



The Newcastle upon Tyne Hospitals
NHS Foundation Trust



Our Strategy 2019 – 2024

Summary version



Healthcare at its best
with people at our heart



Contents

| | |
|--|----|
| About Newcastle Hospitals | 05 |
| The context we work in | 08 |
| Developing our new strategy | 11 |
| Our vision and values | 12 |
| Our ambitions | 14 |
| Our strategic framework | 18 |
| Patients | 20 |
| People | 22 |
| Partnerships | 24 |
| Pioneers | 26 |
| Performance | 28 |
| Implementing and monitoring our strategy | 30 |



About Newcastle Hospitals

The Newcastle upon Tyne Hospitals NHS Foundation Trust (Newcastle Hospitals) is one of the largest and most successful teaching hospitals in England, providing academically led acute, specialist and local community services to patients from Newcastle, the wider North East and Cumbria, across the UK and internationally.

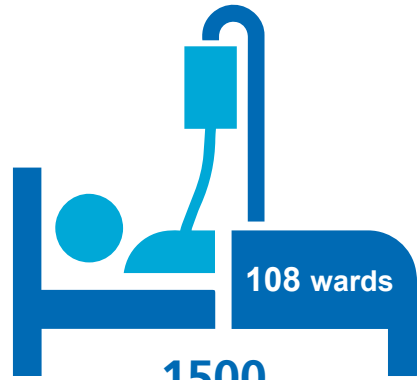
We are proud to be able to provide world class care and treatment in the heart of the North East and we strive to support our patients with the utmost care and compassion.

Research, innovation and discovering new knowledge is a fundamental part of our approach and we aim to enable as many of our patients as possible to take part in and benefit from cutting-edge clinical research.

We are proud to have been rated as outstanding twice by the CQC, most recently in May 2019.



14,725
Staff



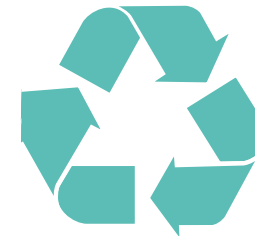
1500
acute beds



15 MRI and CT
scanner and 9 linear
accelerators



Top 3
in country
for patients
recruited to
clinical trials



We recycled 40% of
our non-clinical waste



16.2million
diagnostic tests
each year

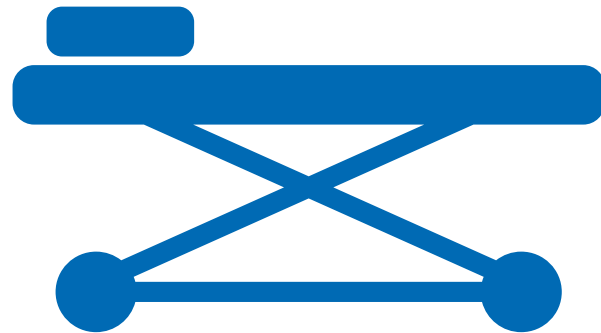


Each day there are

560 people in A&E
and our walk-in centres

600 patients admitted
to hospital

175 operations



62 operating
theatres



1st NHS Trust to declare
a climate emergency



6,698
babies born



1.72million
patient contacts



Seven main sites
and community
services serving
a population
of up to
3million people



5,000 outpatient
appointments

1,350 referrals

100 urgent referrals



Rated amongst the
best in the country
for patient surveys



Second
'outstanding'
rating from
CQC

We spend

£1,050,000,000 a year

£20,192,308 a week

£2,876,712 a day

£119,863 an hour

£1,998 a minute

£33 a second



Flourish
at Newcastle Hospitals



781,747
medicines dispensed a year

The context we work in

As we have developed our new five-year strategy, we are clear about our leadership role both in the local health and care system and as one of the major anchor institutions in the wider NHS. Our challenge is to not only maintain and develop our own organisation, but also play a broader leadership role in improving the health and wellbeing of the city and system.

Our strategy is for our organisation, but it is written in the context of system working and respects the evolving architecture of the NHS as it develops Integrated Care Systems and Partnerships.

This strategy sets out how we will build on our strong foundations of excellent care, effective joint working and strategic partnerships across health, social care, academia and industry.

We will continue to be an influential organisation developing both clinical practice and health policy.

Our research capability is a key strength where we are able to push the boundaries of clinical practice and develop new knowledge which our local patients can benefit from directly.

The Trust is one of the 'Shelford Group' of hospitals, a collaboration of ten of the largest teaching hospitals in England, and our Chief Executive is the current Chair of this important group. Strategically, this gives us a significant opportunity to connect with – and inform – policy makers in the life sciences, health and social care fields, connecting them with the frontline NHS as the NHS Long Term Plan develops.

However, we are conscious that the NHS and the Trust faces unprecedented challenges including:

- A growing and ageing population with a longer life expectancy than ever before but living with multiple health conditions and social care needs
- Within our population, differences in healthy life expectancy and quality of life vary significantly
- There is unprecedented demand on health services
- Patient expectations as to what is possible with advances in healthcare and technology have grown, promoted by an increased awareness from social and other media
- Despite the NHS having received growth funding during the last decade, there remains insufficient resource to support increased levels of demand and satisfy public expectations

The availability, training and retention of a skilled workforce is the biggest challenge facing healthcare providers today.

Our strategy positions us in the best place to tackle these challenges.

Alongside this, there are a number of areas where we have taken a leadership position which further strengthens our strategic reach.



Tackling climate change

In June 2019, we became the first NHS organisation to declare a climate emergency, recognising the threat that climate change presents to our planet, and the health of our population. By committing to take action to become carbon neutral by 2040 (ten years ahead of the current legal requirement), we are making a clear statement that we will lead in this area alongside our civic partners.

Digitally enabled

Through our Paperlite programme, we have committed to becoming a fully digitally enabled Trust, delivering exceptional care efficiently, through the use of world class digital technology and information. This is supported by our position as a Global Digital Exemplar (GDE). Paperlite will give us the tools to gain full advantage of our integrated health record, by providing a full suite of digital features.

Best place to work

The NHS Interim People Plan was published in June 2019 and sets out a vision to grow the NHS workforce, support and develop leadership and make our NHS the best place to work. In Newcastle we have clearly acknowledged the importance of our workforce, not just to ensure that we are attractive to new staff, but also that we care for and support our 14,500 strong team.

Our #FlourishAtNewcastleHospitals programme is having a huge impact in supporting health and wellbeing, inclusion and diversity. We aim to become the best place in the NHS to train, and also to be the most flexible employer in the NHS over the next three years.

Developing our new strategy

In such a large and complex organisation, it is important that clinical and managerial leaders and practitioners are fully involved in developing the Trust strategy, particularly in their specialty areas. To ensure that this clinical voice and expertise was at the heart of our developments, we began the process of developing our new strategy with a series of workshops focussing on the changing environment, risks and opportunities around workforce, estates and finance; the use of technology as an enabler and for service delivery; the recently published quality strategy; existing and potential services transformation and the impact of research and innovation.

Directorates then worked with their own stakeholders to develop their clinical strategies, which were shared with other clinical and corporate services. These strategies were used as the basis for developing the Trust's strategy and influencing our business planning.

Further workshops with a wide range of internal stakeholders, including our Council of Governors and the Board of Directors enabled a shared development of the Trust's refreshed vision, strategic framework and objectives.

This bottom-up approach was aligned to Board discussions around the Trust's ambitions, building on its outstanding foundations and track record.



Our vision and values

Our vision, values, ambitions and strategic framework was agreed by our Board of Directors in early summer 2019 following a period of discussion and engagement with a wide range of staff and stakeholders.

Our vision expresses our collective aspiration and purpose. It summarises our desire to achieve the highest standards in service delivery, improve health for local people and capitalise on our world class expertise and research capability, building on our history of proud and caring staff, delivering excellent healthcare and outstanding performance.

Our vision

Newcastle Hospitals – Achieving local excellence and global reach through compassionate and innovative healthcare, education and research.

Our values were developed wholly by our staff and guide everything that we do as we grow to achieve our vision.

Our values



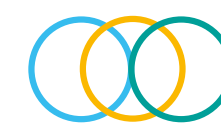
We care and are kind

We care for our patients and their families, and we care for each other as colleagues.



We have high standards

We work hard to make sure that we deliver the very best standards of care in the NHS. We are constantly seeking to improve.



We are inclusive

Everyone is welcome here. We value and celebrate diversity, challenge discrimination and support equality. We actively listen to different voices.



We are innovative

We value research. We seek to learn and to create and apply new knowledge.



We are proud

We take huge pride in working here and we all contribute to our ongoing success.



Healthcare at its best
with people at our heart

Our ambitions

As a major NHS provider and highly successful teaching hospital, we aspire to excel at a number of levels. We need to maintain our ability to be an excellent employer and to provide outstanding clinical services to the local population in Newcastle upon Tyne, while also delivering world class innovation and research which is influential on a national and global stage. We need to be able to identify where – and how – we are working with different partners to have appropriate reach.

Our ambitions are stated at five levels which relate to our activity across the Trust. These are:

- **In our organisation** – To be an outstanding organisation now and in the future, providing strong foundations to support our regional, national and global reach

- **In Newcastle** – To be a full civic partner, contributing to the health, wealth and wellbeing of the city, and delivering integrated services
- **In the region** – To be an anchor organisation in the North East and Cumbria as a clinical systems leader and a regional provider of services, creating and supporting a sustainable system
- **Nationally** – To be a beacon organisation in the UK, leading and influencing service delivery and policy
- **Globally** – To realise our capability internationally using our outstanding foundations, enhancing our global reach

What this means

In our organisation

To be an outstanding organisation now and in the future, providing strong foundations to support our regional, national and global reach.

Our services will continue to be at the cutting-edge, developing and applying the most recent research and innovation, further developing personalised medicine and treatments and giving more people than ever the opportunity to take part in ground-breaking research.

Services will be delivered at home, or as close to home as possible, with hospitals only providing services that cannot be delivered in this way.

We will be an employer of choice and be the most flexible employer in our NHS peer group by 2022.

Innovative health services will be supported by an electronic health record and digital Paperlite systems in the Trust that are also fully interoperable with the health records of our partners.

Service delivery will be supported by sound financial management and delivered from excellent estate, in partnership with HSNL and Interserve. We will be fully sustainable for the future and carbon neutral by 2040.

Our business strategy will continue to be one of innovation, efficiency and growth. Growth will come from collaborations with other health partners, innovation and commercial enterprises. This is supported by our market analysis.

In Newcastle

To be a full civic partner, contributing to the health, wealth and wellbeing of the city, and delivering integrated services.

We aim to improve the health, wealth and wellbeing of our local population and reduce health inequalities through prevention, earlier diagnosis and by delivering outstanding care and treatment.

We want citizens of Newcastle to receive the best, fully integrated services delivered seamlessly with our primary, social care and voluntary sector partners, making every intervention clinically meaningful and holistic, and co-producing services with them wherever possible. We will work to develop a whole system 'command centre' to manage our resources together to achieve best value.

We also take our social value responsibilities as a major employer – and as a public body spending large amounts of public funds – very seriously. We see a clear role for the Trust in helping to generate wealth for the local economy and to increase employment more widely.

In the region

To be an anchor organisation in the North East and Cumbria as a clinical systems leader and a regional provider of services, creating and supporting a sustainable system.

We provide a number of services at a regional and sub-regional level but our role is greater than this. More and more we see ourselves as a partner in, and leader of, clinical networks supporting vulnerable services and creating a sustainable system. We are an important system leader in successful service and pathway transformations.

Nationally

To be a beacon organisation in the UK, leading and influencing service delivery and policy.

As well as providing nationally commissioned services in some specialties, we are also the national leaders at the forefront of a number of clinical innovations. Working with our partners at Newcastle City Council and universities, we seek to address the 'grand challenge' of our ageing society and create better services and outcomes for our local populations.

We aspire to become an Academic Healthcare Centre, strengthening the close relationship with Newcastle University. To achieve this, we will work in partnership to translate cutting-edge discoveries in bioscience into real benefits for patients, integrating existing infrastructure like our Biomedical Research Centre and translational capability in diagnostics and therapeutics. This, in turn, will increase the complexity of therapeutic options available for patients underpinned by developments in diagnostic techniques.

The potential of diagnostic advances is demonstrated by developments in genomic medicine which offers the hope of prediction of disease before symptoms become obvious, allowing earlier treatment and better outcomes. In addition, genomic medicine and other developing techniques may lead the way to truly personalised medicine with treatment options being determined by an individual patient's DNA. Through our academic partnership we will maintain and expand our reputation in rare diseases, using the power of genetics to inform improved diagnosis and better treatments.

As a Global Digital Exemplar we will be digitally mature and enabled, taking opportunities to develop artificial intelligence across clinical services, leveraging the benefits of working in partnership with the National Innovation Centre for Data based in Newcastle.

Our achievements as a leading provider of clinical and enabling services, with exemplar and world-renowned staff, will allow us to influence national policy.

Globally

To realise our capability internationally using our outstanding foundations, enhancing our global reach.

We will continue to employ an international workforce supporting people to settle locally but retain links to their global communities.

We will seek to expand our international services – for example Paediatric Severe Combined Immunodeficiency (SCID), and also aim to influence future care and treatment by leading and participating in international research.

Our staff already provide an enormous amount of support to other countries to improve health and wellbeing and develop their own health systems. We want to continue to appear in the global top 100 hospitals, and to continue our international reputation for delivering outstanding care, being a top employer and working with partners to transform health and care delivery.

Our strategic framework

Our strategy is underpinned by a strong and stable foundation as an outstanding organisation. We have created our strategic framework to emphasise the building blocks of our ongoing success and ensure that these continue to be at the heart of everything we do.

We have identified five overall priorities – 5 'P's – for our organisation to focus on over the next five years in order to achieve our strategy.

Every year, each of your priorities will be supported by a number of objectives to help us measure our progress and success in the delivery of our vision and ambitions and to guide our decision making. It also provides a framework for individual services to consider their priorities and plans in order to help achieve our Trust objectives and strategy.

This framework will help us to ensure that all of our organisational objectives – at every level and in every part of the organisation – are aligned.

The title of our strategy – 'Healthcare at its best, with people at our heart' clearly signals the level at which we strive to deliver; with patients and our staff the highest priority in everything we do.

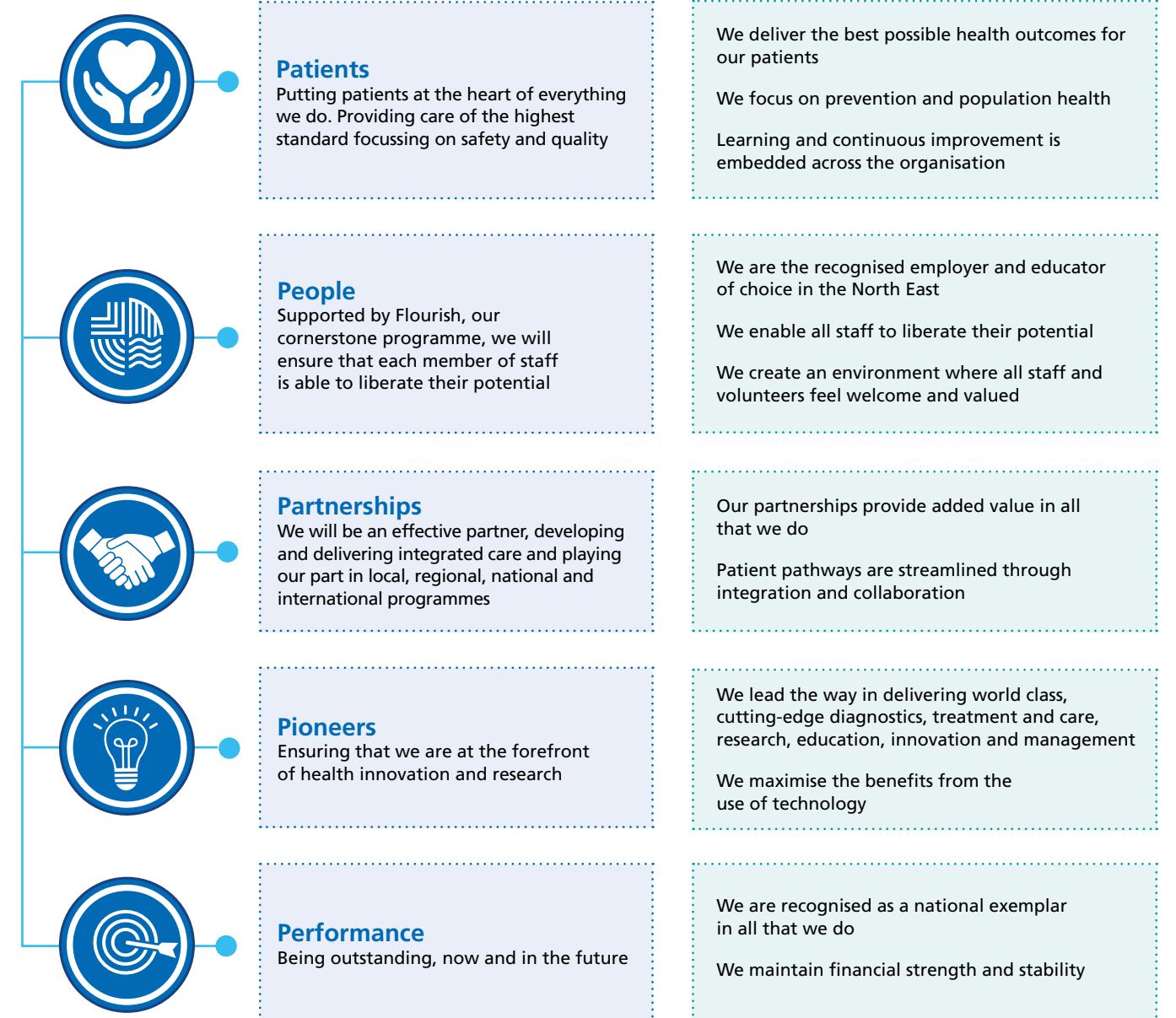
The rest of this strategy sets out our priorities for each element of our strategic framework.

Our strategic framework – the 5 'P's

Our vision

Achieving local excellence and global reach through compassionate and innovative healthcare, education and research.

The 5 'P's of our strategic framework



Patients

Putting patients at the heart of everything we do. Providing care of the highest standard focussing on quality and safety

By 2024 we want to ensure:

- **We deliver the best possible health outcomes for our patients**

- Delivering ‘outstanding’ (safe, caring, responsive, effective, well-led) patient centred care
- Patients will receive fully integrated services delivered seamlessly with our primary, social care, mental health and voluntary sector partners
- Services will be delivered at home or as close to home as possible
- The environment in which we deliver services plays a key part in the delivery of safe, high quality care and we will continue to invest in our estates and facilities to ensure the highest standards are met across hospital and community sites
- The Trust has a long-standing reputation for providing the highest quality services in England for acute, specialised and community care. We are recognised nationally and internationally for our pioneering treatment and care. We want to retain this position

- **We focus on prevention and population health**

- As a major employer and provider of healthcare, our strategic goal goes beyond helping people to recover from episodes of ill health and injury and seeks to play a part in addressing the health and wellbeing of our population. We want to reduce health inequalities within the North East and between the North East and the rest of the UK. We will do this through prevention strategies, earlier diagnosis and by delivering outstanding care and treatment
- We need to work with patients, families and carers to manage their health and wellbeing. Every year we have over 1.72million contacts with patients. We need to make every contact count
- Through our Global Digital Exemplar (GDE) programme we will ensure our digital patient record informs and helps us to improve the health of the population

- **Learning from continuous improvement is embedded across the organisation**

- We consider Quality Improvement to be an integral part of everyone’s daily work through learning, improving and innovating. This area of work is particularly important as patient perceptions and expectations continue to change across generations with the advent of digital and self-service interfaces

We will do this by:

- Delivering our quality strategy and priorities
- Delivering our integration strategy, integrating and streamlining services to patients
- Delivering our estates strategy including:
 - A programme of ward and theatre refurbishment over the next five years to ensure that all our facilities are clinically excellent and operationally efficient
 - Upgrading the assessment suite and emergency department facilities
 - Creating a new children’s heart unit at the Great North Children’s Hospital
 - A new clinical block, reproviding a range of regional specialty services in state-of-the-art clinical environments
- The development of an Appointment Booking Centre and a system command centre

- Continuing to develop and apply the most recent research and innovation
- Continuing to develop and deliver the highest number of specialised services
- Continuing to deliver excellent patient experience and engagement
- Focussing on prevention, early diagnosis and intervention
- Continuing to develop and implement new diagnostic technologies and pathways, for example lung health checks
- Making every contact count to support people to make positive improvements to their physical and mental health and wellbeing
- Developing our quality faculty to build improvement capability in our organisation
- Maximising the use of digital solutions
- Reviewing and developing our charity so that we are able to create maximum income for the benefit of patients, staff and the wider community
- Developing our #ReducingDaysAwayFromHome approach
- Continuing to minimise healthcare acquired infection rates
- Improving the experience of people with mental ill health and with learning disabilities, when they use our services

People

Supported by Flourish, our cornerstone programme, we will ensure that each member of staff is able to liberate their potential.

We want to continue to be the recognised employer and educator of choice in the North East, and we want to become the most flexible employer in our NHS peer group. We are proud of our staff. Many join us early in their career and remain with us until they retire. Our staff and volunteers are integral to the success of our organisation and are advocates of, and ambassadors for, our services.

Workforce has been highlighted as the biggest challenge facing directorates and departments. If we are to retain our position as a leading healthcare provider and deliver our vision we need to continue to secure and develop high calibre staff to deliver services now and in the future.

Our staff are working in increasingly complex and challenging environments with many clinical and support areas facing shortages of healthcare staff. The recently published Interim NHS People Plan provides a national strategic framework to begin to address this and other workforce issues.

By 2024 we want to ensure:

- **We are the recognised employer and educator of choice in the North East**
 - We will have clear and robust strategies to ensure our workforce is sustainable and that we have the right number of staff to meet our patients' needs
 - We will deliver excellence in education and learning
 - We will be a national leader in attracting, recruiting, training and nurturing a clinical academic workforce, using innovative models to maximise opportunities
 - There will be increased capacity and capability to deliver a pipeline of talent and expertise for the Trust and local systems
 - Staff experience will be excellent as we support our staff to Flourish, valuing overall health and wellbeing and liberating the potential of individuals

- **We enable all staff to liberate their potential**

- #FlourishAtNewcastleHospitals will support our diverse staff to work in an engaging environment which is fair and respectful
- There will be increased capacity and capability for professional and leadership development within professions, the NHS, and across the system

We will do this by:

- Continuing to develop the #Flourish programme across the entire organisation
- Delivering our people strategy
- Delivering our leadership development and talent management strategy, providing high quality professional and leadership development, talent management and succession planning
- Supporting leadership development across the city-wide system to develop strength in integrated working

- Workforce design and planning that mitigates key shortage risks, growing our own, improving retention and developing new and extended roles
- Being recognised as an anchor organisation for the design and delivery of education and training for the health and care workforce
- Working with our academic partners to create robust training opportunities, mentorship and support for those wishing to enter clinical academic research
- Further developing as a centre for excellence in multi-disciplinary and multi professional education and learning and expanding our Healthcare Academy
- Having a diverse, flexible, agile and digitally literate workforce who are motivated, active and engaged
- Having generated wealth for the local economy through employment, health and wellbeing



Partnerships

We will be an effective partner, developing and delivering integrated care and playing our part in local, regional, national and international programmes

We are an important part of a wider health and social care economy. We will develop and strengthen effective strategic partnerships across health and social care as well as academia and industry. To be truly successful we need to be part of a successful surrounding ecosystem which will translate into integrated and multi-agency pathways of care for our patients.

Our role in system working and system leadership has been a key consideration for the Board in refreshing our Trust strategy with the ultimate aim of enhancing the delivery of healthcare.

By 2024 we want to ensure:

- Our partnerships provide added value in all that we do. Our partnerships will enable us to:

- Provide better access, outcomes and experience for patients with physical and mental health issues
- Offer high quality education and training to ensure the workforce of the future
- Generate research and healthcare innovations that translate into patient benefit
- Improve population health and wellbeing and reduce health inequalities
- Generate wealth for the local and regional economies
- Ensure clinically sustainable services across the region
- Influence national policy
- Stay at the cutting-edge of experimental medicine
- Give Newcastle global reach

- **Patient pathways are streamlined through integration and collaboration**
 - There will be clear shared and joined up pathways for patients across health, social care and primary care
 - Acute hospital services will work together to develop and improve patient pathways
 - Services will be delivered at home, or as close to home as possible, with hospitals only providing services that cannot be delivered in this way
 - Alliances are in place to ensure sustainable acute hospital services in the North Integrated Care Partnership (ICP) and across the region

We will do this by:

- Delivering our integration strategy, integrating and streamlining services to patients
- Developing community hubs alongside primary care networks
- Working with our local partners on wider economic strategies
- Working with other acute providers and systems to develop sustainable services through managed clinical networks, hub and spoke and/or prime provider arrangements across a range of specialties/specialised services including:

- Oncology in Cumbria
- Vascular services for Gateshead and Newcastle
- Mechanical thrombectomy across Newcastle, Gateshead and Northumbria
- A Genomics Laboratory Hub across the North East and Yorkshire (Newcastle, Leeds and Sheffield Trusts)
- Leading on workstreams for the Integrated Care System (ICS) agenda as appropriate for example child health regional network
- Working with the community and voluntary sector
- Continuing to build a constructive relationship with key national bodies including Health Education England, and NHS Improvement/England
- Influencing national policy directly and through our membership of the Shelford Group, the North East and North Cumbria Academic Health Science Network (AHSN) and Northern Health Science Alliance (NHSA) for example
- Working with academia to ensure we develop a sustainable workforce in both training and supply for the future
- Developing more international partnerships, research and service provision

Pioneers

Ensuring that we are at the forefront of health innovation and research.

Research and innovation is a significant and important part of the Trust with many of our clinicians and teams working in close partnership with Newcastle and other local universities to develop new diagnostic tests, treatments and drugs.

Newcastle holds a unique position in the arena of research and innovation which we want to maximise. Research in healthcare is vital to understand how new drugs, treatments, techniques and innovations can improve patient outcomes, transform services and ensure value for money.

Newcastle is at the forefront of leading edge medicine and diagnostics including clinical trials and genomics that have the potential to offer new approaches to medical specialties including rare diseases and cancer.

We also know that undertaking research drives up the quality of patient care and improves outcomes. We have also identified commercial opportunities which will support the industrial strategy and life sciences agenda, and are putting resources in place to maximise this potential.

As a designated Global Digital Exemplar we are one of the leading organisations in the digitisation of healthcare. We have an ambitious programme of work to deliver digitally enabled care that supports more informed and safer decisions about patient care, improved patient experience and increased collaboration and research.

We also see an important role in tackling climate change, and became the first NHS organisation to declare a climate emergency.

By 2024 we want to ensure:

- **We lead the way in delivering world class, cutting-edge diagnostics, treatment and care, research, education, innovation and management**
 - We will work with Newcastle University to create an expanded research capability and capacity, and aim to secure Academic Health Science Centre status, should the opportunity arise
 - We will be outward facing and collaborative in developing our research benchmarking against – and networking with – other leading national and international academic healthcare partners
 - Further developments in diagnostic techniques, including genomic medicine, will deliver faster diagnosis and treatment, as well as developing truly personalised medicine with treatment options being determined by an individual patient's DNA
 - We will promote research and innovation and their application into day-to-day service delivery
 - More patients than ever will have the opportunity to take part in ground-breaking research
- **We maximise the benefits from the use of technology with a view to more informed, and safer decisions about patient care, improving the patient experience and enhancing patient engagement**
 - There will be universal use of the digital patient record
 - Health records will be accessible and joined up to support patient care
 - Patients will access our services and information about our services through the patient portal

- We will understand more about the health of our population
- Making the best use of technology will enable us to support people to live healthier lives. It will deliver benefits not only for today's patients but for generations to come. This includes the development of artificial intelligence (AI), telehealth and telemedicine to support the future delivery of healthcare
- We will consider the environmental impact of all of our developments as a matter of course

We will do this by:

- Integrating research into everyday care, facilitating research in directorates and departments and publicising research opportunities for patients
- Maximising the life sciences strategy and industrial strategy
- Appointing a Director of Enterprise and Business Development to enhance our commercial capabilities
- Developing and promoting our innovation and commercial strategies including the generation of wealth for our local population
- Leading the way in health informatics and digital services at a regional and national level including having fully interoperable health records with our partners, developing our patient portal and maximising the use of technology in healthcare delivery such as telehealth, artificial intelligence (AI) and robotics
- Creating environments that lead the way for delivering world class, cutting-edge treatment and care, research, education and innovation
- Sharing our expertise globally
- Achieving our target of being carbon neutral by 2040

Performance

Being outstanding now and in the future

As one of the largest and most successful teaching hospitals in England, providing world class services and employing world class clinicians, we want to continue to grow and develop to provide healthcare of the highest standard in terms of quality and safety while maintaining operational, clinical and financial sustainability.

The Trust prides itself in consistently striving for excellence in healthcare and monitors performance closely to ensure high levels are achieved and maintained across the organisation, despite demand for services rising at a faster rate than the available resources.

While the drive to achieve national targets within a far more challenging operating environment has created significant pressure, we aim to remain strong and consistently perform better than our peers on the majority of operational standards.

The Trust's performance management and accountability framework sets out the overarching principles and approach to ensure sustainable delivery of our strategic aims and objectives. This framework aims to ensure that we successfully deliver national performance and quality standards, internal standards for performance and contractual targets as agreed with commissioners, while promoting a culture of excellence in all that we do. It aims to foster responsibility and accountability for every member of staff at every level within the organisation.

By 2024 we want to ensure:

- **We are recognised as a national exemplar in all that we do**

- We will have been consistently rated as outstanding by the Care Quality Commission every year
- We will set the benchmark of quality performance that other trusts aspire to
- Patients at Newcastle Hospitals will be receiving the highest quality care of any of the Shelford trusts

- **We maintain financial strength and stability**

- Ensuring we continue to deliver break-even on an annual basis and that we maintain sufficient liquidity
- Reviewing and developing new contract types and incentives
- Broadening our income base through the commercial and other strategies
- Diversifying our access to capital funds to ensure that this is sufficient to sustain our necessary investment in estate and equipment
- Working with local partners to develop wider economic strategies to generate wealth for the local and regional economies

- Working with other organisations at an ICP and ICS level to develop and maintain a sustainable local and regional health economy

We will do this by:

- Defining what outstanding looks like nationally
- Having strong operational performance, meeting targets and standards where appropriate
- Making the best use of resources, delivering value for money in all that we do including delivering our cost improvement programme (CIP) and other efficiency targets
- Having a clear finance and investment strategy which includes securing our finances for the future which requires significant capital investment
- Continuing to have a strong business strategy that is built on innovation, efficiency and growth
- Being energy efficient in all that we do
- Maximising commercial opportunities
- Maximising our opportunities through charities



Implementing and monitoring our strategy

We have set a timeframe of five years from September 2019 for this updated strategy with a commitment to review progress annually given the likely emergence of new partnerships, structures and accountability arrangements following the recent publication of the Long Term Plan for the NHS as well as emerging Integrated Care System (ICS) and Integrated Care Partnership (ICP) plans.

Our Board of Directors and Council of Governors will now ensure that this strategy is delivered.

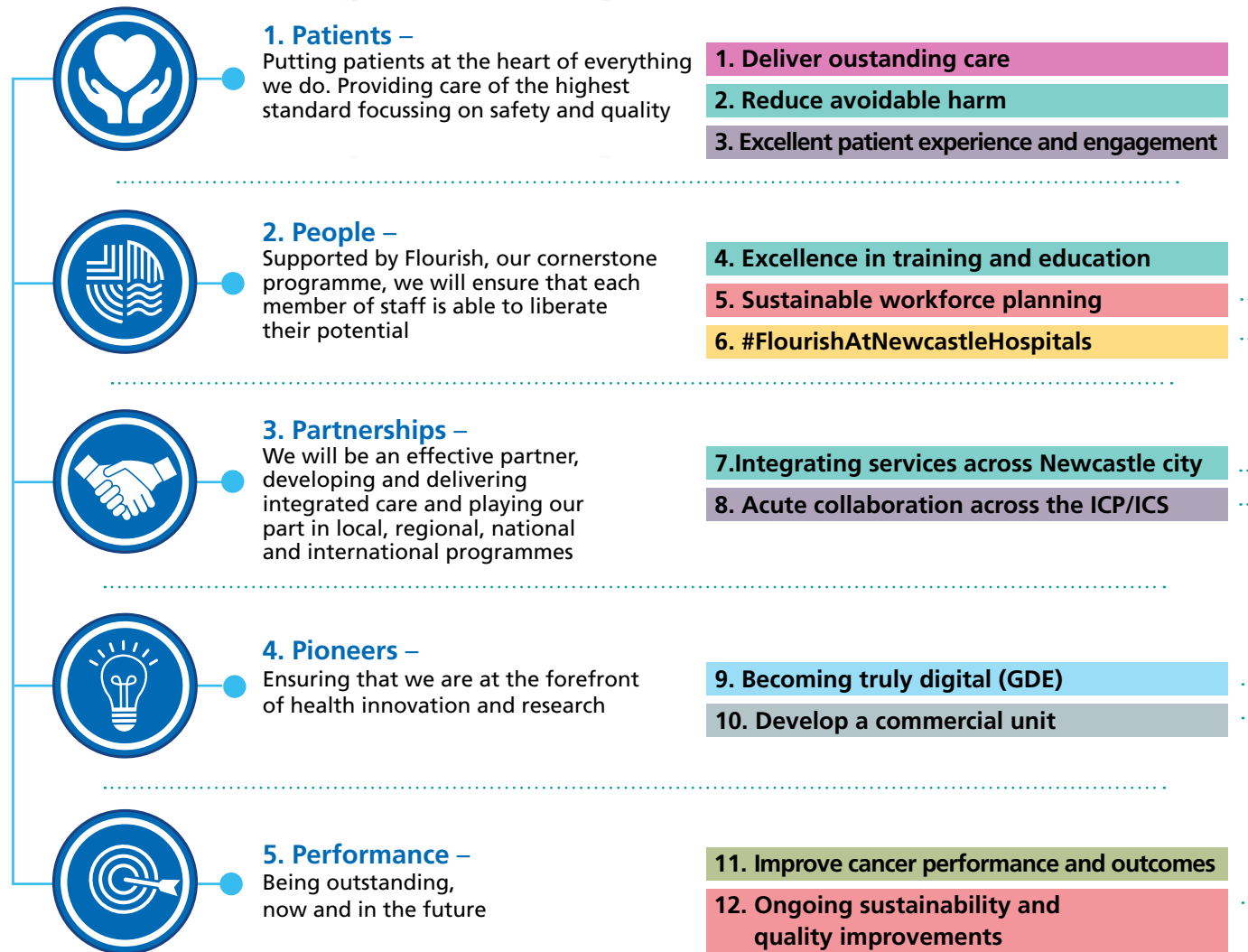
Breakthrough objectives will be presented to the Board of Directors for agreement on an annual basis. Our 2019/2020 breakthrough objectives are:

Our vision

Achieving local excellence and global reach through compassionate and innovative healthcare, education and research.

The 5 'p's of our strategic framework

Our 2019/2020 breakthrough objectives:



Personal objectives and the contribution individuals make to delivering our strategic priorities and objectives will be through the Trust's annual appraisal process.

In addition to the corporate objectives and supporting strategies, individual services and directorates have identified their top

priorities against each of the strategic priorities. Monitoring of these will be through quarterly performance review meetings.

If you would like to know more about our strategy, please contact communications@nuth.nhs.uk



Healthcare at its best
with people at our heart