



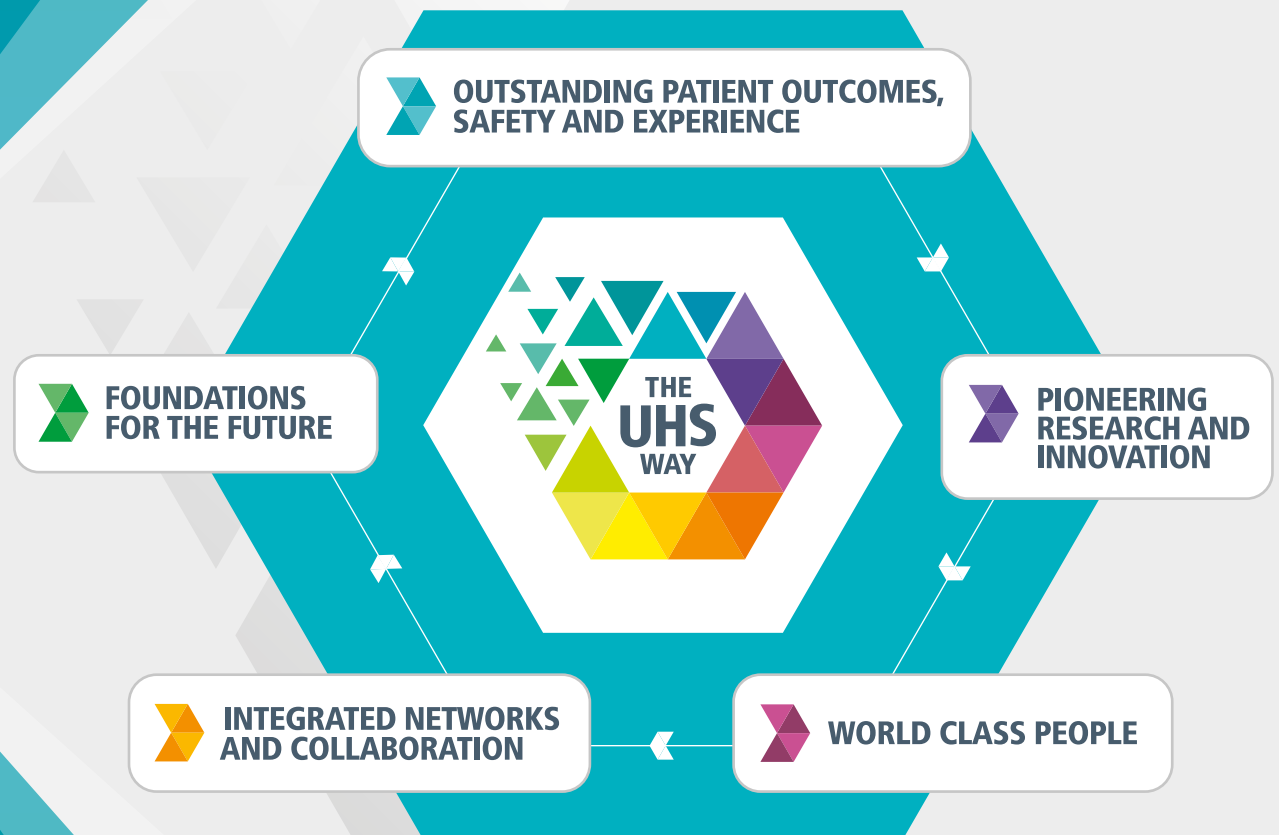
OUR ALWAYS IMPROVING STRATEGIC PLAN

2021

2020 has been a year of unprecedented change for healthcare globally and UHS has responded to this challenge with significant change as an organisation and as part of a healthcare system.

In this new landscape, the Trust is in the process of fast-tracking its strategy for UHS in the new normal and to ensure that we are an outstanding organisation. This **always improving strategic plan** sets out the improvement approach to support the delivery of the Trust's clinical strategy and strategic priorities, reflecting the Trust's vision, mission and values and underpinned by robust integrated governance.

ALWAYS IMPROVING



**Together, we care,
innovate and inspire**

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FOREWORD BY **GAIL BYRNE** **CHIEF NURSING OFFICER**

I am hugely excited to present our always improving strategy. Not only does it set out our approach for always improving but more importantly it sets out our ambition and a road map for becoming a world class organisation.

We have a strong foundation on which to build; primarily in our staff who are committed and innovative and who work together to put patients first by always looking to improve. We will harness the best of our organisation in moving forward.

Working together we rose to the challenge of COVID-19. The pace and scale of transformative change we achieved gives us organisational confidence on which to build. UHS now has a unique opportunity to change some of the fundamentals around how the organisation works, its place in the healthcare system and its culture.

As one of our values, always improving is at the heart of our organisation and drives our ambition to be better every day. I saw that so clearly when, just prior to the pandemic, we implemented the always improving (inpatients) project in partnership with PwC which focused on patient flow. We recognised that if we get that right, it will improve patient safety and our ability to control infection - both so crucial to our future success.

I remember the energy and commitment from colleagues in wanting to change things for the better. That is our ambition for this strategy, to revitalise our approach and inspire our people.

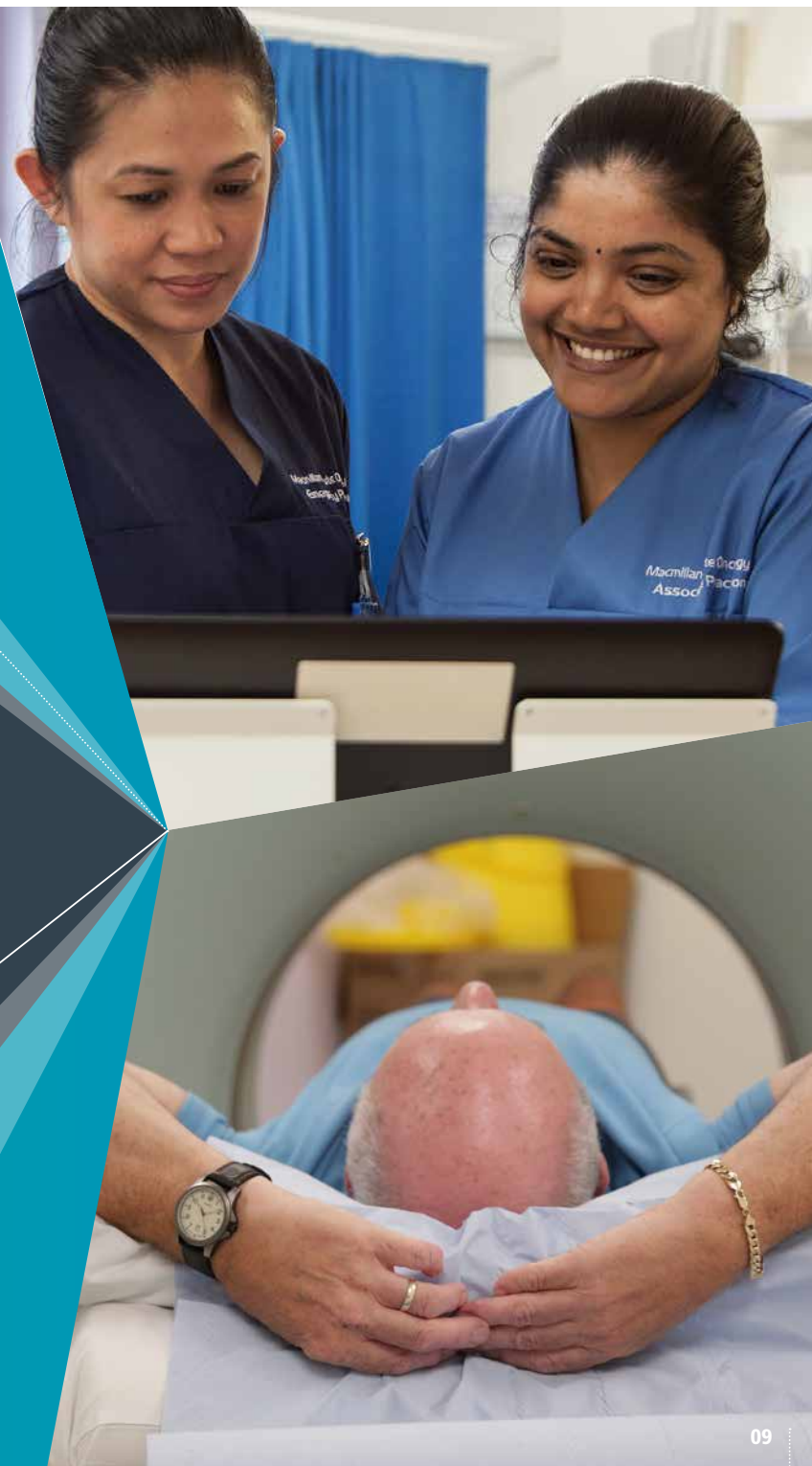
This strategy will help define a single and common approach and language for improvement that will be recognised throughout the organisation. It will support a proactive safety culture and improve quality and efficiency.

To be effective, our strategy has to thread through our working practices and in recognition of that, we are developing an always improving academy to support its implementation. Patients and carers are at the centre of this strategy and our aim is that they will ultimately lead improvement across the organisation and help set our improvement agenda.

I believe that anything done in the pursuit of excellence has to be fun. I hope that is the spirit in which always improving shapes our future and inspires you all to become better and better in an area you believe is important. We may not get it right every time, but each improvement project, however small or large, will make UHS a better place. This strategy will be at the heart of empowering you to make that change happen.

“I WOULD LIKE TO
THANK **JAKE WILKINS,**
KATE PRYDE, CLINICAL
LEAD FOR QUALITY
IMPROVEMENT AND THE
TRANSFORMATION TEAM
FOR THEIR SUPPORT IN
WRITING THIS STRATEGY,
YOU HAVE **INSPIRED ME**”

THE CASE FOR CHANGE



There is an immediate and compelling case for ambitious change that cannot be ignored.

The COVID-19 pandemic has seen unprecedented change and transformation in our services whilst shining a light on the culture of our staff as innovators and problem solvers who are passionate about delivering world class patient care.

There is an absolute imperative to work differently to tackle built-up demand and unmet need in the community; a virus which is shining a spotlight on health inequalities; an opportunity to deliver care close to home which meets infection control requirements but also could lead to better outcomes and more preventative care and empowered patients.

We published our clinical strategy for 2020-25 as a response to the long term plan articulating the models of care the Trust will transition towards in the delivery of the priorities.

Our future models of care see us working in partnership as part of an

integrated system in Hampshire and the Isle of Wight; during COVID-19 we have responded as a system and this is key for us going forward.

The Trust invested in the Always Improving Inpatients programme which brought a new improvement method focusing on coaching and behaviours which was delivered at scale and pace before COVID-19 – we need to re-energise this work, as well as the principles and methods.

The Executive team reorganised their portfolios in April 2020, which provided an opportunity to re-think our approach to improvement as we have the opportunity to work together across service improvement, quality improvement, governance and patient safety and experience in a collaborative way.

Prior to the pandemic, we agreed our investment plan for improvement and transformation to deliver our strategy and it's key that the organisation receives the most value out of its investment.



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**“THERE IS AN
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IGNORED”**

OUR STRATEGIC FRAMEWORK

This always improving strategy sets out **how** the organisation will **transform** to deliver on its **clinical strategy**, support the organisation to **recover from COVID-19** and work with our partners to provide **world class care for everyone**.



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 ARE THE DNA OF OUR CULTURE AND THEY SHAPE THE MINDSET AND BEHAVIOURS OF OUR WORLD CLASS PEOPLE TO DELIVER OUR ALWAYS IMPROVING STRATEGY”



ALWAYS IMPROVING STRATEGY



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 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.

PATIENTS AS PARTNERS

We will work in partnership with patients, their families and carers to engage them in shaping and guiding as partners in improvements that are co-designed with them. Our ambition is that patients will ultimately lead improvement across the organisation and help set the improvement agenda.

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 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 the 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"

OUR AIMS, AMBITIONS AND VALUES

UHS is a people orientated organisation and our staff are our greatest asset. They are able to deliver exceptional care and differentiated clinical outcomes for the population of Southampton and make a valued contribution to the Hampshire & Isle of Wight system.

Building on this firm foundation, our Always Improving Strategy represents our plan to be an outstanding organisation consistently delivering world class care for everyone.

An outstanding organisation is the sum of its people working in unity towards a common purpose underpinned by a strong culture.



PATIENTS FIRST



WORKING TOGETHER



ALWAYS IMPROVING

"WORLD CLASS PEOPLE DELIVERING WORLD CLASS CARE"

Our Vision



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.

OUR STRATEGIC APPROACH TO IMPROVEMENT

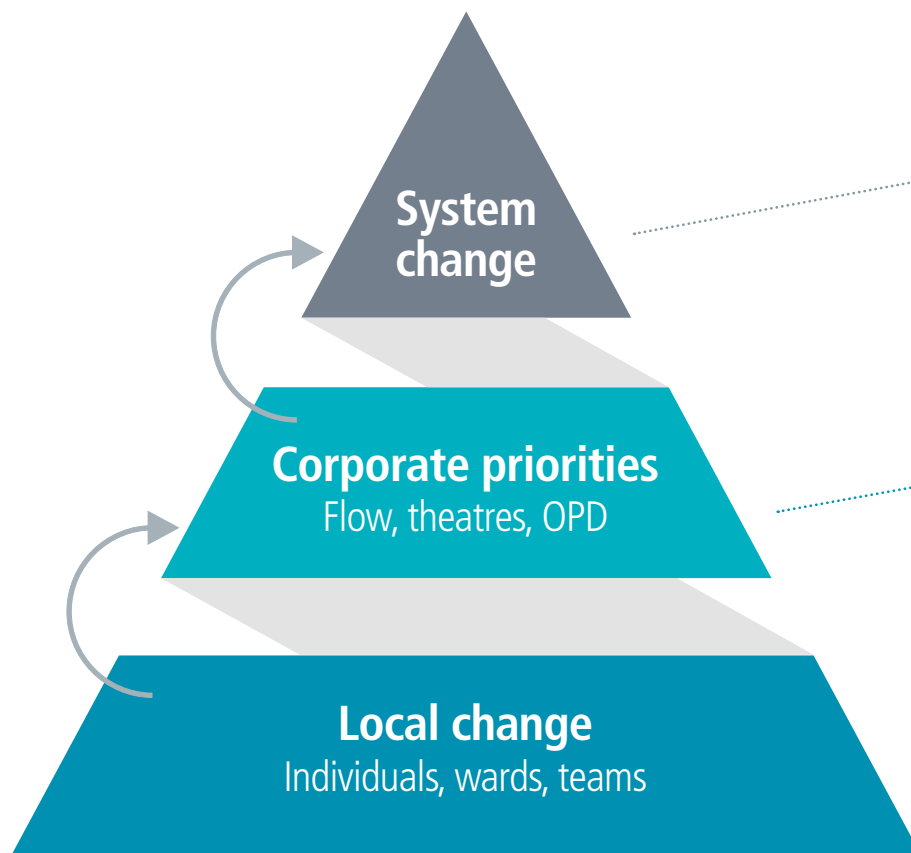


BUILDING ON A FIRM FOUNDATION

When shaping an approach to improvement it's important that we build on our assets and what makes us different to other NHS hospitals so that we **harness the best of our organisation** in helping us move forward.



OUR ALWAYS IMPROVING FRAMEWORK – 3 LEVELS



At UHS we think of improvement at three levels; system, departments and teams. We have different offers and approaches to support the organisation at different levels in the overall delivery of our strategy.

SYSTEM CHANGE

A core part of our strategy is how we work with our system partners to redesign our models of care and services to best serve our population. Therefore some of our resource and focus is dedicated to these programmes of work.

CORPORATE PRIORITIES

Following our Always Improving Inpatients programme and our experience through COVID-19, we want to continue to invest the majority of our resource delivering significant transformation programmes at a whole department or service level. The programmes are directed by our strategy to deliver Trust-wide priorities.

LOCAL CHANGE

At UHS, improvement is everybody's business and one of our core values as an organisation. We therefore want to create packages of project support and training to enable teams and individuals to deliver their own improvement programmes with light touch expert support.



OUR METHODOLOGY

patients as partners

Patients and carers are an essential element of all our improvement work and indeed are core to our value 'patients first'.

Working closely with the experience of care team we will create a framework that ensures the 'user' is embedded in improvements at all levels and magnitude for the lifecycle of the project.

Our ambition is that patients will ultimately lead improvement across the organisation and help set the improvement agenda.

In order to represent our population we need to ensure we engage with diverse 'seldom heard' voices. A communication strategy is key, along with the resource to achieve it.

Involve

a diverse range of patients, carers and service users

Include

them in the design, production and evaluation of services

Improve

services to make them responsive to patient need

**Experience
of care team**

QUALITY IMPROVEMENT AS PART OF TOTAL QUALITY MANAGEMENT

In order to improve health and healthcare for those we serve, a holistic approach is required. To achieve this quality improvement needs to be used alongside quality planning, quality assurance and quality control to create a single, consistent 'total quality management' system.

All four types of activity will be needed, and the real challenge is to know which of the four management approaches is appropriate for the opportunity, and to balance our resources appropriately across all four.

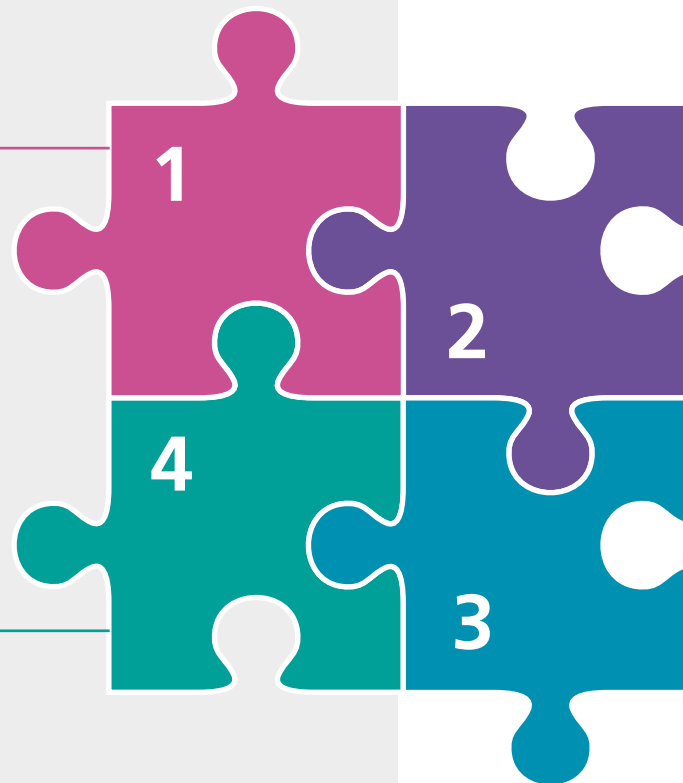
We need to work on our quality planning process engaging with all relevant parties at the outset with regular cycles of planning and prioritisation.

Quality planning

- Identify the needs of the customer and population
- Develop service models to meet the need
- Put in place structures and process to manage the service

Quality improvement

- Identify what matters most
- Design project and bring together a diverse team
- Discover solutions by involving those closest to the work, test ideas, implement and scale up



Quality control

- Identify clear measures of quality for the service and monitor these over time
- Take corrective action when appropriate
- Internal vigilance to hold gains made through improvement

Quality assurance

- Periodic checks to ensure the service is meeting the needs of the customer and population
- Actions to address gaps identified

BUILDING IMPROVEMENT CAPABILITY ACROSS THE ORGANISATION

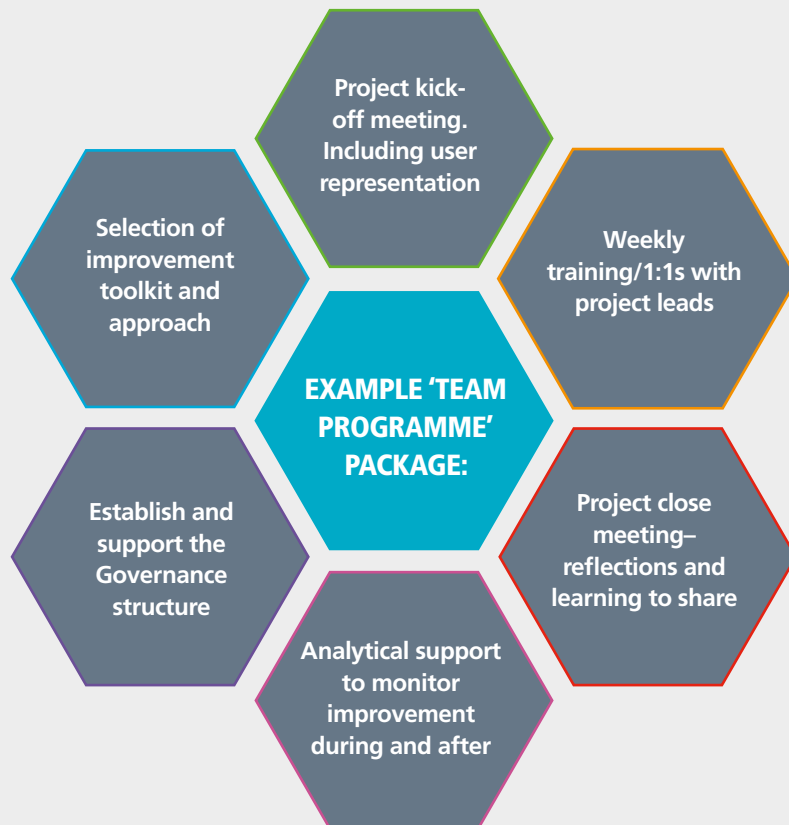


All Staff – Living the Always Improving Value	• Improvement is everyone's job • Appreciates how their role contributes to delivering world class care for all and aware of how basic quality improvement models improve care	11,000	Numbers of staff*
Advocates – actively participating in improvement	• Healthy engaged staff doing the day job and improving it is the way we do things around here • Participating in improvement activity, understands role in improvement within area	5,500	
Local lead	• Champion improvement with sound knowledge and skills • Can deliver a defined local improvement project, engaging with others to achieve aims. Able to bubble up organic improvement	2,750	
Practioner	• Confident change agents • Individuals skilled in improvement, confident to teach and coach others. Leading larger projects	550	
Associate	• Inspiring compassionate improvement leaders • Individuals able to lead organisation wide improvement with deep understanding of improvement skills and knowledge required to achieve this.	55	
Pioneer	• Improvement beacons • Confident inspiring leaders able to deal with complexity and challenge	6	

*Numbers based on AqUA Dosing Formula (<https://www.aquanw.nhs.uk/resources/corporate/Developing-Improvement-Skills.pdf>)

IMPROVEMENT 'ON THE GROUND' FOR LOCAL CHANGE

At UHS, improvement is everybody's business and one of our core values as an organisation. We therefore want to create packages of project support and training to enable teams to deliver their own improvement programmes whilst retaining the integrity of our methodologies and alignment to our strategic objectives.



OUR OFFER:

Our aspiration is to create a standard package of support to projects at the ground level that need project management skills and expertise to support delivery. Patients and carers will be integral to this and involved and supported from the outset of the project.

Our approach will be to work hand in hand with our divisional teams to crowdsource improvement ideas from their teams and to invest coaching, training and support into staff and projects that support the priorities of each division.

This will enable the team to prioritise and target its support in the most efficient way, to support teams to deliver improvement without disempowering them and to embed always improving at every level.



THE EXPECTED OUTCOMES

Our improvements will drive meaningful change and outcomes that will be measured during our improvement effort and afterwards to ensure sustained outcomes. These outcomes will be diverse across a number of domains including: quality, operational, financial and strategic.

Strategic Alignment

All components of the Trust's transformation agenda must be supportive in delivering the Trust's strategy.

Financial

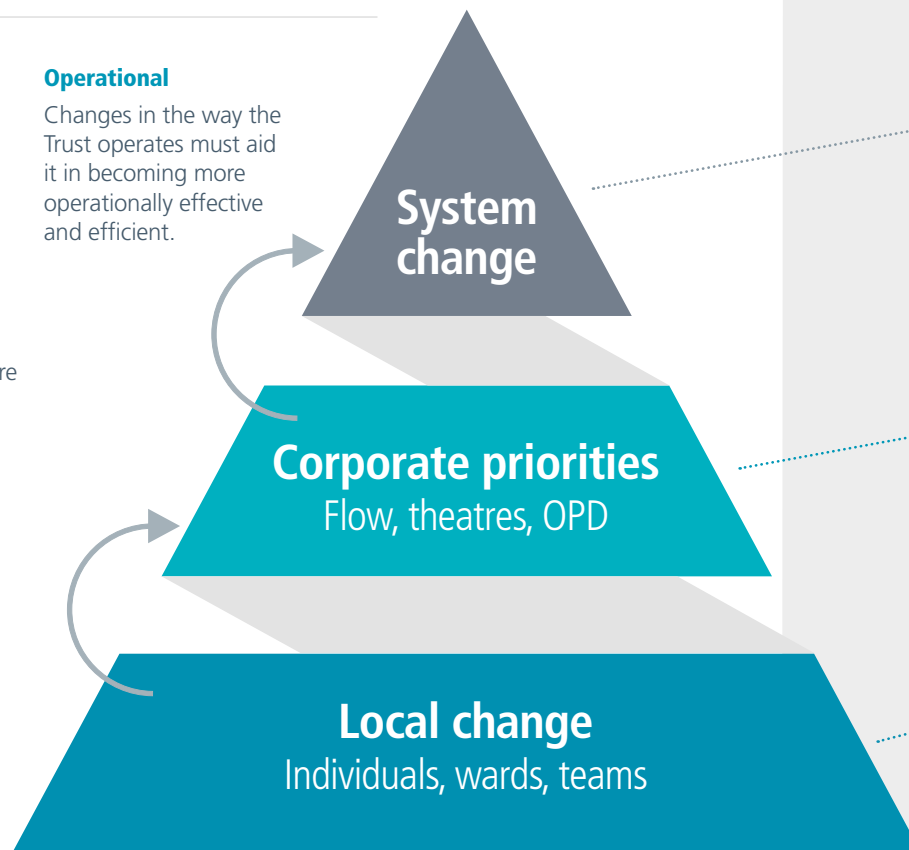
The Trust needs to become financially sustainable and therefore transformative change must deliver sizeable returns on investment.

Quality

The quality of the care received by patients is paramount. Change must support the improvement of care delivery and quality.

Operational

Changes in the way the Trust operates must aid it in becoming more operationally effective and efficient.



ALWAYS IMPROVING

SYSTEM CHANGE

Strategy: Integrated pathways across the ICS, Deliver the LTP

Financial: Drive financial savings for the system

Quality: Patient centred care delivered in the community, focus on equality

Operational: Harmonisation of ways of working across the system leading to improved collective performance

CORPORATE PRIORITIES

Strategy: Deliver on organisational strategic priorities

Financial: Improvements against use of resources and Model hospital

Quality: Improvements in patient experience and safety

Operational: Performance improvement against RTT, 4 hours and other operating standards

LOCAL CHANGE

Strategy: Local change is supportive of organisational strategic direction

Financial: Local changes may support local CIP schemes

Quality: Improvements in service level patient experience

Operational: Local performance measures evidence improvement

THE ALWAYS IMPROVING ACADEMY



ALWAYS IMPROVING ACADEMY – OUR APPROACH

The Always Improving Academy is our unified team that approaches the different aspects of improvement to the benefit of our staff, patients and communities on a journey towards and beyond outstanding. We want to use our always improving value to drive a culture of improvement in all of our staff supported by a team of professionals across five CQC domains.

ALWAYS IMPROVING ACADEMY

Always Improving...

Safety

Creating a proactive patient safety culture that is responsive and effective in all of our staff supported by enabling technologies, training and development resources delivered by a group of patient safety professionals.

Effectiveness

Ensuring that delivering quality is a core part of everyone's role. Establishing a common language and approach to improvement that is supported by data, dedicated QI resource and training on tools and approaches for staff.

Care

Taking a patient centred approach to our services by making patient experience a core part of all of our responsibility. We will integrate patient feedback into our governance, involve patients in designing the future.

Responsiveness

Using our service improvement professionals to equip staff with the skills to improve services, transform UHS services with significant programmes of work and be a leader in transforming the local healthcare system.

Well Led

Create and operate an environment of integrated assurance so that the organisation, from Board to person, can be confident that the business of the Trust, to provide health and care, is operating as effectively and to the highest standards possible.

Culture

Digital

OUR IMPROVEMENT JOURNEY

Always Improving Inpatients

A Trust wide improvement programme that established a methodology and principles across over 1,000 staff.



Board Development QI Sessions

We invested time as an executive team understanding the role of QI in the future of the Trust.

COVID-19

The pandemic has required us to transform at an unprecedented rate changing our models of care, working with partners and using digital.

Improvement Priorities

We will derive our improvement priorities from our organisational strategy and agree our change initiatives.



Trust Five Year Strategy

Set out our strategic priorities for the next five years and response to the new global and NHS landscape.

Always Improving Strategy

Setting out our approach to improvement in the organisation.

Always Improving Academy

We will establish the academy structure set out in this strategy.

Recruitment

We will recruit to the vacant posts within our current structures based on the improvement priorities and Trust Five Year Strategy.

Develop Always Improving Education Programme

We will design and develop the always improving education programme and start roll out.

Always Improving

We will continuously learn and improve from our CQC feedback and the delivery of our Improvement priorities.



CQC Inspection

A checkpoint to assess our progress on quality improvement and to help us assess the priorities moving forwards.

Work with teams

Start working with teams across divisions on improvement programmes.



LEADING THE WAY FORWARD

This improvement plan has ambitious aims that require the collective efforts of all of our staff and the effective coordination of all improvement and transformation efforts across the organisation.

STARTING A MOVEMENT

Creating a clear comms plan



Mass engagement events

Role modelling from leaders within the organisation



FORMING A STRATEGY BOARD

To be truly transformative we will align all of our change and transformation effort to the delivery of our single organisational strategy. The purpose of the strategy board is to oversee the translation of our strategy into reality acting as a design authority to make key decisions.



BECOME AUTHENTICALLY OUTSTANDING



With the remaining uncertainty of the future landscape of the NHS after the pandemic we will use our transformation group to position ourselves to be agile and responsive to change.

We will drive the organisation to be authentically outstanding and in time have this recognised by the CQC.

”

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



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