

A large group of diverse healthcare professionals, including doctors, nurses, and support staff, are walking along a tree-lined path. They are smiling and looking towards the camera. The path is paved and flanked by lush green trees. In the background, a modern hospital building is visible under a clear blue sky.

Working Together, Improving Together

2023-28



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Midwives Katie and Amy appeared in series 2 of the documentary series Nurses on the Ward, which was filmed at QA Hospital.

Introduction from the Chairman – Melloney Poole, OBE

At Portsmouth Hospitals University NHS Trust we have worked hard over the last five years to provide excellent care for our patients and communities. We have built strong foundations in order to achieve our ambitions against challenging and changing local, national and global contexts and are proud of what we have achieved to date.



We have navigated the complexities and stresses of a global pandemic, during which our people were exceptional. We are incredibly pleased that we received the 'Good' Care Quality Commission (CQC) rating during this time and which so clearly confirmed that our people are kind, compassionate and respect our patients' dignity and individual needs.

However, now we must look to the future, building upon this good work and continue to improve, adapt and innovate working together to achieve the ambitions of this new strategy.

Working Together, Improving Together, clearly sets out what we need to achieve, hand in hand, with our communities, health and care partners and our people. It describes our core values which underpin how we will deliver this strategy and the behaviours we expect of our people working together to provide care for our patients. Working in accordance with these values, in partnership and solving problems together will allow us to serve our patients and communities by continually improving and by having a real sense of pride in the Trust.

This year we celebrate the NHS's 75th anniversary which has given us the opportunity to reflect on these achievements and celebrate our innovative and dynamic services. I am confident we will continue to improve and transform our services and meet the evolving needs of our communities.

I want to thank everyone that took the time to help us during the formation of the strategy. We are committed to listening to you and shaping our focus and services around your feedback and needs.

Thank you all,

Melloney Poole, OBE
Chairman

Introduction from the Chief Executive, Penny Emerit

I am very proud to introduce our new five-year strategy, 'Working Together, Improving Together'. It sets out our vision, values, strategic aims and most importantly, how we will deliver against these ambitions for our patients, communities, and people in the future.



Our strategy sets the framework for the work we do every day and shows how, with everyone in the PHU team working together, improving together, we will achieve our ambitions. I am personally committed to this strategy and the direction it sets for the organisation and our ways of working – our ambition is high, both in terms of what we set out to achieve for our populations, but also how we will behave to deliver the best possible outcomes for the communities we serve. Our strategy is not just a document, it is for and about everyone at PHU, building on what we have achieved over the past five years with a renewed focus on continuous improvement and the need to continue to work together and improve together to achieve our goals.

To inform this strategy, we have been actively engaging with our people and local communities, to hear about what is most important. This invaluable feedback has not only shaped the basis of this strategy but has also reinforced our commitment to realising our vision, living our values, and ultimately striving for the best possible outcomes for our population, working together, improving together.

Our vision remains clear – working together to deliver excellence in care for our patients and communities. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable.

The challenge to deliver excellence for our population is even greater than it was when we first set out to deliver this vision five years ago. The needs of our population are growing, with rising numbers of people with complex and ongoing needs, in the context of significant waiting lists and an emergency care system under pressure.

Despite these challenges, we remain optimistic about the future and delivering our vision. Our commitment and resolve to deliver excellence is unchanged, and our strategy describes how we will think and work differently to achieve it in the current context.

We know that we will not be able to deliver on these ambitions on our own, that is why the principle of 'Working Together' remains at the heart of our strategy.

Our partnerships are critical to our collective success. We work together in teams and across teams within PHU. We work with our partners in the wider health and care system in Portsmouth and South East Hampshire, across Hampshire and Isle of Wight and beyond. We will work together alongside our patients and communities, actively and systematically, to genuinely respond to the needs of our communities and fully involving our populations to shape services to be the best they can be.

We are making progress, but there is always more that we can do – that is why 'Improving Together' is also at the heart of our strategy. We know that we are not yet meeting the needs of all our communities and we must continue to recover from the impact of the pandemic. Improving together also refers to our commitment to a consistent, continuous improvement approach to the way we implement our strategy.



Our improvement approach is Delivering Excellence. It provides the tools that enable us to solve our problems, ensuring we continue to improve for our patients. It is the how we deliver our Trust strategy, in a way that sustains our improvements. Delivering Excellence is for everyone, bringing our people, patients and service users together to continuously improve the care we provide. It translates our vision and ambitions into a clear set of actions, outlining the part that everyone can play, giving us confidence the actions each of us take every day are contributing directly to achieving our vision.

How we implement our strategy is fundamental to our success, we can only take pride in our successes if we have achieved them in the right way. Our values and behaviours are at the centre of all we do. They clearly define the behaviours we expect and I am passionate about upholding them at every level of the organisation taking action to ensure we live by them, working together for patients, with compassion, as one team, always improving.

We remain an ambitious organisation, and as we move forward in the context of an ever-evolving health and care system we can be confident that Working Together, Improving Together will enable us to move closer to our vision to deliver excellence in care for our patients and communities.

I am excited for the future and I look forward to working with you all.

Penny Emerit
Chief Executive

Our vision, values and aims



Our vision

Working together

to deliver excellence in care for our patients and communities



Our values



Working together for patients



Working together with compassion



Working together as one team



Working together always improving



Strategic aims



We will meet the needs of the communities we serve



We will support safe, high-quality patient-focused care



We will take responsibility for the delivery of care now and in the future



We will support our people to deliver our vision



We will enable teams to deliver the best care

Staff from across PHU celebrated the festival of Onam with our patients and colleagues.

Who we are

We provide secondary care and specialist services to a local population of approximately 675,000 people across Portsmouth and South East Hampshire. In addition, we offer certain tertiary services to a wider catchment area in excess of two million people. We have a turnover of £800m and employ over 8,700 staff, making us the largest employer in Portsmouth. We are part of a group with the Isle of Wight NHS Trust, to support the delivery of services to Island residents.

Our context

The health needs of our communities are growing, with an ageing population and rising numbers of people with complex and ongoing health and care needs. The stark health and social inequalities in our community means some people we care for continue to experience poverty, which is a key determinant of poor health outcomes. In many cases those inequalities were exacerbated by the COVID-19 pandemic impacting on our staff and communities. This has also generated backlogs in demand, longer waiting lists in our elective care and our emergency care system has significant challenge.



14%

increase in 70+
year olds living in
Portsmouth and South
East Hampshire



x2

people aged 65+
with four or more
complex conditions
will double by 2025



20%

of admissions are
from people living in
the most deprived
areas of Portsmouth



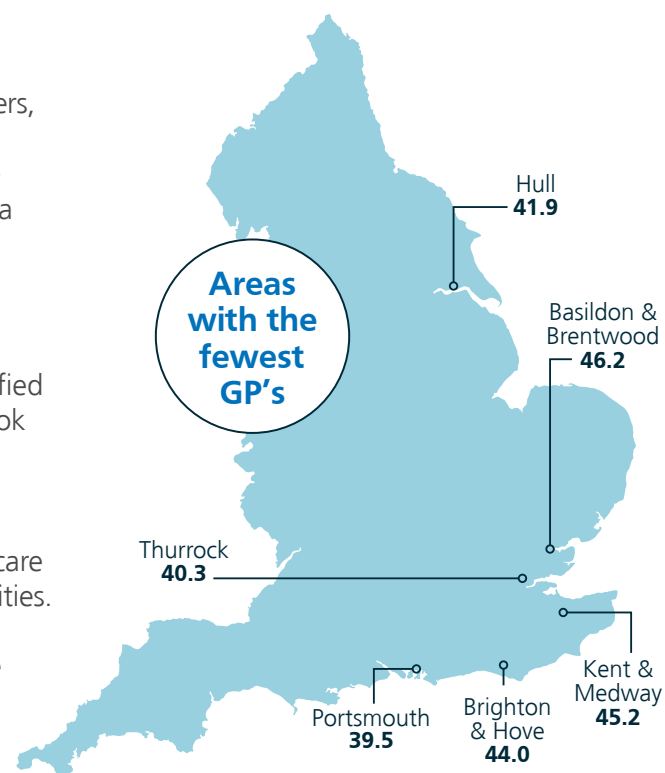
11.3%

of Portsmouth's
population are
aged 20-24 years
(6.1% nationally)

Over the next five years, as we work closer with our partners, we will need to make best use of every available pound in caring for our communities. Whilst during recent times we have seen the NHS budget increase, we are now entering a more financially challenged period after the pandemic and with cost-of-living pressures.

Combined with these challenges, are those facing our workforce. We know that nationally the number of qualified GPs has fallen, meaning each GP has more patients to look after than previously. Locally, Portsmouth has the lowest number of GPs per head of the population of any area in England. How we shape and develop our collective workforce is important, and how we work with primary care and other partners is essential to best serve our communities.

Despite these challenges, we remain optimistic about the future and about delivering our vision. Our strategy describes how we will achieve this in the current context.



Our communities

Meeting the health needs of our patients and communities is our purpose. We provide services to different communities and take a leading role to support improvements in health outcomes.

In Portsmouth and South East Hampshire, our local health and care system, working together means integrating services with other health and care partners to meet the needs of our communities. Our patients need and expect the NHS to deliver joined up care and we will work together with our partners to provide seamless integrated pathways, delivered in the right place for our patients. It is our shared responsibility to manage the demand for our services and to fully resolve the urgent care challenges. We will work together in a way which also recognises our responsibility as one of the largest employers in the area to bring our social and environmental concerns for our staff and communities into our work and all of our interactions.

In 2019 we entered a partnership with the Isle of Wight NHS Trust to help support service delivery for Island residents. In 2023 that partnership was deepened through shared leadership across the two Trusts. Over the next five years, working together with the Isle of Wight NHS Trust will see us delivering on our commitment to redesign pathways of care and make best use of our combined capacity, expertise and resources to deliver high quality sustainable care for our communities.

We are part of the Hampshire & Isle of Wight Integrated Care System and provide services to a regional population. We will only be able to succeed by working together as a whole system. We welcome the opportunity to work at scale with our partners which brings opportunities to reduce duplication and improve outcomes and efficiency for all. Supporting the creation of a high performing integrated care system will be a key enabler to achieving our shared ambitions.

What sets us apart?

We constantly innovate and improve to make the lives of those we care for better. Our ambition to continually improve and adapt the way we deliver our services, we believe distinguishes us from others around us. There are a number of areas that demonstrate this and these are a few examples:

- Our embedded improvement approach to deliver excellence to our patients.
- Continued system leadership across Portsmouth and South East Hampshire that enables seamless, joined up care.
- A designated cancer centre that serves a population of 800,000 within the south of Hampshire and an active participant of the Central and South Coast Cancer Network.
- Home to the Wessex Kidney Centre, the third largest renal unit in England providing renal services to 2.4million adults across Hampshire and the south of England.
- Recognised as one of the top research organisations in the country, which ensures our local population can benefit from leading changes in healthcare.
- Our robotic surgery services remain nationally leading. We are the largest robotic training centre in the country.
- The largest of the four military hospital units in the country, supported by Joint Hospital Group – South. Our unique partnership supports the needs of serving military personnel, veterans and our local community.





Our performance

Our strategy will support us to make key decisions, build on our strengths and see opportunities in the areas where we need to improve.

We will see progress towards the delivery of our strategic aims, through the metrics and measures we put in place, defined by our actions. These will allow us to focus on quality, operational, workforce and financial improvement, to best serve our communities.

	Quality	Operational performance	Workforce	Finance
Performance	<p>With our focus on eliminating avoidable harm, we have identified the most significant causes and put improvements in place to reduce the severity of harm to our patients and improve their outcomes and experience whilst in our care.</p>	<p>We continue to recover our services following the pandemic, at the same time dealing with rising demand. Much has been done to change the way we work, provide additional capacity, and integrate services across our system.</p> <p>Despite these positive changes, the challenges persist, particularly in ensuring timely access to care for all our patients.</p>	<p>There has been an increase in our workforce to meet the growing health needs of our local ageing population. In a number of areas we are confronted with challenges where skill shortages make recruitment difficult and consequently we are reliant on temporary solutions, very often at increased cost.</p>	<p>Over recent years we have demonstrated good financial management to live within our means.</p> <p>Now, along with local and national health and care systems we are faced with significant financial challenges. With factors such as the pandemic, escalating cost-of-living, inflation and the expansion of our service capacity, our expenditure now exceeds the income we received. This at a time with surging demand for our services.</p>
Opportunity	<p>We are committed to improving the safety of our patients by focusing further on the root causes.</p> <p>We will actively seek the insights and perspectives of our communities to better meet their needs and expectations. By listening to our patients, and with increased patient-centred and effective care, patient outcomes will improve.</p>	<p>Through collaboration with partners, we need to address the underlying causes of demand, and ensure our patients get the right service, in the right place.</p> <p>When hospital services are necessary, we are committed to establishing streamlined processes and pathways. This will be achieved through proactive planning and management of our capacity and embracing innovation.</p>	<p>By focusing on the wellbeing of our workforce through listening, learning and reacting to the issues they face, we aim to retain their expertise. This will ensure we consistently deliver high-quality care while successfully adapting to the ever-evolving healthcare landscape.</p> <p>We will continue to look to evolve and adapt how we provide our services and look to incorporate different workforce models and pathways while maintaining the capacity and capability of our teams.</p>	<p>These challenges necessitate us to look at how we are making best use of our resources, both organisationally and across the system. We will need to appropriately redesign the way in which we deliver our care, how we plan our workforce for the future and prevent waste.</p> <p>The importance of instilling our culture of continuous improvement and accountability across all levels of our organisation is key. This will foster a mindset that constantly seeks efficiencies and responsibly manages resources sustainably for the future.</p>

Our strategy



Our vision

Our vision sets the ambition for our organisation:
“Working together to deliver excellence in care for our patients and communities”

Working together
We are ambitious for what we can deliver for our communities and people, and we know that we will not be able to deliver on those ambitions on our own. We work together within teams and across teams within PHU, and with our partners in the wider health and care system. Crucially, we will actively work together with our communities to genuinely respond to their needs, fully involving them to shape services to be the best they can be. We will work together to deliver our vision.

To deliver excellence in care
We will always pursue excellence. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable. We are committed to being and working at our best. We look to learn from others and seek out best practice, from our communities, people and partners. We will celebrate excellence and share ways of working and insights more widely, and we support each other to achieve our potential. Despite the challenges we inevitably face, we are committed to delivering our vision.

For our patients and communities
We will fulfil our role across the communities we serve alongside our partners, patients, families, carers and our people. Providing for, and with, our patients and communities is our core purpose. We recognise the diversity of our people and our communities, across the region. Through listening and learning we will strive to meet their needs.

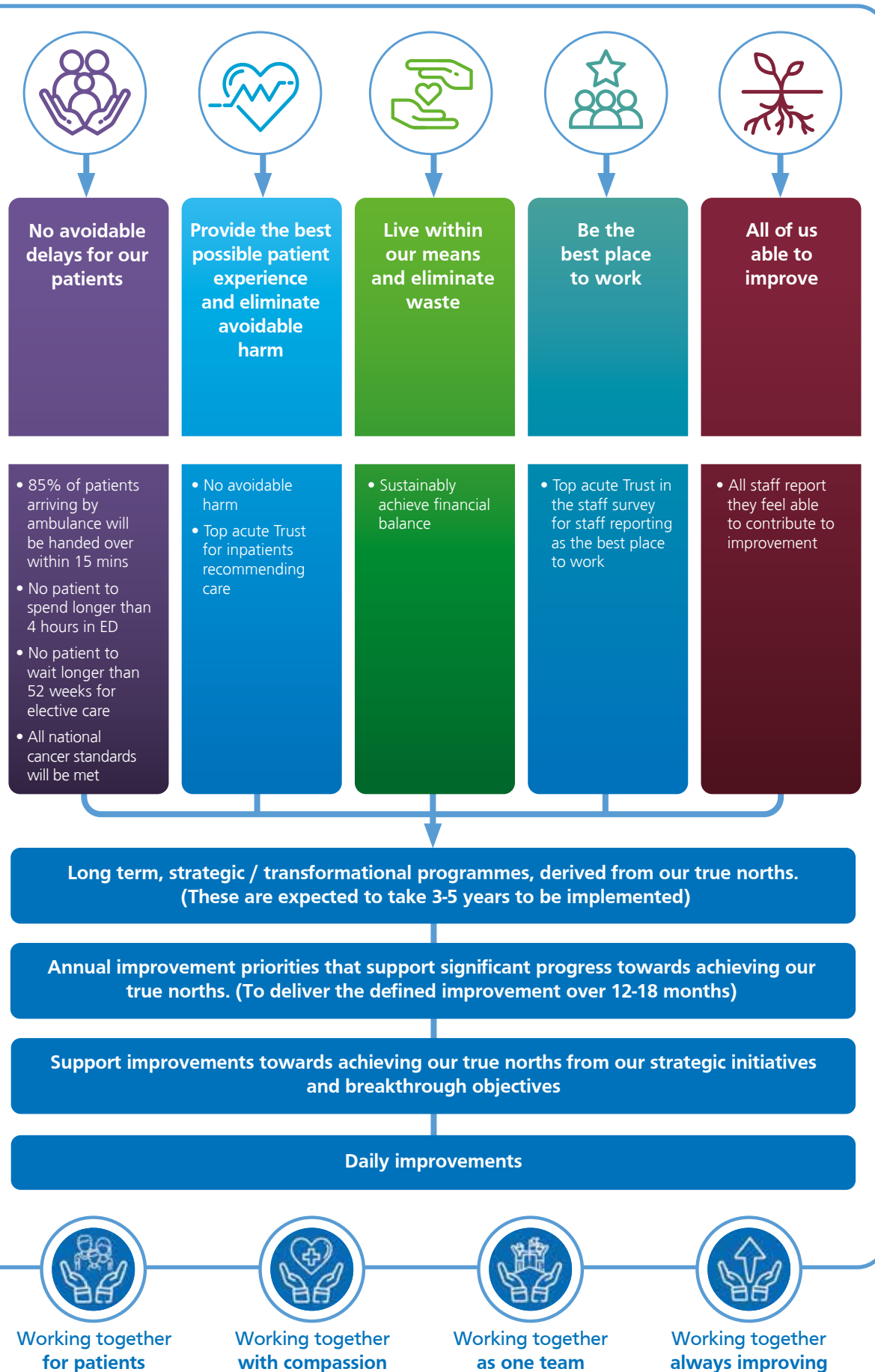
Our values
We have four core values that describe how we expect each of us to work together and provide care for our patients. All of us who work at PHU, whatever our role, commit to upholding these values.

To help us live our values, each of us need to take prompt action when we observe behaviours that are not in line with our values and support each other to do that.

Our strategic aims
Our strategic aims are the key priorities for our strategy enabling us to deliver our vision. Our vision and values are long-term, and our strategic aims are tailored to the next five years. They clearly define our focus and give clarity to our communities, our people and partners about what matters most.

Our true norths
These are derived from our vision and aligned to each of our strategic aims. By pursuing our true norths we make sure we are delivering improvement. Through our improvement approach, Delivering Excellence, we ask our people to hold on to our vision and commitments and make sure everything they do aligns to that.

Delivering Excellence



Implementing our vision

Delivering Excellence is how we go about implementing our vision. It translates our vision and ambitions into a clear set of actions making it easy for our people and teams to see the part they play and the contribution they make.

Delivering Excellence helps us to ensure the problems to be solved and the challenges to be overcome are being addressed in a consistent way by those people best able to solve them. It breaks down our ambitions into smaller, meaningful improvements and directs our expertise and efforts into those things that are demonstrably going to make the biggest difference. It gives us confidence the actions each of us take every day are contributing directly to achieving our vision.

Delivering Excellence involves:

True norths are derived from our vision and aligned to each of our strategic aims. By pursuing our true norths we make sure we are delivering improvement.

Strategic initiatives make sure that the Trust does not get distracted by the day-to-day issues that we forget to build for tomorrow. They create space in the organisation for strategic and transformational things we need to do that cut across a number of our true norths.

Breakthrough objectives are the annual translation of our true norths into achievable, demonstrable improvements in a few key areas.

Trust projects are change projects that fully support of our vision, our aims and our true norths, that will directly provide improvement to our clinical and operational services.

Daily improvements which build a mindset that encourages us to talk about the data, assess where we are and where we need to be, and helps us to strive to improve.

Our values and behaviours – at the core of all we do

Our values are at the core of all we do, supporting us to deliver our vision. Underpinning these are the behaviours we expect of our people.

Our values and behaviours aim to inspire civility and respect at all levels of the organisation whilst enabling people to build a learning and improvement focused culture. This means that we build understanding into the needs of our communities to provide effective and responsive services; we recognise and value our people to promote a sense of belonging; and we actively role model compassionate and inclusive leadership to engage, involve and inspire our people to work together as one team.

We will support our people with learning, education and development to connect positively with our values.

Our values and behaviours framework



For patients

We provide the best care and experience for our patients in everything we do.

This means:

- Patients come first in everything we do. We demonstrate kindness and deliver outstanding care.
- Developing individualised care plans and prioritising patient safety at all times.
- Involving our patients and community in the design, delivery and evaluation of our services.



With compassion

We care for each other, as we care for our patients.

This means:

- Compassion is central to the care we provide. Treating every person fairly, with dignity and respect.
- Supporting and valuing each other through active listening and positive encouragement.
- Feeling safe and healthy by prioritising self and team wellbeing.



As one team

We work together to provide high quality, safe services that meet the needs of our local population.

This means:

- Understanding individual and team objectives and celebrating our achievements.
- Prioritising the care and safety of patients and staff and creating a culture of learning and improvement.
- Feeling safe when expressing our views. If something concerns us, we speak up.



Always improving

We focus on becoming a listening and learning organisation.

This means:

- Connecting positively to the vision and values of our organisation.
- Using feedback, learning, research and innovation to improve care and outcomes.
- Taking personal responsibility and ownership of things that need to improve.



Dan was the first patient at QA Hospital to undergo a specific surgical technique, called 'facial reanimation' to help him regain his ability to smile with the help of his surgeons, Alex and Matthew, and therapist Laura.

Our strategic aims

Our strategic aims are the key priorities enabling us to deliver our vision, tailored to the next five years, describing what we are committing to do. They define our focus and give clarity to our people, partners and communities about what matters most and how we will do this.



Strategic aims



We will meet the needs of the communities we serve



We will support safe, high-quality patient-focused care



We will take responsibility for the delivery of care now and in the future



We will support our people to deliver our vision



We will enable teams to deliver the best care

Our true norths

For each true north we have metrics which will guide us in assessing the impact and success of our actions in the delivery of our strategy. These are outlined for each strategic aim, in support of the objectives and outcomes we are committed to in order to improve our services.



Strategic aims



True norths



No avoidable delays for our patients



Provide the best possible patient experience and eliminate avoidable harm



Live within our means and eliminate waste



Be the best place to work



All of us able to improve

Jan Harris has been working at QA Hospital for over 30 years in the busy sewing room.

01



We will meet the needs of the communities we serve



No avoidable delays for patients

We will lead in providing acute services for our population. Partnership working will enable us to achieve this. Working with our people we will respond to the needs of our community, as a healthcare provider, employer, and the centre of the community. Delivering the right care, in the right place.

We recognise our system leadership role and responsibility to collaborate with partners across patient pathways, in tackling increasing demand and wait times for some treatments in both urgent and planned care. We will continue to develop how our services are provided in responding to local need and offering these in an integrated way with our partners. This will ensure our patients receive the right care in the right place, whether these are the services we provide for our local communities or those regionally.




In providing such leadership, we can provide our experience, skills and compassion across the system, building on the reputation we have established. We will strengthen our roles internally and externally to the Trust. Working together presents greater opportunities for timely access to services.

Beyond that of a healthcare provider, we see our role as a focal point for the local community and the responsibility that comes with that. In partnership with others we are committed to tackling health outcomes, inequalities for our communities, environmental issues, and employment and poverty concerns.

Objectives, outcomes and measures

Objectives	Outcomes	True north metrics
Lead the provision of timely, integrated, accessible care	<ul style="list-style-type: none">Through our system leadership, increase integrated services, so patients get the right care in the right placeImprove patient outcomes and experience with reduced waiting times	<ul style="list-style-type: none">85% of patients arriving by ambulance will be handed over within 15 minutesNo patient to spend longer than four hours in the Emergency Department
Work with partners to support and improve the health and wellbeing of the communities we serve	<ul style="list-style-type: none">Provide the best care for our local communities, helping people to manage their current and future health and wellbeing, whilst reducing health inequalitiesLocal services work together to offer a range of support closer to people's homes	<ul style="list-style-type: none">No patient to wait longer than 52 weeks for elective treatmentAll national cancer standards will be achieved

What will this mean for:

-  **Patients, carers and families**
 - Improve access and wait times to services, whether within the hospital or the community
 - Provide seamless care between provider partners
 - Greater engagement and involvement as a community to tackle health and care inequalities
-  **Our people**
 - Provide our people with the ability to support and co-design services for the future
 - Empower our people to work across boundaries
-  **Partners**
 - Work more closely on agreed priorities and the integration of services for our communities
 - Work together as system leaders, understanding our strengths and abilities

02

Lead Practice Educator in NICU, Amy Sumner, captured our neonatal nurse Emma Woodhouse assisting with the delivery of a preterm baby for the NHS75 Fujifilm photography competition.

We will support safe, high-quality patient-focused care



Provide the best possible patient experience and eliminate avoidable harm

We prioritise safety and consistently pursue the highest quality standards giving our patients the best outcomes and experience. We will further improve the way we work with our patients, families and communities, to shape our services, listening to their feedback and involving them in planning services and care.

By learning from their experiences and those of our people, we will constantly improve the quality, safety and experience of our services. Embedding a culture that puts our patients' voice at the centre of what we do, allowing us to make collective decisions and prioritise areas that genuinely make a difference.

We strive to get the fundamentals of care right so our patients, families and carers receive the high standards they expect from us, as we aspire to eliminate avoidable harm and provide the best possible experience.

Through the advancement of medicine and future models of care, working across boundaries to deliver integrated services, we will improve the health outcomes for our communities. We will promote a culture of research and innovation supporting and enabling our people to continually improve, learn and develop.

Objectives, outcomes and measures

Objectives	Outcomes	True north metrics
Consistently deliver high quality care across all services	<ul style="list-style-type: none"> Develop our future models of care, to deliver high-quality, caring, realistic and sustainable healthcare for our communities Reduce clinical variation through consistent high standards and the embedding of safety priorities and best practice 	<ul style="list-style-type: none"> No avoidable harm Top acute Trust for inpatients recommending care
Build a listening and learning organisation where patients, families and carers shape our care	<ul style="list-style-type: none"> Support patients to make decisions about their healthcare, providing more personalised care Build the capability of our people and continuously improve how we deliver care to enhance patient experience 	
Utilise research, development and academic opportunities	<ul style="list-style-type: none"> Integrate research into everyday practice Realise the benefits of a University Hospital by providing high-quality education, training, and research 	

What will this mean for:



Patients, carers and families

- We listen and act to deliver the highest quality care
- Involve our patients in shaping improvements and address inequalities
- Engaging with our communities directly
- Research and innovation designed to involve our patients in future services



Our people

- Our people empower patients to have a voice
- Changing models of care, working collaboratively with our people
- Focusing on the elements of care that benefits our patients most and provides greater satisfaction



Partners

- Integrating across pathways in partnership improves outcomes
- Improved clarity of roles between organisations for the benefit of patients

03



We will take responsibility
for the delivery of care
now and in the future



Live within our means
and eliminate waste

Our staff at Gosport Urgent Treatment Centre celebrate NHS 75 with decorations made by local community group Hookers and Clickers.

All of us, whatever our role, are responsible for ensuring our services are sustainable, both financially and with the impact on the environment. This will help us to deliver today and plan for tomorrow, to ensure we are able to provide for our communities into the future.

We will work together across local health and care systems to identify and deliver greater efficiencies and improvements than would otherwise be possible working on our own. We will seek to recognise and eliminate waste, focusing our resources on improving care and experience.

As an integral part of the community and major local employer, we have a leading responsibility to our community to improve the sustainability of our services, including their environmental impact. We will continue to collaborate with our local, regional and national partners to improve the longer-term quality of life for our communities, and our approach and actions will set us on a path to minimise our environmental footprint.

Our determination to achieve financial sustainability, eliminate waste and live within our means, is underpinned by our commitment to serve our communities well now and in the future.

Objectives, outcomes and measures

Objectives	Outcomes	True north metrics
Be financially sustainable	<ul style="list-style-type: none"> Support services to identify improvements, within the resources we have, to achieve better outcomes and experiences for our patients Build collaborative relationships with partners to improve value and efficiency 	<ul style="list-style-type: none"> Sustainably achieve financial balance Net carbon neutral by 2040
Improve the sustainability of our services, including their environmental impact	<ul style="list-style-type: none"> Develop a culture of sustainability underpinning our support for the health and wellbeing of our population Sustainable models of care to reduce the environmental impact of the services we provide to our community Progress towards net-zero through a clear reduction in carbon emissions across the Trust's activities 	
Enable our services to deliver for today and plan for the future	<ul style="list-style-type: none"> Better understand the health and care needs of our population to plan more effectively Long-term plans in place to demonstrate how we will best use our available resources to deliver services 	

What will this mean for:



Patients, carers and families

- Improvements in efficiencies result in more timely care
- Services becoming more sustainable with improvement now and in the future
- Measures introduced by our services will give patients confidence that we are reducing our carbon footprint



Our people

- Optimising our people's skills and experiences to focus on value-adding activities
- Encouragement to contribute to the future of both the Trust and our community
- Opportunities to share ideas and work together to make the Trust more sustainable



Partners

- In partnership we continue to deliver and improve how we collectively use our resources
- Leading by example, our partners will see us as a true exemplar of sustainability

04



We will support our people to deliver our vision



Be the best place to work

Our LGBT+ Staff and Allies Network and Equality, Diversity and Inclusion (EDI) Team were joined by colleagues at Portsmouth Pride to demonstrate our support to the LGBT+ community.

Our people work together as one team to deliver the best care to our communities. We inspire collective leadership at all levels to encourage a learning and improvement focused culture ensuring PHU is the best place to work.

We will transform how we engage and listen to our people and support their learning, education, and development to deliver the highest standards of care now and into the future.


We will look after our people by keeping them safe and healthy; keeping them informed and involved in decision making; and focus on addressing health, wellbeing and lifestyle issues. We will inspire a culture of compassion, kindness, intentional inclusion and continuous learning.

In looking to develop our workforce for the future, we will value our people’s individual and collective talent, skills and experience. Central to this is creating a great employee experience so our people can thrive at work – delivering high quality patient care and services. We will enable our people to work differently to support new models of care. Workforce planning and transformation will be rooted in understanding our population’s future health and care needs.


Objectives, outcomes and measures

Objectives	Outcomes	True north metrics
Embed a culture that values our staff and patients, and improves their experience	<ul style="list-style-type: none">• Our people, patients, and community feel valued, their voices heard, and engaged in key decisions• Provide health and wellbeing services to our people, supporting them to manage their physical and mental health• Committed to our Equality, Diversity and Inclusion strategy, ensuring inclusion is evident in all we do	<ul style="list-style-type: none">• Top acute Trust for staff reporting as best place to work
Ensure we have the workforce we need to meet patient and service needs	<ul style="list-style-type: none">• Attract, develop and retain our people, with a focus on learning and continuous improvement• Recruitment is inclusive and the workforce is representative	
Support the development and capability of our people	<ul style="list-style-type: none">• Make the best use of our people’s skills whilst developing capabilities to deliver improvements• Ensure processes and initiatives enhance equal opportunities for career progression	


What will this mean for:

- 

Patients, carers and families

 - Our patients are cared for by the best people, in the right place
 - We involve our patients in the design of their care
 - We provide care for our patients with compassion, kindness and dignity
- 

Our people

 - Our people have a voice that counts
 - We support our people to learn, develop and grow
 - We work together as one team with kindness and compassion
- 

Partners

 - We involve and value our all partners
 - We work in collaboration with partners to build a workforce for the future
 - We continue to work with academic partners to develop and grow our future workforce

05



We will enable teams to deliver the best care



All of us able to improve

Nurse Karen has worked for PHU for 50 years, 4 months and 2 weeks and this picture shows the end of her final shift with colleagues and friends.

Our teams have the tools and support to deliver the best care to our communities. We will continue to improve ensuring changes are sustained and everyone can deliver excellence daily. We have the buildings and equipment to deliver our vision; digital systems that continue to underpin improvements; and data and information accessible to everyone guiding our decisions.

Delivering Excellence, our improvement approach, translates our vision and ambitions into actions making it easy for our people to see the part they play. It is the approach to how we deliver and implement our strategy directing our expertise and efforts into those things that are demonstrably going to make the biggest difference.

Our estate and buildings will continue to be developed and enhanced, ensuring we have the right infrastructure to support the delivery of the right care, in the right place.

Our digital systems and capability will continue to be progressed. With our partners we will identify opportunities to integrate systems alongside the care we deliver. Our decision making will be information led, ensuring data is accessible to all including our partners.

Objectives, outcomes and measures

Objectives	Outcomes	True north metrics
Optimise our estate and equipment	<ul style="list-style-type: none"> Environments promote positive patient experience and care Improved utilisation of space Deliver sustainable and environmental developments 	<ul style="list-style-type: none"> All staff report they feel able to contribute to improvement
Enhance digital systems and the use of data to support evidence-based decision making	<ul style="list-style-type: none"> Engagement in digital transformation ensures we have the right tools and technology Improve the way data is shared, enhancing the provision of information and data insights Drive electronic solutions to enhance sharing information 	
Embed improvement in how we work	<ul style="list-style-type: none"> Principles of Delivering Excellence fully integrated into our behaviours Measurable and sustained changes through strategy deployment improve outcomes and experiences for our community 	

What will this mean for:



Patients, carers and families

- Patients receive care in the most appropriate setting
- Using technology our patients can access services and manage their care easily
- Service improvement will enhance patient experience and outcomes



Our people

- The environment and tools provided support our people to develop
- Our digital systems allow our people to work more effectively
- People can access data to make improvements
- We have the time, permission, skills and resources to make continuous improvements
- Our improvement approach is embedded in all we do



Partners

- Working together to make the best use of all our estate delivering the right services in the right place
- Our partners can access our digital systems to support seamless care and decision making

Our next steps

The next five years presents us with many opportunities to work differently and improve, listen to our patients and one another to learn and act, and to work more closely in collaboration and partnership.

We are committed to delivering our ambitions through our continuous improvement approach, Delivering Excellence. Ensuring each of us knows how we contribute to the delivery and implementation of our vision and our strategy. We are all responsible for achieving our vision, living our values and delivering our strategy. By working together, improving together we will make a positive difference to our communities and our people.

Our implementation plan

Supporting the strategy is an overarching implementation plan, reflecting the strategy's ambition, objectives and outcomes. We will work closely with all our people, patients and partners in making these a reality. This will enable us to continually improve and further embed our improvement approach, listen and learn from our people and our patients, engage and hear from our community to respond to their needs, and work in partnership and lead our system for the benefit of our people and our patients.

The progress of the implementation plan will be overseen by the Trust Leadership Team, the Trust Board, and in working together with our people and our communities.

Our enabling strategies

Several key enabling strategies support the delivery of our strategy. These will all undergo a refresh to ensure ongoing alignment with the strategy and recognition of the changes required for the future. This will be done through engagement and consultation to best reflect what is important to us all to deliver our vision

We are all responsible for achieving our vision, living our values and delivering our strategy. By working together, improving together we will make a positive difference to our patients and our people.

On-going engagement and planning cycle to deliver our strategy

This engagement cycle will ensure the strategy and our values remain embedded across our daily work, they are kept alive, continually refreshed with feedback and embraced by all of our people and stakeholders. The below outlines our annual engagement activities linked to our planning and strategy deployment routines:

