing their views and so our future plans have been shaped by the feedback we have received.



Delivering Our Strategy

We will now work together with our teams, partners and the system to embed this strategy and use it to help us shape our services and the way we work.

Our Patients

Improved access, quality of care and outcomes based on research, innovation and best practice.

Our People

Creating a great place to work delivering the best staff experience for all our people, supported by a sustainable workforce model and compassionate culture.

Our Population

Working with our system and partners to improve the health of our population.



About Us

UHNM has an annual income of c£1.1b and has over **12,300 dedicated employees** operating across two busy acute sites, **County Hospital in Stafford and Royal Stoke University Hospital**. We provide ‘outstanding’ care through a wide range of acute services to our one million local population in Staffordshire. We also provide a significant number of specialist services such as Major Trauma , for a much wider population of **three million people** stretching from Anglesey to the Peak District.

Our services represent more than **half of the Staffordshire health and social care economy** and we are working collaboratively with our partners, commissioners and our public to integrate services, deliver more of these closer to home and **create a sustainable model for the future**.



Our Partnerships

World Class Universities

We partner with **Keele University and Staffordshire University** and aspire to deliver world leading scientific research and pioneering teaching and technologies, providing our clinicians and our leaders with the skills and experiences they need to work in our increasingly complex health and social care environment. We have onsite teaching facilities, and our medical school is one of the best in the country.

Our Networks

We play a leadership role, hosting and contributing to multiple regional and national clinical networks to deliver and improve specialist clinical services.

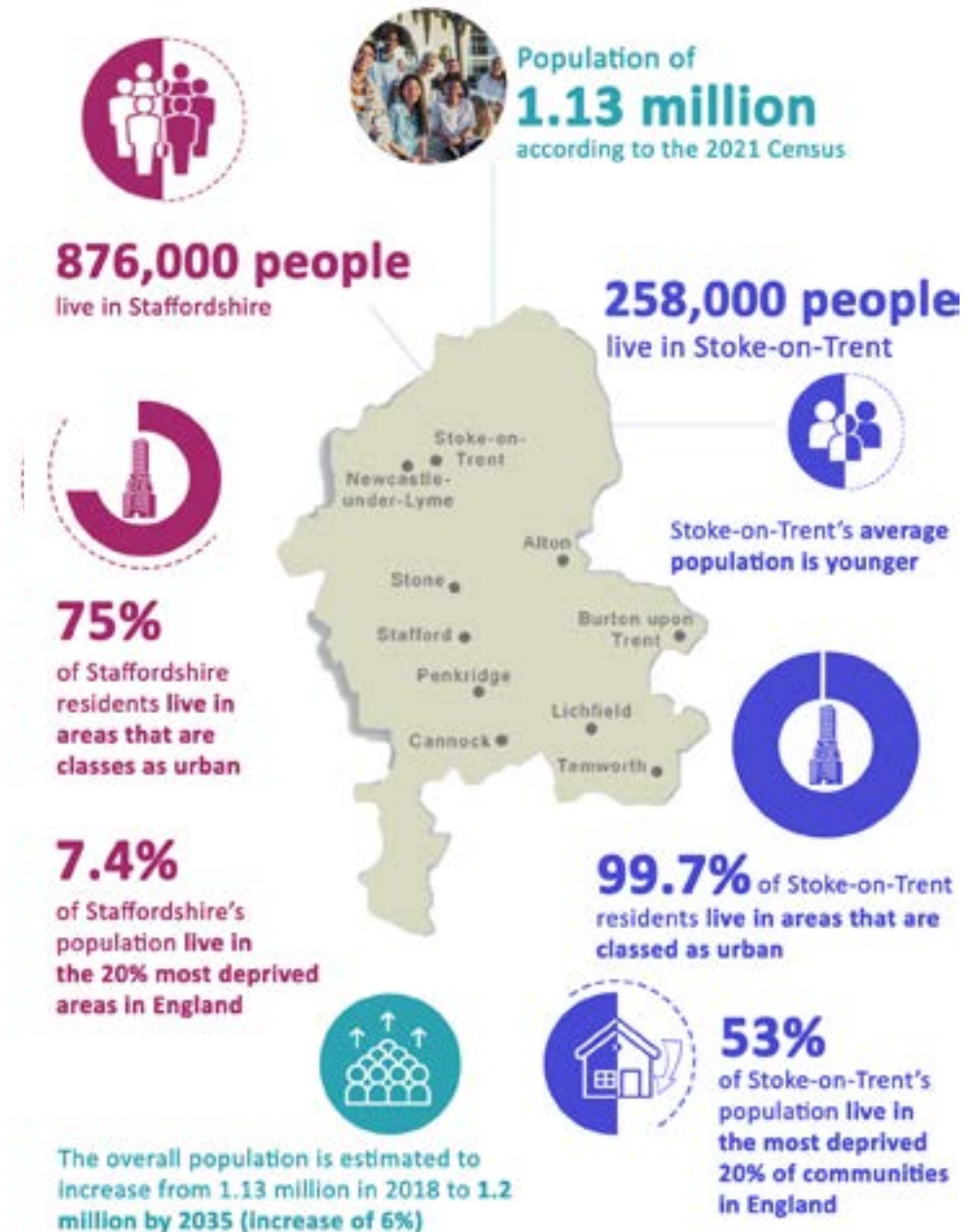
Our Integrated Care System (ICS)

We are working closely with health, social care and voluntary sector partners across Staffordshire and Stoke-on-Trent to deliver joined up and integrated care for our populations.

We also collaborate with many partners beyond the Staffordshire and Stoke-on-Trent system through a range of well-established relationships that span over a decade or more.

Other Partnerships

We also collaborate with many partners beyond Staffordshire and Stoke-on-Trent through a range of well established partnerships that span several decades, this includes our PFI partners where strong strategic partnerships are in place.



Our Strategic Priorities

High Quality

Providing safe, effective and caring services.

Responsive

Providing efficient and responsive services.

People

Creating a great place to work.

Improving & Innovating

Achieving excellence in innovation and research.

Systems & Partners

Improving the health of our population by working with our partners.

Resources

Ensuring we get the most from the resources we have, including people, assets and money.



Our Changing Environment

Across all our services and our wider health and care system, it is clear that things are changing.

Public expectations from healthcare services, patient experience and quality of care are changing. With a growing awareness of the need for care to be provided in the right place and right time.

Demographic changes mean we have an **ageing population**. We have seen life expectancies increase but people are not always living longer in good health and people in our most deprived areas live with poor health for 12 years more than those living in less deprived communities.

The opportunity exists to engage with our communities through **health and wellbeing** discussions, healthcare prevention and lifestyle choices.

Demand for our services has grown and we have continued to see pressure on our emergency and elective pathways. Our **patients are waiting longer** than we want them to and this has been made worse by the Covid-19 pandemic.

Attracting, training, supporting and retaining the right workforce is one of our biggest challenges and is a key challenge across the NHS, but one where we have had some success. The wellbeing of our people is fundamental to the sustainability of our services.

Finances are a challenge and we have a significant financial deficit within our system that must be balanced in future years without impacting on the quality of our services. The Trust's infrastructure requires on going investment to continue to meet the needs of our services.

Digital technology, innovation and Artificial Intelligence (AI) are creating opportunities to radically transform how we deliver our services and make them more effective and efficient.

We have growing **opportunities to collaborate** with our health and social care partners within our system, our networks and beyond, to join up care, share learning and improve outcomes for patients and our very diverse population.

Recognising the value of **clinical research and innovation** is significant to us as we navigate the challenging and changing times we face within the NHS.

The **environmental** impact of our service delivery, such as energy consumption, sources of energy, waste management and sustainable procurement practices.



Our Strategic Initiatives

- 1** Contributing to delivering exceptional care with exceptional people by putting **digital solutions** and data insight into the hands of front-line teams and patients to support clinical decision making, increasing clinical safety, process automation and improving clinical outcomes.
- 2** To provide a range of clinical services at **County Hospital** that continue to meet the needs of local people and defines a clear role within UHNM. County makes an important contribution in supporting our recovery from the Covid-19 pandemic, and innovatively implementing new national strategies.
- 3** To ensure the healthcare infrastructure of **Royal Stoke University Hospital** is able to support the increasing demands of both our local population and tertiary services, to support delivery of high quality and innovative modern healthcare.
- 4** We want to develop a **positive and inclusive culture** in order to be a great place to work, where our people feel that they belong, thrive and grow in a culture that is empowering, kind and respectful.
- 5** We will drive **productivity improvement** in order to ensure the care that we provide is delivered to the highest standard of quality, in a timely manner, with the best patient experience and lowest cost.
- 6** We will continue to use our **Improving Together Programme** — as part of our tried to tested approach to quality improvement in order to provide consistently high quality care to our patients in line with our ambition to deliver exceptional care with exceptional people.
- 7** We will use our **Health and Wellbeing Programme** work in partnership to deliver exceptional care that is inclusive for all and enables patients, people and communities to improve their health and wellbeing.



Our Supporting Strategies

Our ability to deliver exceptional care with exceptional people is dependent on the delivery of a number of supporting strategies.

Improving Quality of Care

Our Quality Strategy sets out four key priorities that have been co-created with our clinical teams, patients and their carers which are underpinned by the latest evidence and research available:

- Developing consistently positive practice environments recognising our workforce is safety critical;
- Delivering consistently safe and reliable care;
- Preventing avoidable delay in patient assessment, treatment and discharge; and
- Ensuring patients have access to services that meets their needs and delivers positive outcomes and experiences.

Clinical Strategy

We will continue to develop and improve our acute and elective services to our local and regional population and increasingly look to do so in partnership with neighbouring acute providers as well as primary and community and social care. Specifically this includes:

- Through clinical networking strengthening our collaboration with regional partners to deliver specialist services;
- Working with partners to create a material shift from hospital care to a whole system approach, through integrated care delivery; and
- Ensure patients only come into the acute hospital when it is clinically appropriate to do so, reducing time spent in hospital by ensuring timely discharge and ongoing community support.

Our Supporting Strategies

Our ability to deliver exceptional care with exceptional people is dependent on the delivery of a number of supporting strategies.

Technological Developments

The delivery of digital technology and data driven insights can make a significant impact on patient outcomes through supporting service and pathway redesign, clinical decision support, enabling patient self management, self service and increased productivity. Priorities include:

- Delivering high quality clinical system services to support both the organisational and supporting strategies;
- Delivering responsive foundation IT and support services;
- Delivering improved data insights and innovation in support of research innovation and new models of care; and
- Delivering improved communication tools and paper free business processes.

Developments to our Estate

The Trust's Estates Strategy articulates how the estate will support the delivery of the Trust's Strategy. It has been written in accordance with exemplar guidance and sits alongside several other UHNM strategic planning documents. It sets out:

- The existing Trust estate and an analysis of its condition and performance, summarise the estate strategies that will drive estate change; and
- Potential options and proposed changes to the estate over future years.

Our Supporting Strategies

Our ability to deliver exceptional care with exceptional people is dependent on the delivery of a number of supporting strategies.

Improving Population Health and Wellbeing

The Trust's Health and Wellbeing Strategy seeks to work in partnership to deliver exceptional care that is inclusive and enables patients, people and communities to have ownership of their health and wellbeing. This includes:

- Building on existing work to address health inequalities in access, experience and outcomes;
- Empowering our people to promote health and wellbeing in patients and communities and build this into service design;
- Forming internal and external partnerships to increase integration of care and coproduce patient centred care; and
- As an anchor institution using recruitment, procurement assets and sustainability to improve wider determinants of population health.

Developing Our People

The Trust has in place a People Plan that, in addition to other areas of focus, will support the delivery of the strategy. This includes:

- Ensuring we have a workforce with the right skills and experience to deliver the clinical services and respond to change, including supporting new roles and ways of working;
- Supporting the education and development of individuals and teams;
- Ensuring everyone working at UHNM has opportunities to continuously improve and develop; and
- Developing the organisation to support transformational change to deliver services in new and innovative ways.

Research and Innovation

The Trust's Research Strategy seeks to promote the importance of research for the benefit of our employees, patients and local population. The strategy has prioritised:

- The development of a Trust-wide culture of research and innovation, working with partners to ensure research is a cornerstone to the delivery of patient care;
- To grow the Trust's capacity for research by extending the opportunities for all clinicians to undertake research;
- To develop a robust and sustainable financial model for research and innovation, that maximises access to commercial trials, academic grants national and regional research programmes; and
- To strengthen the governance framework for research and innovation in order to provide assurance on the Trust's research and innovation activities.

Our Values



Our Values are at the heart of everything we do.

We will continue to promote a compassionate and inclusive culture through our values, which identifies the attitude and behavioural expectations of our people. Our 'Being Kind' Programme is a key part of our journey to being a kind and respectful organisation.

We are a Team	I will be considerate, help others to achieve our goals and support others to make positive changes.
We are Appreciative	I will acknowledge and thank people for their efforts and contributions.
We are Inclusive	I will be open and honest, welcome people's views and opinions and involve people in the decisions that affect them.
We are Supportive	I will be empathetic and reassuring. I will support and encourage people when they need it.
We are Respectful	I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable.
We are Friendly	I will be welcoming and approachable, I will make eye contact, say hello and introduce myself.
We Communicate Well	I will explain clearly, share relevant and timely information and keep people updated.
We are Organised	I will plan ahead, manage my time well and be prompt in what I do.
We Speak Up	I will contribute to ensuring health and constructive feedback for all so that we can feel safe to challenge inappropriate care and behaviour and promote our values.
We Listen	I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear.
We Learn	I will share best practice, celebrate good performances and support others to use their skills, learn and grow.
We take Responsibility	I will have a positive attitude, act and encourage people to take the initiative and make improvements.



Our Patients

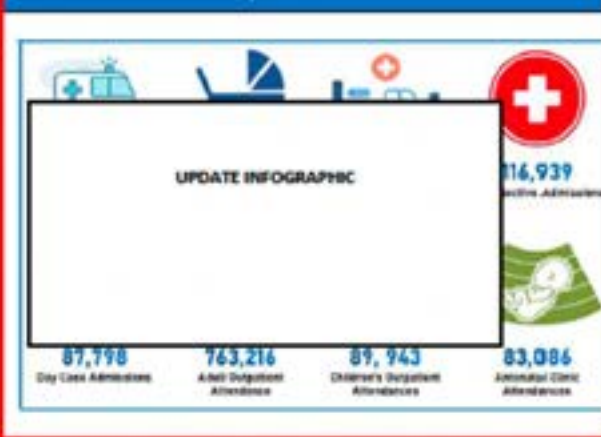
At UHNM we are committed to improving access to our services and delivering a positive impact on patient safety, outcomes and experience.

The NHS Long Term Plan sets out a clear ambition for quality in the NHS by encouraging high quality care for all. The definition of high quality is set out through three dimensions:

- Clinical effectiveness - quality of care is delivered according to the best available evidence;
- Safety - quality of care is delivered in order to avoid all harm and risk to patient safety; and
- Patient experience - quality of care which looks to give the individual as positive experience as possible.



2023 – 2024 Patient Activity



Large numbers of patients each year access our urgent and emergency services, our non-emergency services, our outpatient clinics and our maternity services.

It is our goal to ensure that every patient we see receives the right care, in the right place, at the right time. However, the demand for our services is increasing and we are not always able to see and treat our patients as quickly as we want. Whilst we have made progress in both reducing our long waits and improving the quality and safety of the care that we provide – we recognise that we have much more to do and we will continue to work tirelessly to improve.

Priorities for Our Patients

Taking account of the views of our people, our patients, their carers, relatives and our healthcare partners, we have developed six key priorities for our patients, which align with the NHS Long Term Plan, our obligations under the Health and Care Act (2022) and the expectations of our regulators.

1.1 Develop consistently positive practice environments recognising our staff are safety critical.

An empowered work environment enhances positive outcomes for both our colleagues and those who use our services. We will support our teams to have the time, skills and resources they need to make the improvements they feel are necessary to improve patient outcomes and experience.

1.2 Deliver consistently safe and reliable care.

We will continue to make effective use of data to reduce unwarranted variation and support continual improvement. We will learn when things go wrong and, where appropriate, will ensure that learning is shared across our system partners to maximise opportunities to improve safety for our populations. We will develop a range of harm free care related ambitions to define and standardise care against best practice and improve reliability in these areas.

1.3 Prevent avoidable delay in patient assessment, treatment and discharge.

We will continue to work tirelessly to review our systems, processes and pathways so we can ensure patients receive the care they need with the least delay possible. For any patients subject to delays we will continue to proactively assess their care needs to minimise the potential for harm to occur. We aim to maximise technological and digital solutions to support improved clinical pathways, improved outcomes and deliver opportunities to release clinical time to care.



Priorities for Our Patients

Taking account of the views of our people, our patients, their carers, relatives and our healthcare partners, we have developed six key priorities for our patients, which align with the NHS Long Term Plan, our obligations under the Health and Care Act (2022) and the expectations of our regulators.

1.4 Ensure that our patients have access to services that meets their needs and delivers positive outcomes and experience.

We recognise the importance of developing an equal partnership between our staff, patients and the wider population we serve and will strive to understand what matters most to those who use our services. We will increasingly work in partnership with our patients and public, co-producing solutions to improve their outcomes and experience. We will develop annual patient priorities, based on patient and carer feedback so we can continually learn from and improve the patient experience.

1.5 Embed a culture of research and innovation by growing our capacity to do so.

Recognising that patient satisfaction is higher in those who participate in research studies, as well as delivering better health outcomes, we will continue to grow both our capacity and capability for both research and innovation to ensure that as many patients experience the benefits that this brings.

1.6 Enable high quality care through the delivery of mature, digital clinical systems.

Contributing to delivering exceptional care by putting digital solutions and data insight into the hands of frontline staff and patients to support clinical decision making, clinical safety, process automation and improved clinical outcomes.



Our People

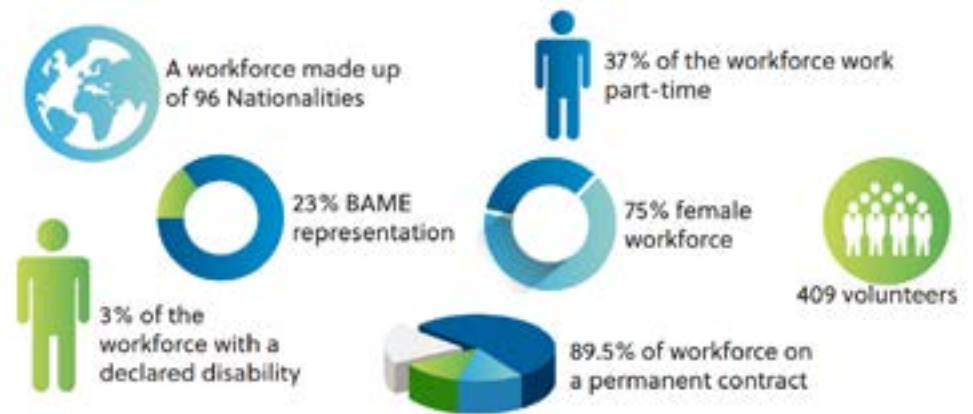
Our ambition is to make UHNM a great place to work for everyone, delivering the best experience and patient outcomes, supported by a sustainable workforce model and a compassionate culture.



We want our colleagues to be happy, healthy and supported so that they, in turn, can support the wellbeing of the people and patients in their care.

We will ensure that our colleagues are treated fairly and everyone is recognised for the contribution they make.

We will also use this opportunity to ensure our workforce is reflective of our diverse population through an inclusive culture where diversity is welcomed.



We have a diverse workforce of over 12,000 people in many different types of roles. Along with volunteers, colleagues in social care and carers, we have a huge impact on our population.

By developing and ensuring our workforce is able to respond to the needs of our communities, we will be able to have the right experienced workforce available at the right time, who feel enabled and empowered to provide the very best care for our patients.



Developing our Workforce

Workforce planning underpins our strategy and delivery plans. This is a process of identifying the people and skills we need now and in the future, to deliver our services.

Over the next 10 years, health and care will change significantly.

The national direction of travel involves increasing care in the community, redesigning and reducing pressure on hospital services, more personalised care, digitally enabled primary and outpatient care and a focus on population health and reducing health inequalities.

The NHS Long Term plan also identifies areas where earlier diagnosis, new and integrated models of care and better use of technology offering the potential to significantly improve population health and patient care.



“We will develop and evolve our workforce, skills and roles to keep pace with the changes.”

The NHS has a shortage of key workers for many roles and in Staffordshire and Stoke-on-Trent we have some “hard to fill” workforce groups. Working with our clinical leaders we need to look at the potential for delivering services differently or with a different mix of skills / roles.

The NHS Long Term Workforce Plan

This sets out clear yet challenging expectations for us in relation to training, retention and reform. To achieve this, we will ensure that our learning and education opportunities meet the needs of our organisation and the wider health system and that our training and development is flexible, adaptable and reflective of the world in which we live.

We will work with our University partners to ensure that our structures, systems and processes for clinical education align with our clinical directorates and to retain staff we will deliver world class training to the clinicians of today and the future.

Priorities for Our People

The Trust's ambition to deliver exceptional care with exceptional people, sets out a clear statement of the importance of our people in delivering our strategy, where all our people work together in order to ensure patients receive the highest standard of care in an environment where the best people want to work.

2.1 We will look after our people

We will support them to be healthy and well, both physically and psychologically and when unwell ensuring they are supported.

2.2 We will grow and develop our workforce for the future

We will do this by attracting, recruiting and retaining our people. We will plan ahead to anticipate and meet the changes in patient needs and demand for our services within the constraints we face.

2.3 We will create a sense of belonging

We will be kind and respectful to each other by creating a positive and inclusive culture which is reinforced through our Being Kind programme of work and our cultural improvement programme. We will support our people to be the very best they can be by building a psychologically safe, positive, compassionate and inclusive culture where our people are free from discrimination and diversity is celebrated.

2.4 We will develop our people practices and systems

We will promote and use new technologies and equip our people with digital awareness and skills.



Priorities for Our People

The Trust's ambition to deliver exceptional care with exceptional people, sets out a clear statement of the importance of our people in delivering our strategy, where all our people work together in order to ensure patients receive the highest standard of care in an environment where the best people want to work.

2.5 We will grow our research and innovation

We will support our people to fulfil their academic careers within the organisation, in support of our ability to be able to both recruit and retain highly performing and motivated clinicians.

2.6 We will develop our estate

We will utilise our estate in order to promote a positive impact on the health and wellbeing of our workforce, this will include the development of workspaces that promote flexible and agile working.

2.7 We will develop our digital systems and capabilities

We will empower our people to make the most of the technology available and to confidently get involved in the future of digital healthcare, through training and skills development.



Our People



The Trust has been a key NHS organisation to local communities for many years as a major employer of local people, a provider of NHS services and a significant investor in the NHS supply chain and estates. The Trust is embedded in its local communities and is a key partner in influencing the social, demographic and healthcare factors that determine the health of many local people.

Our people and communities are at the centre of everything we do.

The Trust provides care for a catchment population of three million people across Mid and North Staffordshire, Stoke-on-Trent and parts of Cheshire, Shropshire and Derbyshire. Many of its 12,000 workforce live locally.

Social and economic deprivation has a strong influence on health, with people living in more deprived communities more likely to experience social and health inequality throughout their life. In the Stoke-on-Trent area 53% of the local population live in the 20% most deprived communities in England. As a result many in the local population experience health inequality and poorer health and wellbeing outcomes.

We want to play our part in tackling health inequalities and will work in partnership as a major anchor organisation to:

- **Support population health management;**
- **Reduce health inequalities; and**
- **Support prevention.**

By monitoring and evaluating the impact of our joint work we will be able to adapt and improve the services we provide to our communities.



Priorities for Our Population

We will work in partnership to deliver exceptional care that is inclusive for all and enable patients, people and communities to have ownership of their health and wellbeing.

3.1 By working in partnership

With other organisations and communities in our integrated care system we aim to ensure that everyone has equal opportunity to access and benefit from the care the Trust provides.

3.2 Understanding the needs and inequalities in our population

Partnership working will be used to inform targeted interventions and increase integration and co-produced care, though a number of priority areas including infant mortality, premature mortality in cardiovascular disease, cancer, respiratory disease and the impacts of excess alcohol consumption.

3.3 Ensure processes are established

Health inequalities will be placed within the core business of the Trust, that systematically considers and addresses health inequalities in decision-making, planning and delivery.

3.4 Empowering our people

Our people will be empowered to take ownership of their health, safety and wellbeing and in turn to promote health and wellbeing in patients and communities and build this into service design, by making every contact count.



Priorities for Our Population

We will work in partnership to deliver exceptional care that is inclusive for all and enable patients, people and communities to have ownership of their health and wellbeing.

3.5 Harnessing our status as an ‘anchor organisation’

We will support the reduction in unemployment locally within target population, through encouraging more young people into healthcare education career or apprenticeships and breaking down the barriers that prevent our local population from pursuing employment in the NHS.

3.6 We will seek to minimise any negative impact of Trust services and estate on the local environment

We will seek to reduce carbon emissions, including supporting active and suitable travel for both our employees and our local population.

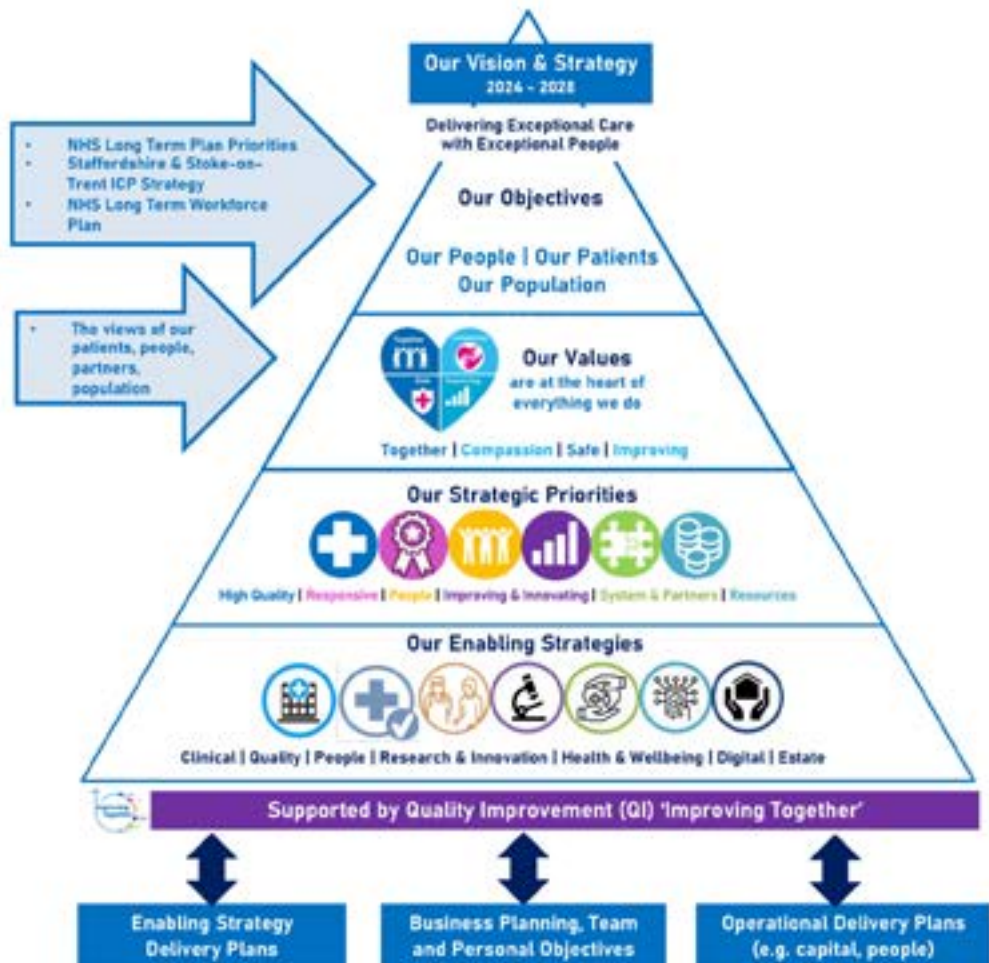
3.7 We will work with our system partners

We will develop digital solutions for our patients and the wider population, working as a system to enable a single co-ordinated offer of digital channels for citizens and rollout remote monitoring technologies to help citizens manage their care at home.



Taking our Strategy Forward

Our strategy was developed by our workforce, patients and partners across our system and will be taken forward by:



Our Strategic Objective

Our People

A great place to work for everybody.

Our Patients

Improved patient access, quality and outcomes.

Our Population

Working with partners to improve the health of our population.

Our '2028 Objective

by 2028:

Our staff engagement is in line with the best.

by 2028:

Our care is rated as 'Outstanding'.

by 2028:

We have improved outcomes in Staffordshire and beyond.