



OUR STRATEGIC PLAN

Collective ambitions to guide us
from 2021 to 2025

OUR STRATEGIC PLAN 2021-2025

WORLD CLASS PEOPLE DELIVERING WORLD CLASS CARE

Together, we care,
innovate and inspire





University Hospital Southampton

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WELCOME

University Hospital Southampton is a leading university teaching hospital, able to deliver treatments for virtually every condition where one exists whilst leading ground-breaking research to expand our portfolio further. Together, our 12,000 staff provide a range of secondary care services to our local population and specialist tertiary services for nearly 4 million people across the south of England and beyond. Through our long-standing values of **Patients First**, **Working Together** and **Always Improving**, we are proud of the care we provide and the outcomes we achieve.

STRONGER

The Covid-19 pandemic dominated all our lives in 2020/2021. We will forever be grateful for the resilience, commitment and dedication of our staff to care for patients, and their colleagues, keeping the hospital going during the most difficult times any of us are ever likely to face. The physical and emotional burden has been heavy for many and a strengthened approach to health and wellbeing will be critical for our future. In the immediate term, we will work with our people to support compassionate reflection, rest and recovery as we emerge from the COVID pandemic.

Whilst it has been hugely challenging, we should take enormous pride in all we have achieved during the pandemic. Innovation and teamwork across every level of the Trust has seen us deliver some long-standing ambitions which previously had somehow remained out of reach. **Together we have achieved a lot and the UHS family bond is stronger now than ever.**

MOVING FORWARD

As we begin to emerge from the pandemic and our heads come up to look to the future, now is the right time to consider what comes next for UHS and the services we provide for patients. Through talking to staff and hearing of their hopes for themselves and the services they deliver, this document sets out our strategy and ambitions over the next five years. Much of it will feel familiar; there are no fundamental changes of purpose or direction. But outstanding organisations keep looking at the horizon and through our always improving ethos, we will make adjustments together to make us even more proud of the patient care we provide tomorrow than we are today.



“A WORLD CLASS ORGANISATION IS MADE UP OF WORLD CLASS PEOPLE. THIS IS OUR GREATEST ASSET”

OUR STRATEGY FRAMEWORK

Our framework is based on the vision and values of UHS, organised around five themes:

-  **Outstanding patient outcomes, safety and experience** – a national reputation for outstanding patient outcomes, experience and safety, providing high quality care and treatment across an extensive range of services from fetal medicine, through all life stages and conditions, to end of life care
-  **Pioneering research and innovation** – a leading teaching hospital with a growing, reputable and innovative research and development portfolio that attracts the best staff and efficiently delivers the best possible treatments and care for our patients
-  **World class people** – supporting and nurturing our people through a culture that values diversity and builds knowledge and skills to provide rewarding career paths within empowered, compassionate, and motivated teams
-  **Integrated networks and collaboration** – delivering our services with partners through clinical networks, collaboration and integration across geographical and organisational boundaries
-  **Foundations for the future** – making our corporate infrastructure (finance, digital, estate) fit for the future to support a leading university teaching hospital in the 21st century and recognising our responsibility as a major employer in the community of Southampton and our role in delivering a greener NHS

Each of the **themes** is supported by **ambitions**, which set out our priorities in more detail and define what we want to achieve by 2025, all underpinned by a systematic approach to improvement.

NEXT STEPS

We will now work with the organisation to deliver our ambitions by transforming the services we deliver and how we go about our work; **World class people delivering world class care.**





Peter Hollins
Chair





David French
CEO

OUR STRATEGIC FRAMEWORK

Collectively, our **Vision**, our **Mission**, our **strategic themes** and our **Values** form our **strategic framework**.



Our approach is underpinned by our **systematic approach to quality improvement** at every level, facilitated by the implementation of our **Always improving strategy**.

OUR VALUES



PATIENTS FIRST – Patients, their families and carers are at the heart of what we do. Their experience of our services will be our measure of success.

WORKING TOGETHER – Partnership between clinicians, patients and carers is critical to achieving our vision, both within hospital teams and extending across organisational boundaries in the NHS, social care and third sector.

ALWAYS IMPROVING – We will ensure we are **always improving** services for patients through, inclusive and collaborative leadership, research, education, clinical effectiveness and quality improvement. We will continue to incorporate new ideas, technologies and create greater efficiencies in the services we provide.



ADVANCES IN DIGITAL TECHNOLOGY ARE CREATING OPPORTUNITIES TO CHANGE HOW SERVICES ARE DELIVERED, OFTEN WITH IMPROVED OUTCOMES AND LOWER COST



WHY DO WE NEED A NEW STRATEGY?

COVID-19

The Covid-19 pandemic has radically changed the way we work. We need to work collaboratively with staff, patients and system partners to make sure care is delivered safely and as productively as possible.

PHYSICAL ESTATE CAPACITY

Our major constraint for a long time has been capacity and this has been exacerbated by Covid. Sometimes staff capacity is our constraint but usually it is physical estate capacity such as beds and theatres. Over the coming years, we will never increase our capacity sufficiently to match patient demand unless we consider what activity needs to be done here and what can be done elsewhere.

PEOPLE

Advances in digital technology are creating opportunities to change how services are delivered, often with improved outcomes and lower cost. We know that to meet demand for our services and deliver the best care, we need the best people working at UHS, all feeling they belong and all working

at the top of their game. We also know that recruiting, retaining and supporting staff, regardless of their background, to reach their potential will be a key challenge for UHS and the entire NHS.

NHS ENVIRONMENT

Changes to how the NHS operates, in particular the formation of Integrated Care Systems, means there is opportunity like never before to collaborate with NHS and other system partners, including local authorities and universities, to improve the way we work together to deliver better care.

We will have new opportunities to work with health care providers and social services, as well as key organisations and the commercial sector, to radically change the way health care is delivered. From preventative initiatives, engagement and education to outreach services supporting care closer to home when appropriate. Care will be integrated to ensure that our patients, their families and carers, as well as the diverse needs of our wider population, gain the most value possible from our services as a leading university hospital.

STRATEGIC THEMES

Over the next five years, our work will be guided by **five key themes**, aligned to our **ambitions** for our organisation.



For each of the five **themes**, our **ambitions** describe what we want to achieve by 2025. The **themes** and **ambitions**, together with the criteria by which we will measure our progress, are set out on the following pages.



**OUTSTANDING PATIENT OUTCOMES,
SAFETY AND EXPERIENCE**



**PIONEERING RESEARCH
AND INNOVATION**



WORLD CLASS PEOPLE



**INTEGRATED NETWORKS
AND COLLABORATION**



**FOUNDATIONS
FOR THE FUTURE**



OUTSTANDING PATIENT OUTCOMES, SAFETY AND EXPERIENCE

Strengthening our national reputation for **outstanding patient outcomes, safety and experience**, providing **high quality care and treatment** across an extensive range of services from **fetal medicine**, through **all life stages and conditions**, to **end of life care**.



OUR AMBITIONS

We will monitor clinical outcomes, safety and experience of our patients regularly to ensure they are amongst the best in the UK and the world.

We intend that the care and treatment we provide will achieve outcomes for patients that are amongst the best in the world.

The expected outcomes will vary depending on the patient's condition but could include improvements in quality of life and life expectancy.

We will achieve this through our clinically led outcome monitoring and improvement programme, ongoing investment in recording and analysing detailed clinical information about our patients, our culture of research and continuous improvement, and a structured approach to implementing new therapies and interventions that are demonstrated to improve patient outcomes.

We will reduce harm, learning from all incidents through our proactive patient safety culture.

We will strengthen our patient safety culture by embedding human factors and patient safety education throughout the organisation, focus our efforts on kindness and civility, and involve patient partners in safety projects and governance.

We will identify and mitigate risk before harm occurs by introducing a proactive approach to safety, measurement and understanding of risk.

We will use the patient safety incident investigation process to ensure a systems-based approach to learning from incidents with a just and restorative culture to support patients and staff involved. The UHS patient safety strategy sets out how we will meet the aims of the national strategy as well as local priorities for safety improvement using UHS patient safety specialists to deliver this and share learning.



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**“THE TEAM PUT ME
AT THE CENTRE OF EVERY
DECISION THEY MADE”**

We will ensure all patients and relatives have a positive experience of our care, as a result of the environment created by our people and our facilities.

Our people and our culture are our greatest asset. Our value **Patients First** is at the heart of what we do. A focus on the values and skills that relate to good communication, and positive patient and carer experience, will be embedded in our recruitment, development and leadership approaches.

We will involve patients in shared decision making regarding their care, and our community in the development of our strategic plans.

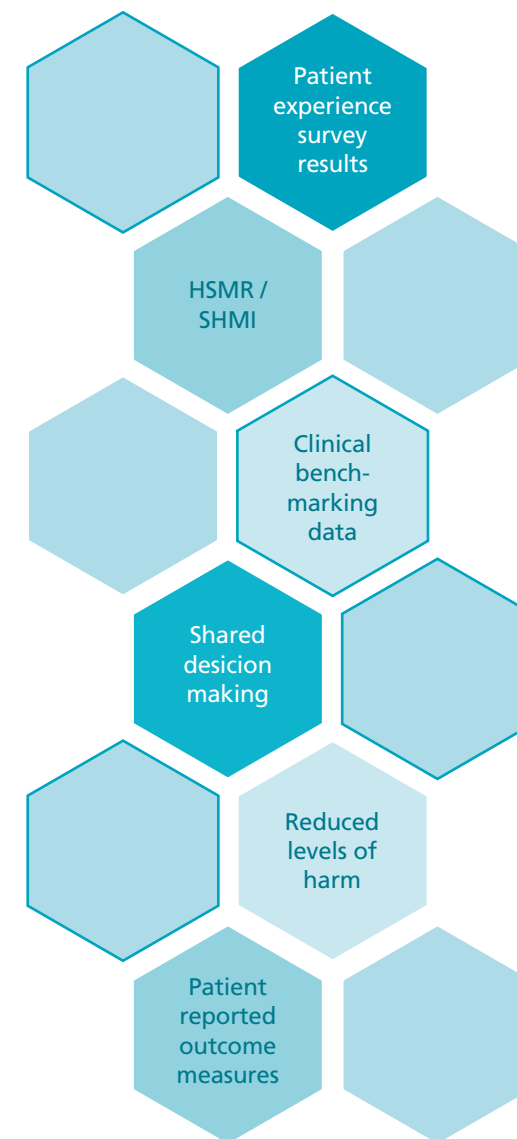
We have a strong ambition to refurbish or replace the older elements of our patient accommodation, to complement the high quality facilities provided by our more modern buildings. Patients on our wards will have greater personal space and more patients will have individual rooms and bathroom facilities, in addition to improved comfort and appearance of the environment.

Innovations in care, often enabled by technology, will continue to be developed to better support patients with their conditions, facilitate greater involvement of patients in their care and reduce the impact on daily living of accessing healthcare. Examples include the Trust's electronic personal health record, remote monitoring and home treatment methods, and telephone and video outpatient consultations where appropriate.

Our experience of care strategy will continue to prioritise improvements to the experiences of those who are disadvantaged or vulnerable, reflecting the diverse needs of the patients and communities we serve.

We will improve and access and support for patients, increase understanding of the impact of long term health conditions and disabilities, and work collaboratively to ensure that additional support is received wherever it is needed.

Our success measures





PIONEERING RESEARCH AND INNOVATION

Continuing to be a **leading university teaching hospital** with a growing, reputable, innovative research and development portfolio that **attracts the best staff** and efficiently **delivers the best possible treatments and care** for our patients.



OUR AMBITIONS

We will recruit and enable people to deliver pioneering research in Southampton.

We will implement a Research Leaders' Programme to enable and support emerging research leaders to develop and deliver research portfolios, and support the next generation of researchers.

We will strengthen the alignment between research activity, and our approaches to recruitment, job planning, appraisal and reward.

We will invest in the capacity and capability to support researchers and patients in research studies, ensuring that demand from existing clinical services on diagnostic or pharmacy services does not delay or diminish recruitment to studies that require this support.

We will invest further in research delivery and grant development teams to ensure that studies are optimised to facilitate timely, effective recruitment and delivery, with appropriate support for patients throughout the studies.

We will optimise access to clinical research studies for our patients.

We want to ensure that patients have the opportunity to participate in research whenever possible, enabling our patients and staff to access the latest techniques and therapies, and evidence-based care pathways, as part of their care. This ambition will be supported by the implementation of a Southampton Emerging Therapies and Technology Centre to innovate and provide access to emerging capabilities that will improve patient outcomes in gene and cell therapies, trial new medical technology, devices, and software.

We will develop our clinical information systems to identify those patients eligible for participation in studies, manage the information we collect in research, and create a 'trusted environment' which can link health and other data.

We will use our healthcare data to develop leading data science (AI) capability.

We will maintain and extend our contracts for BRC, CRF and CRUK to ensuring that we initiate and lead challenging and potentially transformational early phase research.



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**“WE WILL INVEST IN
CAPACITY AND CAPABILITY
TO SUPPORT RESEARCHERS
AND PATIENTS IN
RESEARCH STUDIES”**

We will enable innovation in everything we do, and ensure that ‘cutting edge’ investigations and treatments are delivered in Southampton.

We want all our people to be educated and empowered to advocate and lead change, to develop and test new concepts, as well as adopting the best approaches developed elsewhere.

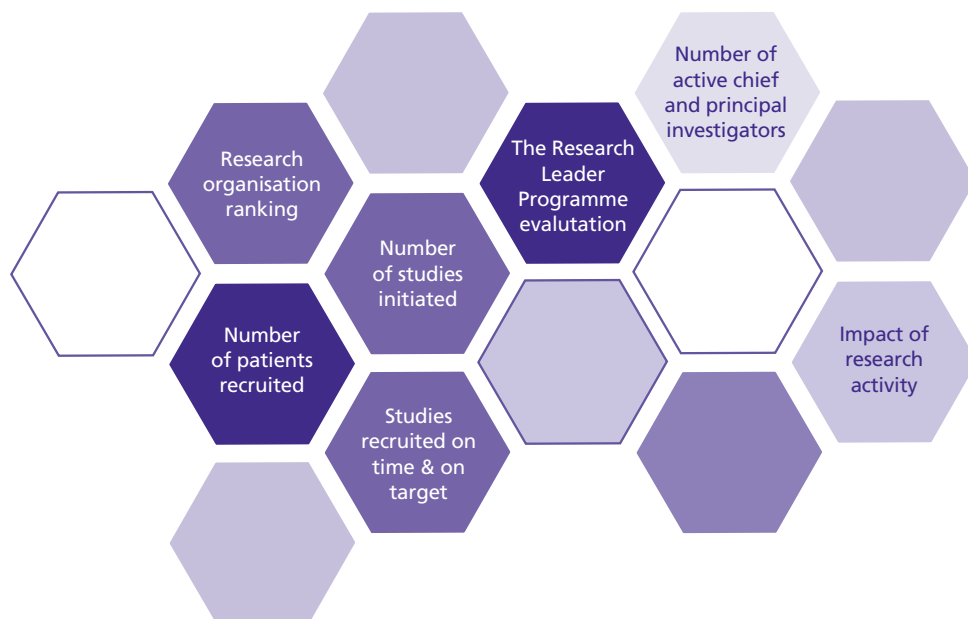
We will play an active leadership role within an Academic Health Science Centre and contribute to the NHS Accelerated Access Collaborative, in order to play an increased and more structured role in the identification of research and innovation

priorities, and the testing and adoption of innovations into practice.

It is important to us that patients in our locality and region are able to access the best investigation and treatment, and to receive care from professionals who are experts in their speciality, without needing to travel outside the region to achieve this.

We will recruit and educate the clinical experts of the future, and prioritise the provision of specialist services and treatments at scale – aligned to the availability of specialist staff, equipment and therapies within UHS.

Our success measures



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“IT IS IMPORTANT TO US THAT PATIENTS IN OUR LOCALITY AND REGION ARE ABLE TO ACCESS THE BEST INVESTIGATION AND TREATMENT”





WORLD CLASS PEOPLE

Supporting and **nurturing our people** through a culture that **values diversity** and builds knowledge and skills to provide **rewarding career paths** within empowered, compassionate and **motivated teams**.



OUR AMBITIONS

We will recruit and develop enough people with the right knowledge and skills to meet the needs of our patients.

Workforce capacity is one of the biggest challenges the Trust faces. Having the right number of people with the right skills and attitudes to provide outstanding care is a core component of being a successful Trust. We will focus on strategic workforce planning and development at UHS with our partners in the system, and will expand partnerships with relevant organisations to commission high quality education.

We will find new and innovative ways of working so that roles will contribute more to patient care and are more meaningful for the individual, including advanced practice.

We will work closely with our partners at system level, so that we know how many staff, and in which roles, we need to have. As part of strengthening our approach to planning we will also continue to develop how we deploy our workforce, using technology, analytics and best practice to maximise the value our people can bring.

We will strengthen the UHS brand so that we are recognised as the

employer of choice regionally and nationally. We will attract talent from our local populations, recruit internationally where it is appropriate and invest in our own people so they can grow into new roles.

We will work with our partners to develop the next generation of healthcare workers by providing accessible high quality placements supporting our students, apprentices and trainees to excel.

We will roll out our 'Always Improving - Quality Improvement' programme so that all staff have involvement in it and can utilise what they learn in their work.

As a large university teaching hospital, we will play an influential role in working with our partner NHS trusts to address the people challenges of today and the future, and help to ensure people can move across organisations to deliver services as required.

We will work with our partners, and within UHS, to respond to the recommendations that are published in the national NHS Human Resources and Organisational Development review, to ensure our future people offering matches our world class ambition.



We will provide satisfying and fulfilling roles, growing our talent through development and opportunity for progression.

We want everyone at UHS to enjoy working here and thrive in their roles. Our people will be the strongest advocates of the experience they receive and this will act as a beacon of attraction to the labour market. The experience will be driven by a high quality physical environment as well as a supportive, values-centred culture underpinned by a person-centred leading health and wellbeing offer at a local and system level.

We will establish clear career frameworks so that staff can progress to reach their full potential without needing or wanting to leave UHS.

We will provide access to the highest quality training and educational opportunities consistent with being a world class university teaching hospital.

We will have a diverse reward package that motivates the range of staff we have at UHS. We will continue to strive to ensure all of our people are safe, protected and supported when conducting their roles in the most challenging environments.

We will empower our people, embracing diversity and embedding compassion, inclusion and equity of opportunity.

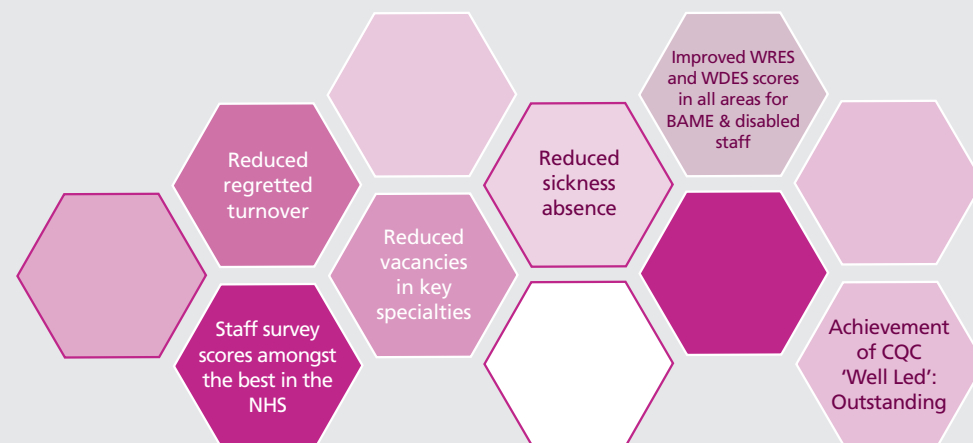
We are proud of the diversity we have in our UHS family. It is an asset that we must nurture and develop to truly unlock our potential as a Trust. We will strengthen our culture so that everyone feels they belong to the UHS family and are valued for their contribution to what we do. We will grow the diversity of our Trust, from our most junior roles to our Board leadership, to be reflective of the population we serve.

We will ensure that everyone feels empowered to create ideas and action to improve patient care. We will create new, innovative and flexible working options that fit better with our peoples' needs and lifestyles, and allow us to appeal to the widest possible talent pools.

We will create improved leadership development programmes based on leading edge thinking. We will implement systematic talent management processes to identify the potential in staff from all backgrounds, and then nurture their development and accelerate their progression. We will work with our partners in the system to support the development of talent across organisational boundaries.



Our success measures



Workforce Race Equality Standard (WRES)
Workforce Disability Equality Standard (WDES)



INTEGRATED NETWORKS AND COLLABORATION

Delivering our services **with partners**
through **clinical networks, collaboration**
and **integration** across **geographical** and
organisational boundaries.

Welcome to
**Princess
Anne
Hospital**

Where will your imagination
take you?

You can get involved in an event or organise your
own to raise much needed funds for the wards and
departments at Southampton General and Princess
Anne Hospital.

For more information
call 023 8120 8881 or charity@uhs.nhs.uk
www.southamptonhospitalcharity.org

Registered Charity number 10155

Southampton
Hospital
Charity

Helping make
a difference



OUR AMBITIONS

We will work in partnership with key stakeholders across the Integrated Care System (ICS).

We are committed to the NHS Long-Term Plan and believe that achievement of this will result in the best system of care.

Our approach will be to work collaboratively with others driven by a principle of system by default. This will include championing health and prevention and reducing inequalities in health alongside delivering the best healthcare.

We will strengthen our acute clinical networks across the region, centralising when necessary and supporting local care when appropriate.

As a leading teaching hospital, we will build strong clinical networks and partnerships to deliver world class care and outcomes.

As a major tertiary referral centre, we will provide and develop highly specialised services, some in a network with other providers, such as

paediatrics in Oxford, and we will network with referring hospitals to enhance patient pathways.

For services currently delivered in all acute providers, we may choose to form networks where it bolsters capacity and/or improves value through scale.

Across our networks, we will introduce a degree of shared governance and multi-disciplinary team practice.

”**TOGETHER WE
WILL BE GREATER
THAN THE SUM OF
OUR PARTS**”



We will foster local integration with primary and community care as well as mental health and social care services for seamless delivery across boundaries.

Services for our local population represent our highest volume of activity and will benefit from working with our community, primary care and social care partners.

We will develop pathways that help and support other providers to care for local patients in the community developing an increase in their capability and confidence, with our clinicians choosing to work across current boundaries.

We will establish exemplar models of care to deliver the best outcomes for patients being cared for in our local system. These services will be flexible, responsive and delivered as close to the patient's home as possible. The majority of chronic disease activity will be delivered in these integrated local networks.

We will avoid unnecessary trips to hospital by adopting new care models for those in nursing homes, and provide better care for people at the end of life enabling more people to die in a location of their choice.

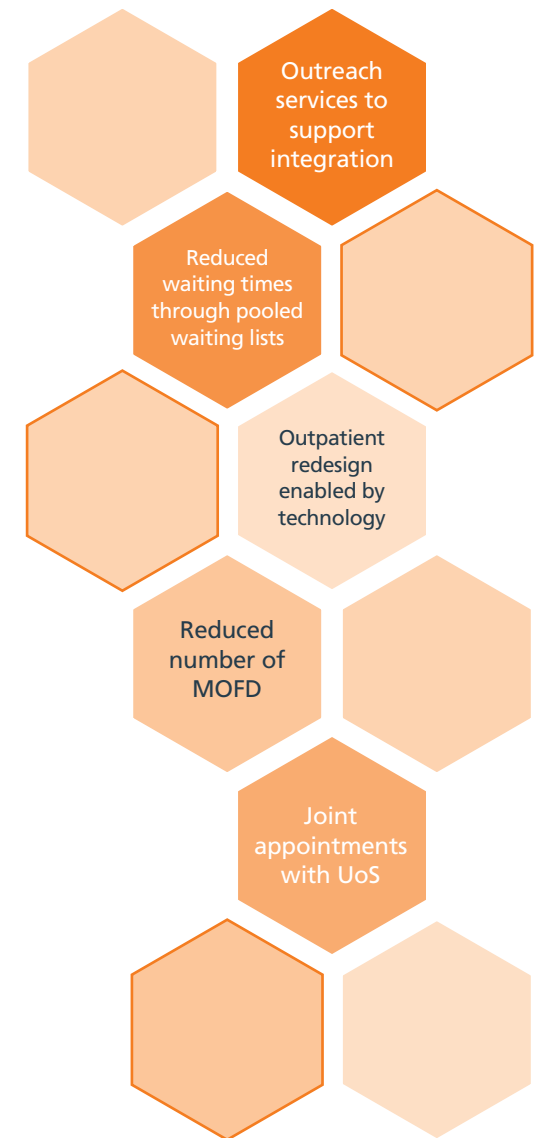
We will build on our successful partnership with University of Southampton (UoS), growing our reputation as a national leading university teaching hospital.

UoS is part of the Russell Group and ranked in the top 100 universities worldwide. It incorporates a renowned medical school based at UHS, a school of nursing as well as other programmes supporting the initial training and subsequent development of the wider multi-disciplinary team.

UHS leads a wide range of clinical study programmes and, alongside the University, works with Health Education England, Wessex Cancer Alliance and professional bodies in building careers fit for the future.

We will continue to build our partnership on these strong foundations, supporting the development of healthcare professionals to meet the needs of our patients for the coming decades. We will foster our symbiotic relationship, creating new joint ventures and joint posts which will make our two organisations stronger.

Our success measures





FOUNDATIONS FOR THE FUTURE

Building strong foundations for the future with a **corporate infrastructure** to support a **leading university teaching hospital** in the 21st century.

Recognising our responsibility as a **major employer in the community of Southampton** and our role in delivering a **greener NHS**.



OUR AMBITIONS

We will deliver best value to the tax payer as a financially efficient and sustainable organisation.

UHS has a solid track record of strong financial performance, with significant cash surpluses delivered consistently over many years. However the new NHS financial architecture means that surpluses will not now be generated through delivery of NHS services. The Covid pandemic will also mean constraints on future year funding settlements which will make it increasingly difficult to balance the books.

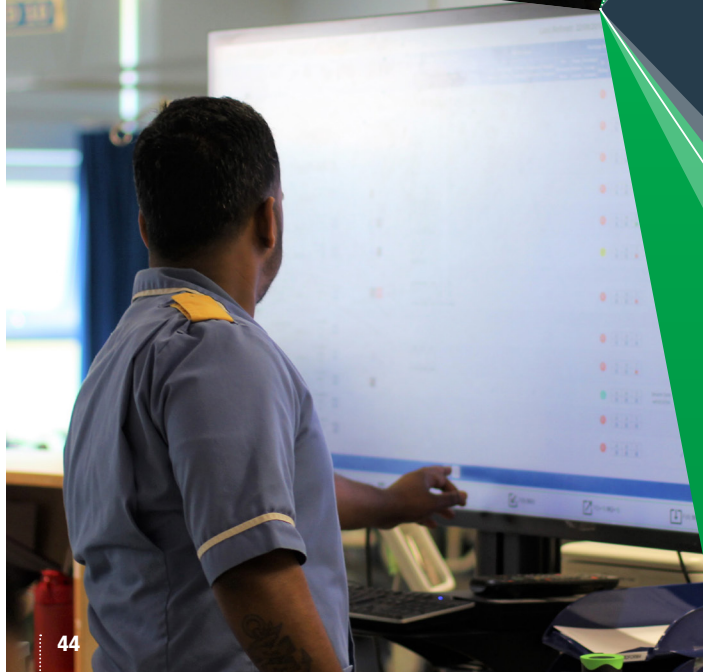
We will deliver a **financially sustainable** position, as a minimum break-even, both for UHS and in support of a financially sustainable ICS. We will maintain a healthy cash balance to support our chosen investments. We will ensure that our people understand the benefits of financial sustainability and their responsibilities in delivering it for the Trust and the wider NHS.

We will deliver **Value for Money** services by increasing the productivity of our assets and activity, minimising waste.

We will work with ICS partners to make best use of the assets and resources we have between us.

We will develop alternative sources of profitable income from outside the NHS by, for example, partnering with commercial organisations to develop private patient services. We will repatriate strategically important and profitable activity that is currently outsourced. We will ensure future financial models of payment support innovative new ways of working, including remote clinics.

We will support **responsible investment** in upgrading the estate, increasing capacity and the digitalisation agenda, making the environment suitable for the 21st century. We will generate cash for capital investment and to improve NHS services. We will attract investment from national NHS funding streams and where this does not provide sufficient funding, we will borrow money responsibly from commercial organisations.



We will support patient self-management and seamless care across organisational boundaries through our ambitious digital programme, including real time data reporting, to inform our care.

UHS is a national leader in the implementation of digital systems and one of the 16 acute trusts selected for the **NHS England Global Digital Exemplar (GDE) programme**. We will continue to demonstrate the value of digital systems in health care delivery supporting staff to work productively in a mobile and flexible way.

We will work to implement digital systems that are patient centred, improve efficiency and productivity, reduce risk and improve safety.

Our digital systems **underpin the high quality patient care** and enable our world class services to be provided to a wide base of staff and patients. We will build on our **world class interoperability model** ensuring that data is open and accessible.

We will roll out our patient online platform My Medical Record to all Trust patients and across the ICS to ensure that a common digital experience is available for all citizens giving a longitudinal record of care. Our developments, particularly in Endoscopy and My Medical Record, are used by a number of trusts across the country and this commercial model will be progressed to self-fund the ongoing work and provide benefit to the wider NHS.

We will build an effective **business intelligence solution** to support clinical information, management information and move to more innovative uses of data including Artificial Intelligence (AI). Our systems environment is built on modern networks providing a secure, responsive and reliable service. We will work with the ICS to develop integrated digital solutions to support the wider health and social care geography.

We will expand and improve our estate, increasing capacity where needed and providing modern facilities for our patients and our people.

The majority of the hospital site was built in the 1970s, with some built in the 1960s or earlier, and most is still in its original state. This environment is no longer appropriate for 21st century healthcare in a leading teaching hospital. There has been significant investment in new, high quality facilities but this has created inequity between teams because the contrast between new and old areas is so extreme.

Since the Trust has had a longstanding capacity shortfall, much of the available capital funding has been prioritised to additional capacity at the expense of refurbishment of the existing estate. But our capacity still remains below what we need in many areas of the hospital, with many specialties having insufficient space to do their work effectively. We will balance our capital investment between additional estate capacity and refurbishing the environment.

We will eliminate or mitigate all building infrastructure risk across the estate.

Through implementing our strategy, we will increase capacity by delivering some of our services away from the existing hospital sites. We will develop facilities at Adanac Park that do not need to be on the Southampton General / Princess Anne Hospital sites, releasing space for those clinical services that do.

Whilst we expand UHS capacity as quickly as we can, we will partner with the independent sector to maximise use of their capacity in a financially sustainable way. We will repatriate strategically important surgery from the independent sector back to UHS but will utilise independent sector capacity where it brings value.



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“WE WILL DEVELOP FACILITIES AT **ADANAC PARK THAT DO NOT NEED TO BE ON THE SOUTHAMPTON GENERAL / PRINCESS ANNE HOSPITAL SITES, **RELEASING SPACE** FOR THOSE CLINICAL SERVICES THAT DO”**

We will strengthen our role in the community as an employer of choice, a partner in delivery of services to our population and by leading the Greener NHS agenda locally.

UHS has more than 12,000 staff and is an anchor employer in the city.

We will provide stable and fairly remunerated jobs for local people, with opportunities to develop rewarding and meaningful careers.

Where we can, we will use local suppliers of goods and services to support the local economy.

We will work with our communities so that the hospital is a good neighbour for them.

We have an important role in the wider health and wellbeing of the populations we serve and keeping people well in the community. We will work with partners across the ICP and ICS to identify opportunities to keep people well in the short, medium and long terms.

We will reduce our impact on the environment through our environmental sustainable development management plan, delivering the NHS targets of 80% reduction (compared with 1990 baseline) in our direct carbon footprint by 2028-2032. This will include reducing our consumption of paper and single use plastics, as well as reducing carbon emissions directly through more efficient energy generation and consumption.

We will work with suppliers and partners to reduce our indirect carbon footprint by **80% by 2036-2039**.



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**WE WILL WORK
WITH **SUPPLIERS** AND
PARTNERS TO REDUCE
OUR INDIRECT CARBON
FOOTPRINT BY **80%**
BY 2036-2039**

Our vision of **'World Class People, delivering World Class Care'** is underpinned by our constant commitment to making ourselves even prouder tomorrow than we are today of the outstanding patient care, inclusive culture, spirit of teamwork and collaboration (both within and outside our organisation) and the way in which we innovate and inspire creativity. All of which are part of the DNA of UHS.

That commitment is embodied in our determination to always improve which directs how we do things at UHS. We call it THE UHS WAY. The thread that brings everything together and provides a unifying measure of our progress towards achieving our corporate vision.

Our ***Always Improving*** strategy describes how we will foster a supportive environment for our people to drive change **The UHS Way**:

STARTING A MOVEMENT

We will create a clear brand and communications plan that our people, partners and patients see as a rallying point to build belief and momentum behind this strategy and for each individual to see the role they will each play in its success.

EQUIPPING WITH SKILLS

Our staff will have access to a wide range of training opportunities and practical experiences at different levels to give them the skills they need to think differently and make our strategy a reality.

CAPACITY AS A CATALYST

We have already made significant investment into an 'Always Improving Academy' of change and transformation expertise. They will bring the technical skills and experience as well as champion the UHS way ethos to catalyse the changes that our people are driving.

A GOLDEN THREAD

We will integrate all of our efforts to drive the delivery of our strategy under into a single transformation agenda for the organisation that creates a golden thread from ward to board and across each of our services underpinned by a governance structure that focuses on strategic delivery.

ALWAYS IMPROVING



THE UHS WAY OF THINKING

To deliver our strategic ambitions, we have created a framework of core behaviours and traits we need everyone to live each day that are underpinned by and aligned to our values.

DATA DRIVEN DECISIONS

"I regularly use data to understand me performance and where there are opportunities for improvements"

SUSTAIN IMPROVEMENT

"I actively support improvements to ensure they will become embedded and sustained as part of routine work"

ABLE TO SPEAK UP

"I feel able to speak up and share my ideas for improvements, knowing they will be listened to"

SHARE SEAMLESSLY

"I take pride in my work and celebrate success as well as share learning from failures with others to improve UHS as a whole"



COACHING OTHERS

"I help develop those around me using a supportive coaching approach – ask not tell"

PROBLEM SOLVING

"I collaborate with other teams and people in organisation to solve problems at the root cause. Considering systems, human factors and how technology might help"

PARTNER WITH PATIENTS AND FAMILIES

"I work hand in hand with patients and their families to tailor our care to their needs"

AMBITIOUS AND CONTINUALLY LEARNING

"I am always improving, open to change and learning new things: looking to better myself and my team as I strive for excellence in the pursuit of world class care for everyone"

WHAT HAPPENS NEXT?

The key elements of this strategic framework have been developed through the voices of our people, our patients, our population and our partners. We will continue to engage with our teams, learn from feedback, both good and bad, so that we continuously improve our organisation.

We will harness the expertise within all our clinical, specialist and support services teams to translate the themes into opportunities and plans relevant to their services.

We will translate our ambitions into strategic delivery plans, embedding these in our business plans, as well as team and personal objectives.

The Board will monitor progress and allocate appropriate resources to ensure pace is sustained so that the ambitions are achieved by 2025.

We are committed to the delivery of our 2025 Ambitions which will ensure we continue to be a leading university teaching hospital of which we are all proud.

World class people delivering world class care.



WITH THANKS TO OUR UHS FAMILY

For more information on this and our supporting strategies, please see **staffnet**.

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**“A WORLD CLASS
ORGANISATION IS MADE
UP OF WORLD CLASS
PEOPLE. THIS IS OUR
GREATEST ASSET”**



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