



Warrington and Halton
Teaching Hospitals
NHS Foundation Trust

Our Strategy

2023-2025

Our mission is to be outstanding
for our patients, our communities
and each other





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Working Together



Excellence



Inclusive



Kind



Embracing Change

Foreword

We are rated highly for patient care, the way we look after our staff and for clinical outcomes and have achieved a great deal since our previous strategy was developed in 2018. This includes:

- We have commenced restoration of our clinical services impacted by the COVID-19 pandemic, to reduce long waiting lists. We have delivered improvements in referral to treatment times and sustained improvements in cancer waiting times and wait times for diagnostic tests.
- We have improved our ambulance handover times, in partnership with the North West Ambulance Service.
- Our clinical research offer has gone from strength to strength. We have worked in collaboration with Liverpool University Hospitals NHS Foundation Trust and the Clinical Research Network, which has created opportunities for commercial, non-commercial and academic research which provides patients with access to clinical trials. Examples include studies in critical care, gastroenterology, maternity, paediatrics, and rheumatology.
- We have invested in radiology services, including a new MRI Centre and scanner.
- We have re-opened Ward B18 as our new Acute Respiratory Unit.
- We have administered more than 75,000 doses of COVID-19 vaccines, of which more than 16,000 were boosters, rapidly delivering a full service to protect staff and our communities.
- We have invested and responded to the wellbeing and development needs of our staff. Focusing on workforce recovery we have introduced new roles, rolled out compassionate leadership programmes, supported our staff to enhance their resilience during unprecedented times, appointed a Non-Executive Wellbeing Guardian, been accredited with the Navajo Charter Mark in recognition of the work we do with LGBTQA+ patients and staff, and embedded the national People Promise, which sets out what all staff should expect from working within the NHS.
- We have invested in our estate, facilities and equipment – such as opening our new Breast Care Centre at the Captain Sir Tom Moore Building; the new two-storey expansion of our Emergency Department to create a Same Day Emergency Care unit which offers urgent clinics and assessment areas for ambulatory care; the opening of our new outpatient facility in Halton's Shopping City, making us one of the first hospitals in the country to provide outpatient services in a shopping centre.

But we don't stand still and we want to improve further.

The Trust's original vision is built upon three key strategic aims of Quality, People and Sustainability, which we believe remain relevant today, but the delivery of which must continue to be refined to reflect the changing landscape in which the NHS operates.

There are a number of reasons why now is the right time to refresh our priorities. We have taken into account the ongoing impact of the COVID-19 pandemic, including its impact in widening the gap in health inequalities; changes to the local health and social care system structures; increased demand and an ageing population; a move away from competition to collaboration; and a greater focus on preventing ill health. As our healthcare landscape evolves, we must build on the strong foundations already laid in the previous strategy.

Our commitment will continue to be providing high quality, safe, and sustainable services, delivered by staff who are trained and supported to deliver their best work. We will work with our partners, across all levels of health and social care, the voluntary sector and the independent sector, to achieve this and meet the needs of our local population.

This document sets out our vision for the next two years and the plans that we have put in place. We begin this two-year period mindful of the challenges ahead but full of optimism about the opportunities available.



Steve McGuirk
Chair



Simon Constable
Chief Executive

Who we are... What we do



Serve a population of **330,000** across both Halton and Warrington boroughs.



Have an annual turnover of **£333 million**.



Commissioned by NHS Cheshire and Merseyside Integrated Care Board and NHS England Specialist Commissioning.



Employ around **4,800 staff** comprising 52 nationalities.



Deliver **85,007** individual new outpatients appointments each year.



Operate **680 beds** – assessment beds and trolleys – across both sites.



Provide **122,000 episodes of emergency care** – 91,695 episodes at the Emergency Department and 30,654 at the Runcorn Urgent Treatment Centre Department.



Deliver **58,045** procedures and stays each year.



Deliver **3,000 babies** in hospital and in the community each year.



Currently have **139 staff** actively studying for an apprenticeship.



Have a team of **343 registered volunteers** with a variety of roles available.

The 2021/22 cleanliness monitoring scores for very high risk and high risk clinical areas were as follows:

Warrington: 97.8%
Halton: 97.5%

Very High Risk Areas
Theatres, Neonatal Unit, ICU, Endoscopy

High Risk Areas
Wards, Accident & Emergency, Public areas, Pharmacy, Ward Kitchens, Main Outpatients and X-Ray.



Who we are... Where we do it

Our Trust comprises two acute (secondary) care hospitals and a number of community hubs, spread across the boroughs of Warrington and Halton.

Warrington Hospital

Warrington Hospital provides district general services, with all the services required to treat patients with a range of complex medical and surgical conditions, and a full range of expert inpatient and outpatient services. Warrington Hospital is home to our emergency department and maternity services as well as specialist critical care, cardiac and surgical units.

Services provided at Warrington Hospital include:

Emergency Department, surgical services, general medicine, children's services (paediatrics), cardiac care and cardiac catheter lab, stroke care, cancer care, elderly care, maternity, gynaecology, neonatal, orthopaedic trauma, critical care and ophthalmology.

Support services include:

Occupational therapy, pathology, physiotherapy, pharmacy, dietetics, outpatient services, diagnostic services, and a range of specialist nursing services.

Halton Hospital

Halton Hospital is located in Runcorn and is where the majority of elective and diagnostic care is delivered. The Runcorn Urgent Treatment Centre is also located here. Halton Hospital comprises two distinct buildings, the Captain Sir Tom Moore (formerly known as Cheshire and Merseyside Treatment Centre) and Nightingale (formerly known as Halton General) buildings. Some chemotherapy services are also provided on the site at the CanTreat Chemotherapy Centre and the site is home to the Macmillan Delamere Support and Information Centre.

Services provided at Halton Hospital include:

Nightingale Building:

General surgery, urology, minor injuries, endoscopy, step down care, cancer care, programmed investigations unit, renal dialysis, chemotherapy and cancer support, a full range of outpatient services. The Halton Clinical Research Unit is also located here.

Captain Sir Tom Moore Building:

Orthopaedic surgery, urology and gynaecology surgeries, cancer surgeries, post-anaesthetic care unit.

Support services include:

Breast Care Centre, occupational therapy, physiotherapy, dietetics, outpatient services, diagnostic services, and a range of specialist nursing services. The Trust's Pre-treatment Centre (pre-op and swabbing service) is located on the Halton site.

The Runcorn Urgent Treatment Centre:

Provides care and treatment for illnesses and injuries that are not life or limb-threatening but require urgent attention. The centre is open from 8am to 9pm seven days a week.



Through a network of community hubs, virtual service offers and mobile facilities we also provide a range of outpatient services in the local community. This is a step towards ensuring services are delivered in the right place to improve access to quality care and address health inequalities.



Halton Health Hub

The Halton Health Hub, a standalone outpatient unit situated within Shopping City in Runcorn, provides a range of services including optometry, orthoptics, audiology and dietetics. The Hub also provides space for partners to deliver preventative and early intervention services, such as the Stop Smoking Service and other public health services provided by Halton Borough Council and primary care services.



Mobile Screening Services

Designed to make access to screening services more accessible, mobile units in the community support access to diagnostic services.



Halton Clinical Research Unit

Provides opportunities for members of the public to access clinical research and trials.



Bath Street Health and Wellbeing Centre

From this health centre, the Trust provides maternity and breast screening services.

Virtual Wards

Advances in digital technology and the improvements in NHS IT infrastructure mean we have been able to introduce Virtual Wards. These allow patients to receive the care they need at home, including in care homes, safely and conveniently rather than in hospital.

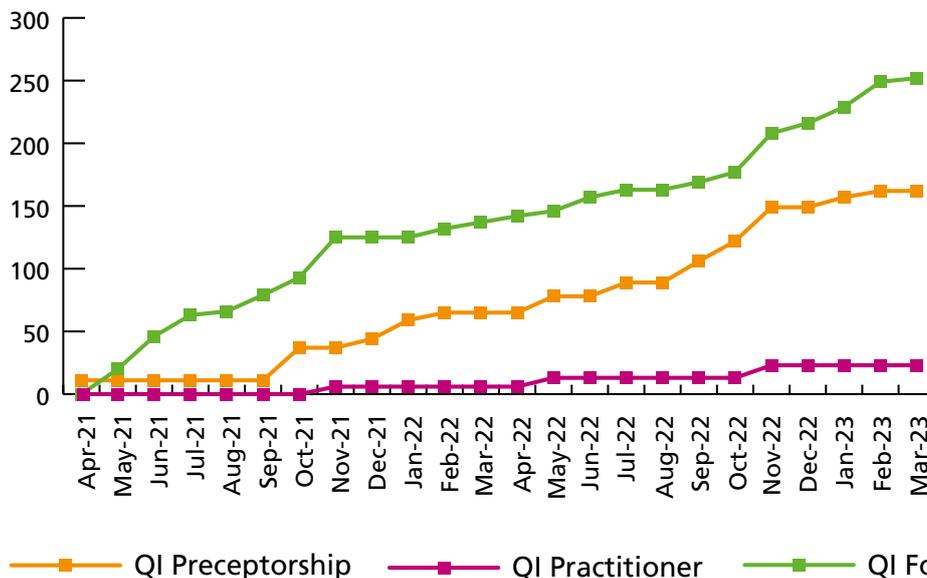
Virtual Consultations

Traditional models of outpatient care are not always accessible to patients or aligned to their needs, resulting in missed appointments, poor health outcomes and greater use of emergency care.

The Trust offers remote video outpatient consultations to enable flexible and responsive care, in addition to optimising virtual consultations to support when emergency care is required. For example, Virtual Fracture Clinics reduce wait times for patients who require emergency care with suspected breaks and fractures. Patients can receive immediate care and X-Rays, then go home while a clinician reviews images remotely. Once reviewed the patient will be telephoned and treatment discussed.

Who we are... How we do it

Cumulative staff trained in QI



We develop our quality improvement (QI) capabilities to continue to improve for our patients and each other

We continue to progress quality improvement training programmes both in terms of capacity and capability. These are delivered by our own Quality Academy to a variety of staff groups across the Trust. This ensures a culture that actively seeks to improve the quality of all that we do.

We seek to reduce inequalities in health

We recognise and act on our role as an advocate for the health and wellbeing of our local communities. We know unfair and avoidable differences in health can be caused as a result of society, the environment we live in and the opportunities we have.

It is our ambition to positively impact social value and lead others to do so, in order to enhance the wellbeing and life chances of our patients, and make a positive contribution to our local economy and community.

We use and learn from data

We are committed to using and acting upon the intelligence we gain from data to improve the health and care outcomes of our population in an equitable way.

We listen and learn from patients

We are committed to meaningful co-production and co-design, ensuring patient voices are at the heart of everything we do, and inform the plans and decisions we make about the delivery of service. #StartwithPeople

We value volunteering as a way to improve care and enhance the lives of our volunteers

We work with our communities to increase the visibility and diversity of hospital volunteers to support holistic patient care.



“

Our workforce is our greatest strength. We know that getting things right for our staff is the best way for us to achieve our mission to be outstanding for our patients, our communities and each other. We believe that by harnessing the talents of our workforce and supporting them to develop their careers here at the Trust, we can create the conditions for staff to provide excellent care.

Michelle Cloney,
Chief People Officer

”

Building on our quality successes

Whilst we recognise there is significant work to be done to meet the challenges faced by all health and social care systems, and the focus rightly is on what still needs to be done, it is important to recognise the great work achieved across our Trust and with our partners. The ability to learn and build on our successes is a great strength.

Our quality successes

Active Hospitals – A stay in hospital can make patients feel weaker and everyday tasks can feel challenging and tiring. We are committed to helping people stay as active as possible whilst recovering from an illness in hospital and recognise that doing so helps with recovery.

How do our patients stay active in hospital?

- Reconditioning Games
- Ready Dress Go!
- Readers Group
- Tissue Viability and Falls Champions
- Therapy ward based exercise classes
- #Home4Noon
- Fit2Sit MDT approach within the Emergency Department and on the wards
- Hydration Campaigns



Service accreditation

The Trust participates in a number of accreditation schemes to ensure that clinical services remain of a consistently high quality. Since the previous strategy the following accreditations have been achieved:

- **Anaesthesia Clinical Services Accreditation** – this is a voluntary scheme which focuses on quality improvement through peer review.
- **Joint Advisory Group (JAG) Accreditation for Gastrointestinal Endoscopy** – JAG accreditation means that patients can have increased confidence in their endoscopy service and be assured of a high quality and safe service.
- **Accredited as Resuscitation Council UK Newborn Life Support Training Centre.**
- **Family Integrated Care accreditation** – facilitating a partnership between parents and the staff, to promote parent-infant interactions and to build parent confidence.

JAG accreditation feedback:

“Both sites operate to an equally exceptional standard and easily some of the highest standards we have seen in the UK... In summary the service epitomises what a quality, safe endoscopy service with embedded standards is all about”

Enhancing patient experience with a warm welcome

Our newly staffed reception in the atrium of Warrington Hospital provides an immediate one stop shop for anyone visiting the hospital. The reception can be the first time a patient has face-to-face interaction on site, whether that's to request help with wayfinding, portering for patients with physical needs or a general query. The investment has significantly increased our ability to create a good first impression and ensure an immediate point of contact for patients.

Introduced new research and development capability and capacity

This has resulted in:

- 51 active studies
- 791 recruits
- 31 active investigators
- 18 specialities



Key Achievements

- ✓ “Excellence in Commercial Life Sciences Research” NWC Awards 2020
- ✓ Shortlisted “Research Collaboration of the Year” in the NWC Awards 2022
- ✓ Best recruiter to Moderna study – 1st of 32 sites



Building on our people successes



In 2022, the Trust achieved the Disability Confident Level 3 Leader Status, part of a Government scheme

which recognises our commitment to supporting people living with a disability or long-term health condition to thrive in work.

Working with Warrington and Vale Royal College, the Trust has established a Supported Internship Scheme to support the recruitment of students with SEND into placements across roles at the Trust. The aim of the project is to support the students to develop work-based skills so they can go onto apply for and secure future employment.

The Trust has established four Staff Networks who influence and drive change to improve the experiences of our workforce and patients with specific protected characteristics. They are:

- Multi-Ethnic Staff Network
- PROGRESS Staff Network
- Disability Awareness Network
- Armed Forces and Military Veterans
- Community Staff Network



The Trust has joined Health Education England's Health Ambassador initiative in a bid to connect with school children of all ages to talk about the breadth of NHS roles available and to inspire them to consider a career in the NHS. Our Trust's NHS Ambassadors take part in activities such as speed networking, mock interviews, open days, career marketplaces, workplace visits, career days and many more, alongside interactive virtual sessions to connect with young people online.

The Trust engaged in a Reciprocal Mentoring programme with executive directors and senior leaders of the organisations' Staff Networks over a period of 12 months. This aim of the programme was focused on increasing the strategic influence of under-represented groups across the Trust, whilst reducing and removing barriers in accessing opportunities and career progression.

To support financial wellbeing within the organisation, a range of resources are available to staff from cooking on a budget recipes, videos on financial wellbeing and links to charities that can help and support through a confidential telephone advice line. The Trust has also launched a Barclays Financial Wellbeing platform which gives free access to bespoke offers, access to a Money Mentor to help staff to review their finances, and access to a wide range of resources online and face to face support.

A leadership development programme 'Growing as a Leader' has been developed, with successful participants achieving their CMI Principles of Management and Leadership qualification as a result of successfully completing the course. All participants identify a work based service development project and a number of participants have progressed in their career utilising the skills they have developed on the course.

Building on our sustainability successes

Digitally improved care that reduces inequalities and enhances patient experience



In 2021, BadgerNet, an electronic system aimed at giving mothers more control of their pregnancy records and care notes, was introduced to replace our old paper notes. The online portal and app allows expectant mothers to access their maternity records over the internet through a PC, tablet device or mobile phone in real-time and to interact with their midwife or other health professionals involved in their care by a message board.

Working in partnership to achieve social and economic wellbeing in our communities

Through strong partnership working with Warrington Borough Council and Halton Borough Council, investment has been secured from The Department for Levelling Up, Housing and Communities (DLUHC) for major investment in both Towns, known as the 'Town Deals'. Focused on economic growth, regeneration, improved transport infrastructure, better digital connectivity, skills and culture, the investment includes funding for the Living Well Hub in Warrington and the Runcorn Health and Education Hub.

Adapting how we deliver services to respond to changes in the way patients want to access care and enabling this by maximising technologies

We have introduced patient initiated follow ups across a range of services, which enables patients

to initiate an appointment request when they need one, based on their symptoms and individual circumstances, rather than services setting routine appointments which may not be as impactful.

New Hospitals Programme

In September 2021, the Trust submitted an expression of interest (EOI) to be considered for one of the 8 remaining spaces on the Government's New Hospitals Programme, which was supported by commissioners, local government, educators including the University of Chester, social care, third sector partners and MPs. The EOI set out a compelling and cost efficient case for the investment required to build a new hospital in Warrington and redevelop the Halton hospital site (through an extension to the newest estate, Captain Sir Tom Moore Building). The vision for future-proofed, adaptable and appropriate healthcare facilities has been well embedded since the previous strategy and has strong support. While the outcome of the EOI is awaited, the Trust continues to maximise opportunities to progress plans within the current footprint and to work towards our new hospitals vision of modern, compliant estate, by changing and adapting how and where we deliver care, to set the foundations for the future.

We are doing this by investing wisely in existing estate to support long-term plans and making the most appropriate and effective use of the clinical space we have. Successes include funding secured with partners to open community hubs, refurbishment of clinical areas and replacement of ageing equipment.



Opened
Oct 2022

New Halton Health Hub



Opened
Sept 2022

Refurbished Paediatric Outpatients



Opened
July 2022

New Same Day Emergency Care (SDEC) unit



Opened
Oct 2021

Breast Care Centre at the Captain Sir Tom Moore (CSTM) Building

Our communities

One of the biggest challenges facing Warrington and Halton is the inequalities caused by socio-economic deprivation and the impact this has on the health and wellbeing of individuals and communities. Addressing the impact on the most vulnerable communities is a key challenge.

Inequalities in health are most starkly demonstrated by the gap in life expectancy between the most and least deprived areas of each borough, a difference of 10 years in both boroughs. Marked inequalities are evident in Warrington across a range of other areas such as educational attainment, income, employment, the experience and fear of crime, poor lifestyle, general health and mental wellbeing.

Meanwhile, the poorest people in Halton are dying at a younger age than others living in wealthier areas – long-term health conditions caused by poor lifestyle conditions are too often the cause.

In older years, quality of life is often compromised because of increased frailty and poor health that can result in a loss of independence and a reliance on health and care services. Young children are not always getting the best start to their lives. There are high rates of smoking during pregnancy, low breastfeeding rates and higher than average levels of childhood obesity. As well as this too many under-18s are admitted to hospital because of alcohol.

The impact of these inequalities puts significant pressure on services right across the system and demands a different focus and approach to the way we deliver healthcare, as well as how we work with our partners across Warrington and Halton.

If Warrington was a village of just 100 people...

31

Children are overweight or obese by year 6

14

Adults suffer from depression

65

Adults are overweight or obese

12

Will die from heart disease

18

People take less than 30 mins exercise a week

9

5-16 year-olds have a mental health disorder

4

Adults under 40 have Type 2 diabetes

16

Are smokers

79

Is the average age that men will live to

28

Will die from cancer

54

People are living with a long term condition

82

Is the average age that women will live to

8

People are over 75 years of age

If Halton was a village of just 100 people...

38

Children are overweight or obese by year 6

19

Adults suffer from depression

71

Adults are overweight or obese

13

Will die from heart disease

24

People take less than 30 mins exercise a week

10

5-16 year-olds have a mental health disorder

4

Adults under 40 have Type 2 diabetes

18

Are smokers

77

Is the average age that men will live to

30

Will die from cancer

59

People are living with a long term condition

81

Is the average age that women will live to

7

People are over 75 years of age

The changing landscape

The current challenges facing the Trust and the NHS as a whole are multi-layered, sizeable and real. Recovery from a global pandemic, growing demand for services from an ageing population, constrained finances and national and local workforce availability and recruitment challenges, have coincided with political instability and influenced an unprecedented and ever-changing operating environment.

At the same time the structural landscape of how health and care is planned and delivered across England has changed. The Health and Care Act (2022), introduced on July 1 2022, created 42 Integrated Care Systems (ICS) nationwide, replacing over 100 Clinical Commissioning Groups. Warrington and Halton operate as 'Places' and form part of the Cheshire and Merseyside ICS that connects each Place through a structure which aims to bring together a wide range of partners to develop a plan to address the broader health, public health, and social care needs of the population.

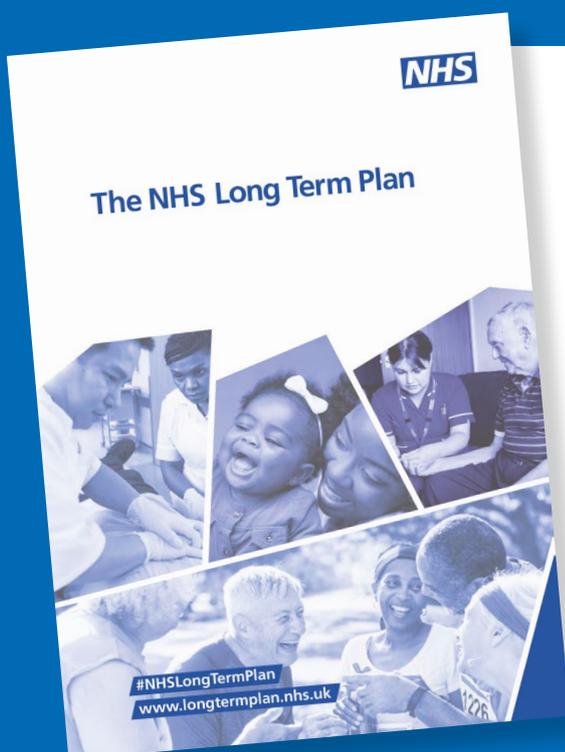
As the local context we work in continues to evolve and mature, it is important to reflect on local health and wellbeing outcomes which are below the national average.



In developing our strategy we have taken a holistic view of the health and public service landscape to ensure that our ambitions align with those of:

- Our immediate stakeholders (e.g. Warrington Borough Council, Halton Borough Council, Warrington Together and One Halton)
- Our neighbours and partner organisations across Cheshire and Merseyside
- The ambitions set for the whole of the NHS by NHS England

This approach provides assurance that we are making the best contribution towards delivering high quality, sustainable services to the communities we serve, responding effectively to the challenges facing health and social care and maximising opportunities to do this at scale with partners.



Impact of key national and local priorities
Our strategy acknowledges the important role we play in each of the following strategies.

The **NHS Long Term Plan** places a focus on moving to a new model in which patients get more joined-up care, closer to home. The plan emphasises the need to strengthen the NHS contribution to prevention and reduce health inequalities, improve mental health services, reduce pressure on the emergency treatment system, personalise care, and make the most of digital opportunities, innovation and research to truly transform care, for example in outpatients. It is essential we are aligned with the delivery of these ambitions.

Levelling up sets out aims to make life more equitable across the UK by recognising and tackling the wider determinants of health. We are and will continue to use population health data to determine what the needs of our communities are.

Health as the new wealth highlights the NHS's role in economic and social recovery and outlines the role health services should play in the wider recovery and rebuilding of communities and economies. We recognise this will be crucial to addressing inequalities and will actively take opportunities to make the economy more socially just by leveraging support towards local economic and environmental goals.

The **NHS People Plan** sets out the workforce strategy to deliver the Long Term Plan. It has four core features which must inform our priorities:

1. **looking after our people** – with quality health and wellbeing support for everyone
2. **belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face

3. **new ways of working and delivering care** – making effective use of the full range of our people's skills and experience
4. **growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return.

The **NHS Patient Safety Strategy** seeks to maximise the things that go right and minimise the things that go wrong, an ambition we share and actively support.

Cheshire and Merseyside Health and Care Partnership – of which we are a part – was established to confront the health and care challenges in Cheshire and Merseyside of population health, the quality of care, access to care and increasing financial pressures. As a partner, our strategy also considers ways in which we can contribute to the aspiration of transforming health and social care for the residents of Cheshire and Merseyside, while supporting broader social and economic developments.

Warrington Together Partnership and **One Halton Partnership** aim to deliver integrated health and social care through effective stakeholder collaboration. This approach is called 'place based care'. Our strategy seeks to support the individual 'place' priorities of both Warrington and Halton, which share many commonalities.

Warrington Together priorities

- **Improve population health and support vulnerable communities and individuals.** Develop a place-wide 'Living Well' framework that supports people to start, live and age well, be active, and live healthy, fulfilling lives.
- **Deal with rising demand** and respond to the changing needs and expectations of the local population.
- **Improve and maintain quality services** and manage more complex needs locally.
- **Sustain and grow our workforce**, volunteers and community led services.
- **Ensure good access to early help** that will prevent crisis and needs from escalating.
- **Maintain an effective and financially sustainable health and care system**, with budgets under pressure.

One Halton priorities

- **Improve the employment opportunities for people** in particular where it affects children and families.
- **Starting Well:** Enabling children and families to live healthy, independent lives.
- **Living Well:** Providing a supportive environment where systems work efficiently and support everyone to live their best life.
- **Ageing Well:** Enabling older adults to live healthy, independent lives.



Our Trust delivers CQC rated good care; however we recognise there is more to do to improve and to respond effectively to the challenges facing health and social care and there are opportunities to do this at scale with partners.

The Trust's previous strategy was built upon three key strategic aims of Quality, People and Sustainability, which remain relevant today and have been refined to reflect the changing landscape in which the NHS operates and key national and local priorities/policies.

Our refreshed strategy for 2023/24 and 2024/25 is summarised on the following pages.

Our mission, vision, aims and values

Our Mission

We will be outstanding for our patients, our communities and each other

Our Vision

We will be a great place to receive healthcare, work and learn

Our Aims



QUALITY

We will...
Always put our patients first delivering safe and effective care and an excellent patient experience.



PEOPLE

We will...
Be the best place to work with a diverse and engaged workforce that is fit for now and the future.



SUSTAINABILITY

We will...
Work in partnership with others to achieve social and economic wellbeing in our communities.

Our Values



Working Together



Excellence



Inclusive



Kind



Embracing Change

Our objectives 2023-2025

We have three strategic aims framed around Quality, People and Sustainability. These aims are interdependent; they are woven into each of our strategic objectives, and throughout all of our plans, programmes and projects.



QUALITY

We will...**Always put our patients first** delivering safe and effective care and an excellent patient experience.

1

Patient safety

We will enhance our patients' safety and develop a learning culture where quality and safety is everyone's top responsibility.

2

Clinical effectiveness

We will ensure practice is based on evidence so that we do the right things in the right way, to achieve the right outcomes for our patients.

3

Patient experience

We will place the quality of patient experience at the heart of all we do, where 'seeing the person in the patient' is our norm.

4

Research, development and innovation

We will work in partnership on high quality clinical research for the benefit of patients, public and staff.



PEOPLE

We will...**Be the best place to work** with a diverse and engaged workforce that is fit for now and the future.

5

Looking after our people

We will prioritise the safety, health, wellbeing and experience of our people to ensure work has a positive impact.

6

Innovating the way we work

We will embrace new ways of working to attract and retain an engaged, responsive, diverse and flexible workforce to care for our patients.

7

Growing our workforce for the future

We will support personal and professional development, ensuring equal access to opportunities, and nurturing, growing and developing diverse teams.

8

Belonging in WHH

We will enable staff to have a voice through the development of a just and learning culture.



SUSTAINABILITY

We will...**Work in partnership** with others to achieve social and economic wellbeing in our communities.

9

Working in partnership

We will work collaboratively to provide sustainable, high quality acute services and to support prevention and integrated care in the community.

10

Working responsibly

We will continue to address health inequalities, creating social value for our communities, and progressing our Green Plan ambitions.

11

Sustainable estate and digitally enabled

We will provide our services in a fit for purpose estate, supported by the realisation of digital opportunities.

12

Financial sustainability

We will develop and delivering financial sustainability plans with our staff, system partners and stakeholders.

Our objectives 2023-2025

We have twelve strategic objectives to progress over the next two years, which support our three strategic aims of Quality, People and Sustainability. Each strategic objective will be realised through a set of associated priorities and plans. The following section describes in more detail the key work that will be delivered to achieve these strategic objectives.



QUALITY

Our Quality strategy aim is: **“We will always put our patients first, delivering safe and effective care, and an excellent patient experience.”** Our four strategic objectives for quality and associated priorities are summarised below to demonstrate how we plan to deliver on our strategic aim.

1. Patient safety:

We will develop and enhance our patients' safety and a learning culture where quality and safety is everyone's top priority.

How will we achieve this objective:

Overarching priorities covering the duration of the strategy

- | | |
|-----|---|
| 1.1 | We will reduce avoidable harm and patient deterioration with a focus on COVID-19 elective recovery. |
| 1.2 | We will implement actions to deliver new standards required as a result of national reviews in maternity care/provision, ensuring learning is acted upon. |
| 1.3 | We will enhance timely patient recovery through therapy led initiatives, including work around deconditioning and rehabilitation. |

2023/24 Annual quality priorities

- | | |
|-----|---|
| 1.4 | We will improve recognition and response to deteriorating patients. |
| 1.5 | We will reduce the number of category 2 hospital acquired pressure ulcers by 20%, with zero tolerance of category 3 and 4 pressure ulcers (aligned to 23/24 CQUIN). |
| 1.6 | We will continue to evidence a culture of quality, safety and learning aligned to the National Patient Safety Framework. |

What this means in practice

Our maternity services recently provided care to a very complex patient who, under the provisions of Section 3 of the Mental Health Act 1983, had been detained in segregation at a mental health facility due to significant violence. To ensure the best care for the patient, the team reached out for support and expertise internally, regionally and nationally. The conclusion was that this was such a rare situation no-one had any experience of this in the country. As a result, the whole team was required to carefully risk assess and plan care with partners to deliver effective and compassionate care.

They recognised the value of building memories for women who have to give their baby up for safeguarding reasons and this was critical.

The result was:

- ✓ The de-escalation of the patient's behaviour since the birth of her baby
- ✓ Full medication review achieved
- ✓ Patient no longer needs care to be provided in segregation and can now be cared for with 1:1 support rather than 6 carers
- ✓ Demonstrable difference in the patient's mental health

2. Clinical effectiveness:

We will ensure practice is based on evidence so that we do the right things, the right way, to achieve the right outcomes for our patients.

How will we achieve this objective:

Overarching priorities covering the duration of the strategy

- | | |
|-----|--|
| 2.1 | We will continue to utilise and evidence best clinical practice through the evidencing of compliance with guidance, such as the National Institute for Clinical Effectiveness. |
| 2.2 | We will continue to embed a positive risk management culture from ward to Board. |
| 2.3 | We will recover core services and improve productivity in line with targets set in the NHS Long Term Plan. |

2023/24 Annual quality priorities

- | | |
|-----|---|
| 2.4 | We will improve a culture of quality, safety and learning through the consistent application of LOCSIPs, achieving >90% compliance in documentation and observational audits. |
| 2.5 | We will improve Clinical Pathway Optimisation through the 'Get it Right First Time' programme. |
| 2.6 | We will improve and embed a culture of Quality Improvement across the organisation (aligned to the Patient Safety Incident Response Framework). |

Example of the work we will build on

Managing risk effectively

Clinical risk management is integral to the co-ordination and delivery of effective and safe care. Acknowledging that risk cannot always be completely eliminated; indeed some risks are difficult or even impossible to predict, we have developed a systematic approach to clinical risk management. This is underpinned by effective communication, record keeping and governance to maximise the chances of managing risk.

We recognise that risk management also involves consideration of positive risk taking to promote independence and choice, once the potential benefits and harm to the individual and others have been thoroughly assessed.

As such, we have developed an open and transparent culture, where clinical risks are appropriately discussed and escalated to reduce potential harm occurring.



Utilising learning from the national Getting It Right First Time programme, we have developed plans to improve the treatment and care of patients based on benchmarking of best practice and data-driven evidence to support effective change. As these improvements are implemented they will improve care and patient outcomes.

Paul Fitzsimmons, Executive Medical Director



3. Patient experience:

We will place the quality of patient experience at the heart of all we do, where “seeing the person in the patient” is our norm.

How will we achieve this objective:

Overarching priorities covering the duration of the strategy

3.1	We will empower patients to be active participants in their care, giving consistent information, listening and discussing next steps in their care.
3.2	We will ensure an inclusive communications method for each patient, taking into account their personal circumstances, using clear and easy to understand language.
3.3	We will create first and lasting impressions which contribute towards a positive experience of care.

2023/24 Annual quality priorities

3.4	We will improve patient experience for those with mental health attendance.
3.5	We will reduce health inequalities by ensuring that patients and carers have access to appropriate communication methods.
3.6	We will improve patient experience with the pilot of a patient/family ‘access line’ primarily for out of hours.

Example of the work we will build on

“Hello my name is Vicky and in my life I have frequently used my local hospital in many services.

“As a member of the deaf community I have found it difficult to communicate with your staff due to lack of awareness of the deaf community and lack of understanding for the requirement for me to have an interpreter present.

“Most people assume that I can lip read very well but different backgrounds, lighting and facial hair make this really difficult for me and some deaf people can’t lip read at all but it’s always assumed. Other times I’ve been asked to write

stuff down but I don’t speak or write in English, I communicate in British Sign Language – this is why an interpreter is important. They help to translate English into a way that I can understand and also share with you my symptoms so you can properly diagnose and treat me.

“During the pandemic communication has been harder for me and other members of the deaf community due to face masks that staff have had to wear. Sometimes clear face masks are used but with the steam and reflections this isn’t always helpful.”

Our response

Engagement is vital to learning and sharing lived experience

New Diversity, Inclusion and Belonging Strategy will heavily feature engagement with the deaf community

Vicky signed up to be an Expert by Experience working with the Patient Experience and Inclusion Team

Commissioning deaf awareness training for all staff

Including brilliant basics associated with interpretation and translation as part of the Staff Guide in all areas

Launch of the Accessible Information Standard policy and project plan to ensure communication needs are recorded, shared and acted on

Vicky’s story will be used in Equality, Diversity and Inclusion training



4. Research, development and innovation:

We will continue to work in partnership with others to undertake and facilitate high quality clinical research, for the benefit of patients, public and staff.

How will we achieve this objective:

Overarching priorities covering the duration of the strategy

4.1	We will continue to create opportunities for members of the public to gain access to clinical research trials contributing to the health of our population.
4.2	We will further develop and grow our research capability through the application and selection for clinical trials.
4.3	We will develop staff across a range of disciplines as Principle Investigators to grow research capability within our workforce.
4.4	We will grow the academic research portfolio supporting staff recruitment and retention.
4.5	We will seek to expand our research offer seeking opportunities for further collaboration through the Halton Clinical Research Unit.

Example of the work we will build on

Health research plays an integral part in how the NHS develops services and continues to provide high quality healthcare for our population. It is vital in providing the evidence we need to transform services, enabling earlier diagnosis, more effective treatments, prevention of ill health, better outcomes and faster returns to everyday life. Meanwhile, research is also beneficial to healthcare professionals who are able to develop imaginative solutions for real challenges facing the NHS, improving care and increasing job satisfaction.

Through our research alliance with Liverpool University Hospitals NHS Foundation Trust and the National Institute for Health Research (NIHR) Clinical Research Network, North West Coast,

we are able to enhance our clinical research capability and give access to clinical trials for local people, while ensuring we benefit from the expertise of our research partners.

“

The new research facility represents a major opportunity for the people of Halton and Warrington to take part in research and improve the health of our communities.

Dr Chris Smith, Chief Operating Officer, Clinical Research Network: North West Coast

”



PEOPLE

Our People strategic aim is: **“We will always be the best place to work, with a diverse and engaged workforce that is fit for now and the future.”** Our four strategic objectives for people and associated priorities are summarised below to demonstrate how we plan to deliver on our strategic aim.

5. Looking after our people:

We will prioritise the safety, health and wellbeing of our people to ensure work has a positive impact.

How will we achieve this objective:

5.1	We will ensure leaders have the skills, competencies, and behaviours to support staff health and wellbeing.
5.2	We will support staff to remain in work and be present through the adoption of best practice, as evidenced through utilisation of the NHS Health and Wellbeing Cultural Framework.
5.3	We will provide bespoke health promotion programmes to our workforce to address population health inequalities impacting on their health and wellbeing.
5.4	We will equip line managers to use person centred engagement practices which improve employee experience.
5.5	We will implement employee recognition and appreciation schemes, which are accessible and valued by our staff.
5.6	We will consistently apply the onboarding process to the recruitment of our leaders, ensuring they have a personal priority to establish a great first impression for our patients and staff.

What this means in practice

In July 2022, absence for staff working in Estates and Facilities was higher than the Trust’s overall sickness absence. The Leadership team conducted a review to identify the common reasons for absence and any particular staff groups that were affected. As part of this review, it was identified that 84% of our domestic staff are over the age of 40, an age which is marked by gradual physical, cognitive, and social changes in the human body. These natural changes together with the physical nature of the domestic role means there is an impact on the overall health and wellbeing of this staff group.

To support staff, a health and wellbeing event was delivered with partners, with advice and interventions framed around the needs of the staff group. This resulted in:

- 36 health checks being performed, including blood pressure checks and health fitness checks
- 18 referrals to various services including GPs, counselling and reflexology
- Tailored advice offered on topics such as smoking cessation, weight management and menopause
- Information handouts provided on financial wellbeing
- Free day gym passes

The impact of the support will be monitored. Feedback on the day was very positive from staff.

6. Innovating the way we work:

We will embrace new ways of working to attract and retain an engaged, responsive, diverse and flexible workforce to care for our patients.

How will we achieve this objective:

- | | |
|-----|---|
| 6.1 | We will develop strategic workforce plans which are reflective of current and future needs. |
| 6.2 | We will participate in system wide workforce planning. |
| 6.3 | We will embed new roles within multidisciplinary teams, which harness available skill sets of a diverse workforce and promote adaptable ways of working and create agile teams. |
| 6.4 | We will attract and retain a transformed and flexible workforce that can deliver care to patients in new and different ways. |
| 6.5 | We will equip our workforce with the skills to shape and deliver effective and changing models of care. |
| 6.6 | We will enhance digital capability, skills and leadership which embrace digitally enabled services. |



Physician Associates are medically trained, generalist healthcare professionals, who work alongside doctors and provide medical care as an integral part of the multidisciplinary team. Although the Physician Associate profession is still considered relatively 'new' in the UK, the role of Physician Assistant first developed in the US in the 1960s, and equivalent or similar roles exist in many healthcare systems around the world.

At WHH, there are currently 18 Physician Associates working in the Emergency Department, Paediatrics, Surgery and Care of the Elderly. We also host Physician Associate students from the University of Chester who gain experience in various departments such as Trauma & Orthopaedics, Endocrinology, Cardiology, Respiratory, Stroke, Obstetrics & Gynaecology, Paediatrics and the Emergency Department.

Physician Associates bring new talent to healthcare and can provide vital support to patients and the multidisciplinary team. Physician Associates are intentionally trained as 'generalists' so that they can switch into different types of work either for their own growth and satisfaction, or for the benefit of the community or hospital they work in. The profession has gone from strength to strength in the UK, with the adoption of the managed voluntary register for Physician Associates in 2011, and the launch of the Faculty of Physician Associates through collaboration with UKAPA and the RCP in 2015.



7. Growing our workforce for the future:

We will support personal and professional development, ensuring equal access to opportunities, and nurture, grow and develop diverse teams.

How will we achieve this objective:

7.1	We will recruit and develop managers and leaders using the WHH Line Management standards within the Line Management Training Framework.
7.2	We will develop a pipeline of career development opportunities aimed at nurturing and growing diverse teams from Kickstart Scheme recruits, work experience placements, apprenticeships, pre-registers multi professional students, inhouse training programmes and continuous professional development programmes (Further and Higher education) aligned to annual workforce plans.
7.3	We will maximise accessible development programmes including apprenticeship programmes, Continuous Professional Development programmes, role specific training and leadership development.
7.4	We will implement the NHS Talent Management and Succession Planning framework Scope for Growth to ensure line managers are clear about their responsibilities for their staff.
7.5	We will provide a range of options for all staff seeking career progression, including professional education, training, shadowing, mentoring, coaching, and secondments.
7.6	We will equip team leaders to use structured tools and techniques to develop effective team working within their care groups, across care groups and with the wider health and social care system.

Example of how the priorities will be progressed

The Trust is undertaking a number of programmes of work to develop a pipeline for our workforce across various roles and professional groups, including the Supported Internship Scheme and Health Education England's Health Ambassadors scheme. We are working with partners to support the growth of our future workforce through grass-roots investment in academies. The Health and Social Care Academy, developed by Warrington and Vale Royal College in partnership with a number of local organisations including the Trust and Warrington Borough Council, is a great example of our commitment to growing our future workforce.

By working collectively, local health and social care organisations can support identification of the areas of greatest need in terms of the health and social care workforce for future, and input into the student curriculum to ensure students leave with the skills required in the workplace.

8. Belonging in WHH:

We will enable staff to have a voice, through the development of a just and learning culture.

8.1	We will ensure staff are able to speak up and feel heard, without fear of reprisal – including access to staff networks, Freedom to Speak Up channels and trade unions.
8.2	We will ensure all leaders and line managers have the skills to create psychological safety and enable workforce recovery consistent with the principles of restorative and just cultures.
8.3	We will deliver compassionate interventions for individuals and teams who have experienced hurt due to people practices, incivility, bullying, harassment, or discrimination.
8.4	We will ensure leaders and line managers have access to co-created resources designed to assist them to deliver compassionate and inclusive people practices.
8.5	We will ensure principles of a restorative and just culture are evident in all workforce policies and procedures.
8.6	We will embed a behavioural framework in WHH appraisal process for each Trust value which promotes civility, kindness, and respect for all staff.

Commitment to equality, diversity and inclusion

In 2022, WHH achieved the Navajo Cheshire and Merseyside LGBTQ+ Charter Mark. The accreditation recognises the commitment WHH continues to make to improve the experience and health outcomes of the LGBTQ+ community – both for our patients and our workforce.

The Trust also became a Stonewall Diversity Champion to continue to improve our policies, procedures and workstreams for the future.



Commitment to our Armed Forces Community

The Armed Forces Covenant is a pledge to acknowledge and understand the needs of the Armed Forces community and aims to build a more open and honest relationship between employers, the Ministry of Defence and reservists.

As an **accredited Armed Forces Friendly Hospital and Silver accredited with the Employer Recognition Scheme**, we identify and record our patients and staff within the military community to ensure they receive support needed.





SUSTAINABILITY

Our Sustainability strategic aim is: **“We will work in partnership with others to achieve social and economic wellbeing in our communities.”** Our four strategic objectives for Sustainability and associated priorities are summarised below to demonstrate how we plan to deliver on our strategic aim.

9. Working in partnership:

We will work with other acute care providers to ensure that those services which need to be provided in an acute environment are the best they can be and are clinically and financially sustainable. We will also work with primary care, community care, social care and all community partners, including the voluntary sector, to support the provision of integrated care in the community and prevention.

How will we achieve this objective:

9.1	We will collaborate with local secondary care providers to help tackle care backlogs, reduce unwarranted variation in care access and service delivery, address health inequalities and deliver more efficient, sustainable services.
9.2	We will collaborate with primary care, community care, social care and all community partners, including the voluntary sector, to support the provision of integrated care in the community and prevention of ill health. It is proposed that this includes relocation of appropriate secondary care into the community, following the principle of the right service, delivered in the right place to deliver excellent patient care and experience and to improve access and address health inequalities.
9.3	We will review opportunities to provide services more locally for our residents who currently travel to specialist Trusts. This will be approached on a service by service basis to ensure the best outcomes for patients and our regional healthcare system.

“
We’re delighted to have the NHS Trust and Halton Health Hub here in the heart of the community at Runcorn Shopping City. It forms a synergy between the continued development of the shopping centre and improves convenience and access for patients. We believe it will serve as a blueprint for other locations around the country.
 Dave Pearman, Centre Manager, Runcorn Shopping City
 ”

Example of how the priorities will be progressed

The Runcorn Health and Education Hub will open in late 2024, in partnership with Mersey Care NHS Foundation Trust, Bridgewater Community Healthcare, Halton Borough Council, voluntary and third sector partners and Riverside College. We will deliver services focused on prevention, women and children and long term conditions in the heart of the Runcorn community. In addition, flexible education facilities will support the growth of our future workforce, helping local people into local jobs.



10. Working responsibly:

We will continue to address inequalities, creating social value for our communities, and progressing our Green Plan ambitions.

How will we achieve this objective:

10.1	We will work in coordination with our system and place partners to prioritise the five strategic priorities for tackling health inequalities and improving population health, as outlined in the Core20PLUS5 approach .
10.2	We will identify opportunities to reduce the Trust's consumption of resources in order to reduce CO ² emissions.
10.3	We will drive improved social value for our local population increasing the social and economic wellbeing in the communities we serve.
10.4	We will embed sustainability as part of our business-as-usual processes, making it a core consideration of the way the Trust operates, empowering staff to take action and delivering care in a way that supports NHS green ambitions of achieving a net zero National Health Service by 2045.
10.5	We will deliver the commitments set out in the NHS Prevention Pledge and use data and digital technologies to inform care planning, to support the development and adoption of innovative, population-based models of care.

Example of how the priorities will be progressed

The Living Well Hub: The Hub will target and address health inequalities in Warrington by providing a range of services focused on prevention and early intervention in a town centre location with close proximity to the areas of the town with the highest levels of deprivation. The Hub will be a key project for the local health and care system to work collaboratively to support early intervention and the prevention of ill health. Over time, it will reduce demand for health and social care services by empowering people to take greater responsibility for their own personal health and wellbeing and linking them to appropriate support within their local communities. The project represents an investment of £3.1m, has been co-designed with patients and system partners through extensive engagement and is on-track to be operational by Autumn 2023.

At Warrington and Halton Hospitals NHS Foundation Trust we recognise the scale of the issue that climate change presents in our community.



As a healthcare provider we acknowledge our responsibility to minimise our contribution to climate change and integrate sustainability into our organisation to reduce the potential risks for our local population. Our Green Plan outlines our commitment to embedding sustainability throughout our organisation and delivering net zero by 2045.



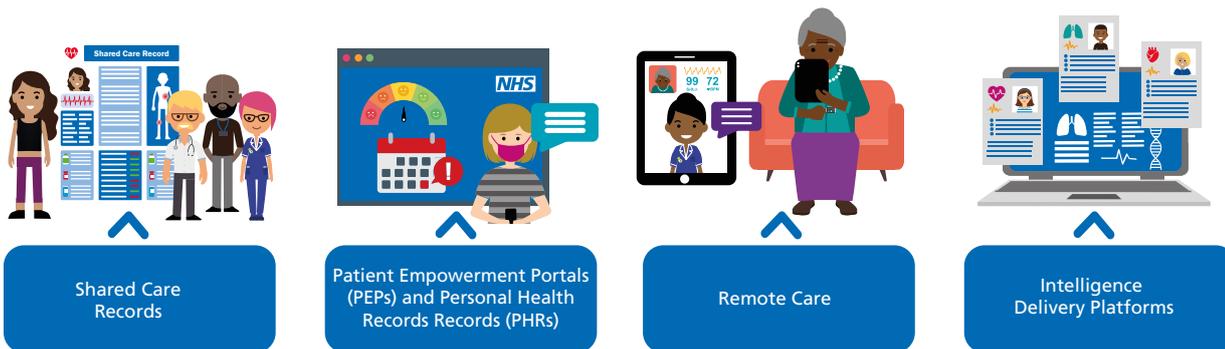
11. Sustainable estate and digitally enabled:

We will provide our services in a fit for purpose estate, supported by the realisation of digital opportunities.

How will we achieve this objective:

11.1	We will continue to develop our plans for a new hospital in Warrington and a new hospital and wellbeing campus in Halton, seeking all investment opportunities to realise our new hospitals vision.
11.2	We will review how and where our services are delivered, investing wisely in existing estate to support long-term plans and make the most appropriate and effective use of clinical space, whilst we work towards our realisation of our new hospitals.
11.3	We will enhance our digital infrastructure to ensure it is reliable, modern, secure, sustainable and resilient, developing high performing multi-disciplinary digital teams to deliver major digital investments in electronic patient records and cloud migration.
11.4	We will transform care pathways and reduce unwarranted variation, using digital solutions to enhance services for patients, ensuring they can access services when and where needed, including remote care that is optimised through Patient Held Records (PHRs) and smartphone Apps, enabling patients to take an active role in their healthcare.

Digital solutions for the future will focus on at scale solutions as highlighted below



Creating a Community Diagnostic Centre

The Trust has been successful in bidding for funding from NHS England to develop a Community Diagnostic Centre, which will be located at the Halton site and at the Halton Health Hub in Runcorn Shopping City. This funding will deliver new diagnostic capacity, including ultrasound, phlebotomy with point of care testing, CT and MRI facilities, alongside additional audiology and sleep study services, to support easier access to diagnostic services and earlier diagnosis of disease for patients. It will also free up capacity at the Warrington site as the choice of locations for diagnostic services increases.

These plans are a step towards delivering care in future-proofed, compliant estate and support delivery of care in line with future new hospital plans.



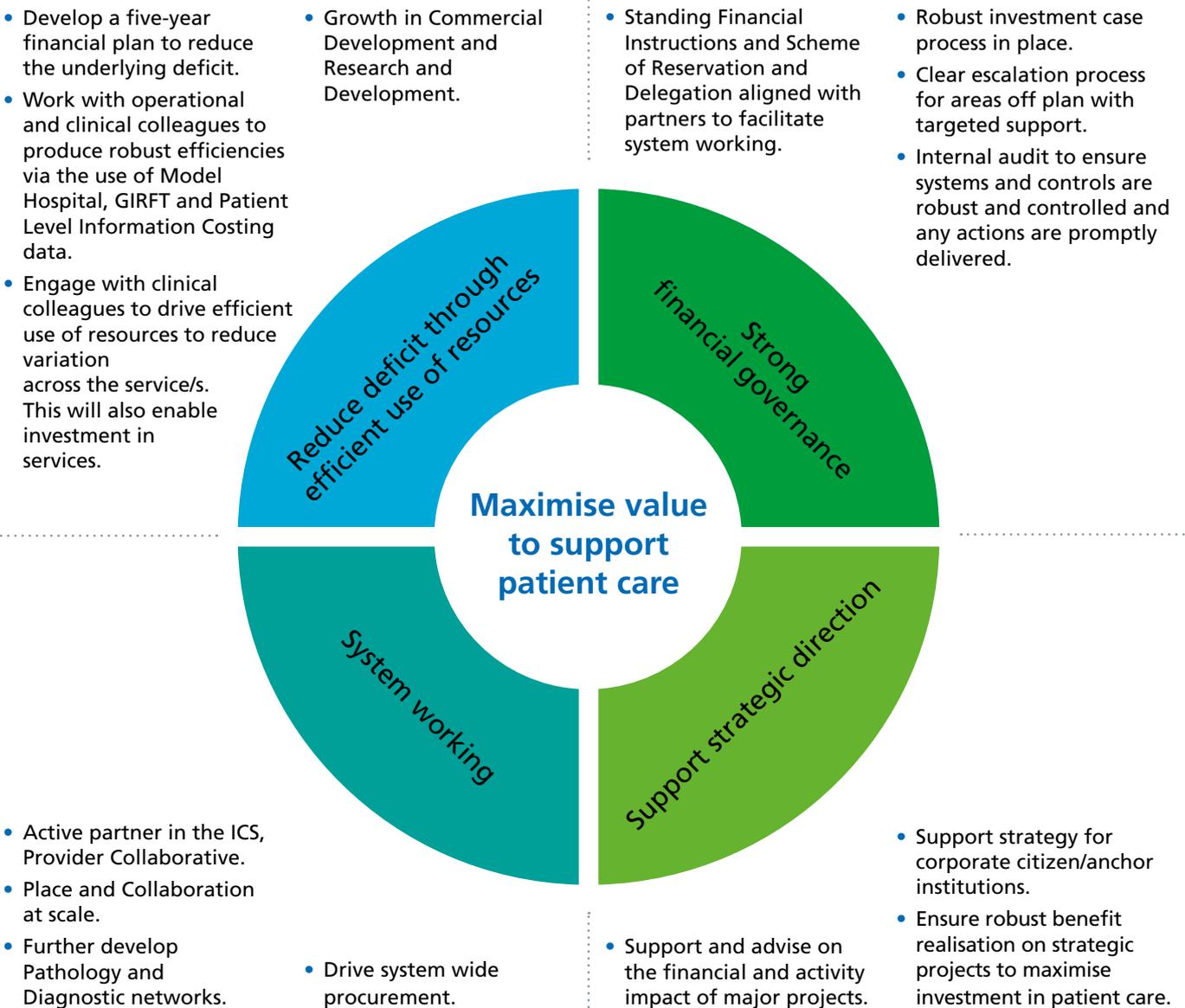
12. Finance sustainability:

We will develop and deliver financial sustainability plans with our staff, system partners and stakeholders.

How will we achieve this objective:

12.1	We will deliver the Trust's agreed financial plan.
12.2	We will participate, lead and contribute to system wide programmes to drive increased efficiencies and benefits.
12.3	We deliver value for money by ensuring efficient use of resources.

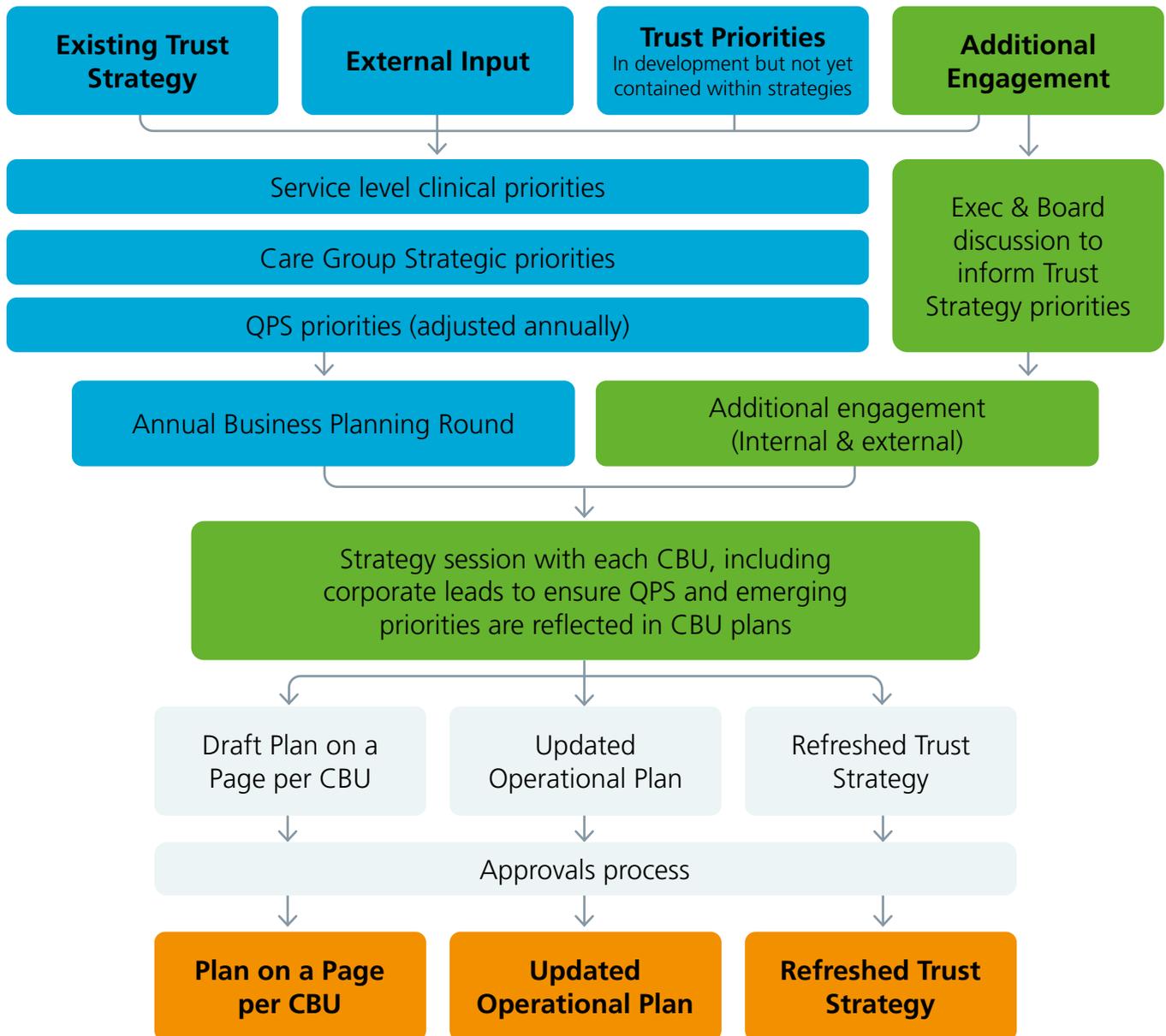
We will utilise the four principles below to help us embed our priorities



How we got here... engagement to date

Successful delivery of our future vision for the Trust is dependent upon the full engagement of our patients, staff and local system partners, who are the people who have informed and will bring this strategy to life.

The development of the strategy has been shaped through systematic communication and engagement with our stakeholders, using the process below, and we will continue to engage with all partners as delivery progresses.



Specific engagement activities and events have included:

- Market stall events, both at our hospital sites and in the community, to gather input from staff, patients and the public.
- Engagement with Healthwatch.
- Discussion with Council of Governors.
- Engagement with place partners, via Place Boards.
- Review of existing sources of patient insight and experience data.



Thank you



Lucy Gardner

Director of Strategy
and Partnerships

We would like to take this opportunity to thank our patients, carers, public, staff, governors, members, partners and all stakeholders for your support in developing and delivering our strategy.

Never has working together been so important and the strength of our partnerships is evident in many of our shared successes since our previous strategy was developed in 2018. Halton Health Hub delivered in 2022 and the development of both the Living Well Hub in Warrington and Health and Education hub in Runcorn are just a few examples of significant investment and innovative integrated

service delivery, tailored to the needs of our communities, which would not be possible without working together with our local residents, councils, health and wellbeing and education partners and the commercial sector.

These important projects, alongside the delivery of all of our objectives outlined within our strategy, will support us to together reduce health inequalities within our boroughs, narrowing the 10 year gap in life expectancy between the most and least deprived.

We look forward to continuing to work together to be outstanding for our patients, our communities and each other. Together we can help support our communities to thrive, leading happy and healthy lives.

For more information on our strategy and to download copies of this and/or any of our supporting strategies, please visit our website whh.nhs.uk/strategy

Contacting us:

We would love to hear your comments and ideas about our future plans and what we'd like to achieve.

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Please contact the Communications Team on
01925 662710

Polish: Niniejsza publikacja jest dostępna w alternatywnych językach lub formatach na życzenie

Punjabi: ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਬੇਨਤੀ 'ਤੇ ਵਿਕਲਪਕ ਭਾਸ਼ਾਵਾਂ ਜਾਂ ਫਾਰਮੈਟਾਂ ਵਿੱਚ ਉਪਲਬਧ ਹੈ

Urdu: یہ اشاعت درخواست پر متبادل زبانوں یا وضعوں میں دستیاب ہے

Bengali: এই প্রকাশনাটি অনুরোধের ভিত্তিতে বিকল্প ভাষা বা বিন্যাসে উপলব্ধ

Gujurati: આ પ્રકાશન વિનંતી પર વૈકલ્પિક ભાષાઓ અથવા ફોર્મટમાં ઉપલબ્ધ છે

Arabic: هذا المنشور متاح بلغات أو تنسيقات بديلة عند الطلب

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