



**University Hospitals
Coventry and Warwickshire**
NHS Trust

Your views are invited to shape our
organisational strategy for 2022-2030

More than a hospital



More than a hospital – thank you

We've been on an incredible journey over the last few years and achieved so much together in delivering great healthcare. As a Trust our five year partnership with Virginia Mason Institute and the establishment of our improvement system (UHCWi) have given us the tools and techniques to bring about change and deliver improvements to the quality of the care we provide for our patients. The commitment by our staff to provide excellent care was very visible for all to see during 2020/21.

Covid – a springboard for transformation

Responding to the Covid pandemic showed us all the benefits of working in partnership for the people of Coventry and Warwickshire. We were united in the battle against Covid with individuals, communities and businesses - all helping us to make a difference, however big or small.

Reflecting on the impact that Covid had on us as individuals, our families and on those people who are vulnerable, there has never been a better time for us to ensure that we place more emphasis on keeping people fit and healthy. Many people have fed back to us the life changing impact living through the pandemic has had and their promise to take this opportunity to make long lasting lifestyle improvements.

We need to continue to help build and strengthen resilience within our communities and be more proactive in reaching out and ensuring people can access the services they need. We recognise that we cannot achieve this on our own and are working hard with our partners to create more joined up services to support the health and well-being of our population.



Healthcare is changing

The new Health and Care bill published on 6 July 2021 set out key changes to reform the delivery and organisation of health services in England. The ambition is to not only provide healthcare, but to work together with a strong local focus and fundamentally improve the health and well-being of local people. In the near future, we will be increasingly connected to all the health and care organisations in our local area, collaborating more closely to deliver joined up care for our local communities. These new ways of working will be supported by evolving governance, finance and commissioning structures with regulatory oversight from NHS England and Improvement at a system level.

This transition to care that is more proactive, preventative and centred around individuals' needs presents our Trust with significant challenges and opportunities. Effective collaboration with partners, particularly primary and social care, is vital to overcoming these challenges and delivering the best care for our patients.

Next steps – building better health together

Our draft organisational strategy 2022-2030 sets out the next part of our journey for University Hospitals Coventry and Warwickshire NHS Trust. Every one of us has an important part to play in this and we really would like to hear your thoughts and feedback as well as give you the chance to shape the way we deliver this. Please take your time to view our survey and video (**see details on the back page of this document**) and let us have your views to help us deliver a better future together. We will share the findings and publish our strategy in April 2022.



Dame Stella Manzie DBE
Chair



Professor Andy Hardy
Chief Executive Officer



Rooted in our communities

Leader in healthcare

Our last organisational strategy stated the vision for our organisation to be a “national and international leader in healthcare.” It recognised how passionate we are about improving the quality of our care for our patients and being the best we can be. That goal of being the best we can be, continues. However, we want to add to it.

Rooted in our communities

Good health requires more than a hospital or the services within it. It requires access to good housing, exercise, a healthy diet, meaningful employment and a feeling of belonging and support.

By effectively utilising our considerable resources and influence we can be a major contributor to the good health and well-being of our local population. That is why our new vision reflects the new world we are in **“to be a national and international leader in healthcare rooted in our communities”**.

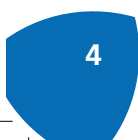
For example, as one of the biggest employers in Coventry and Warwickshire, more than 80% of our staff live in the area with their families relying on us as an employer we can really make a difference in strengthening the future health of our population now and for future generations.



Collectively we all have a crucial part to play as both employees and residents in actively contributing to supporting the good health and well-being of the people of Coventry and Warwickshire.

Ensuring that local integration and being the best is in all we do

Our organisational strategy proposes three interconnected purposes or focus areas for UHCW for the next eight years - **local integrated care; research innovation and training, and being a regional centre of excellence**. In other words we wish to deliver the best care possible for our patients, delivered in a more seamless and integrated way with our health and care partners. Our staff are trained with the latest knowledge and research and they will always strive for the best outcomes for our patients. To help us to deliver the vision and the three purposes, we will have strategies which support quality of care, our people, digital technology and sustainability as we move into the future.



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Patient Story

What integrated care will look like

Raj is a 55 year old teacher. Five years ago he had chemotherapy for cancer. He recovered and went back to work.

He has been feeling breathless and fatigued for about six months. It's really affecting his work.

Raj goes to his GP. His symptoms are not telling a clear story but his GP can use the GP data system to link his symptoms to his previous chemotherapy and help make a diagnosis of potential Heart Failure.

Raj's GP books blood tests and an echocardiogram at the local Community Diagnostic Centre.

Raj's results come back and show that he is in Heart Failure. Raj's GP links to the specialist Heart Failure team via the virtual advice and guidance system to discuss his care and organise a review.

Raj does not need to go to the hospital but can go to the community clinic to see the specialist team who explain his diagnosis and plan. He is offered cardiac rehabilitation and psychological support and is linked into the patient support group.

His diagnosis, management plan and personal goals are documented in the shared electronic record which is accessible by Raj, his GP and specialist team. Raj knows that he can speak to his GP, specialist team or peers at the support group if he has concerns about his condition.

If his symptoms deteriorate he can access the specialist team directly or via his GP.

...Raj has lived with Heart Failure now for ten years. He is still working. There have been times when things deteriorated but he was able to quickly get help. He has never been admitted to hospital for care.

He now leads the patient support group and has used his teaching skills to co-design the education programme for patients with low literacy skills.

A vision for health

Transforming and improving health for Coventry and Warwickshire requires compassionate and collaborative **leadership**. For UHCW, leadership means supporting those around us to achieve and recognising our partners' strengths so we can all excel. Above all, it means leading the delivery of outstanding, joined up care for our communities.

The diagram below summarises our leadership approach with the patient first in all that we do and how everything we do connects to care for our patients. Our vision captures our ambition to deliver world-leading care for our communities, and our three purposes set out how we will achieve this.

We lead by living our values in every interaction with our patients, people, and partners. We will invest in other enablers to improve care quality, treatment outcomes, and the experience of patients and their families.

Our commitment to improvement through the use of our UHCWi methodology continues to drive us forward as an organisation as we know "better never stops".

Fig. 2.1 Our strategic triangle





Our vision, purpose, and values

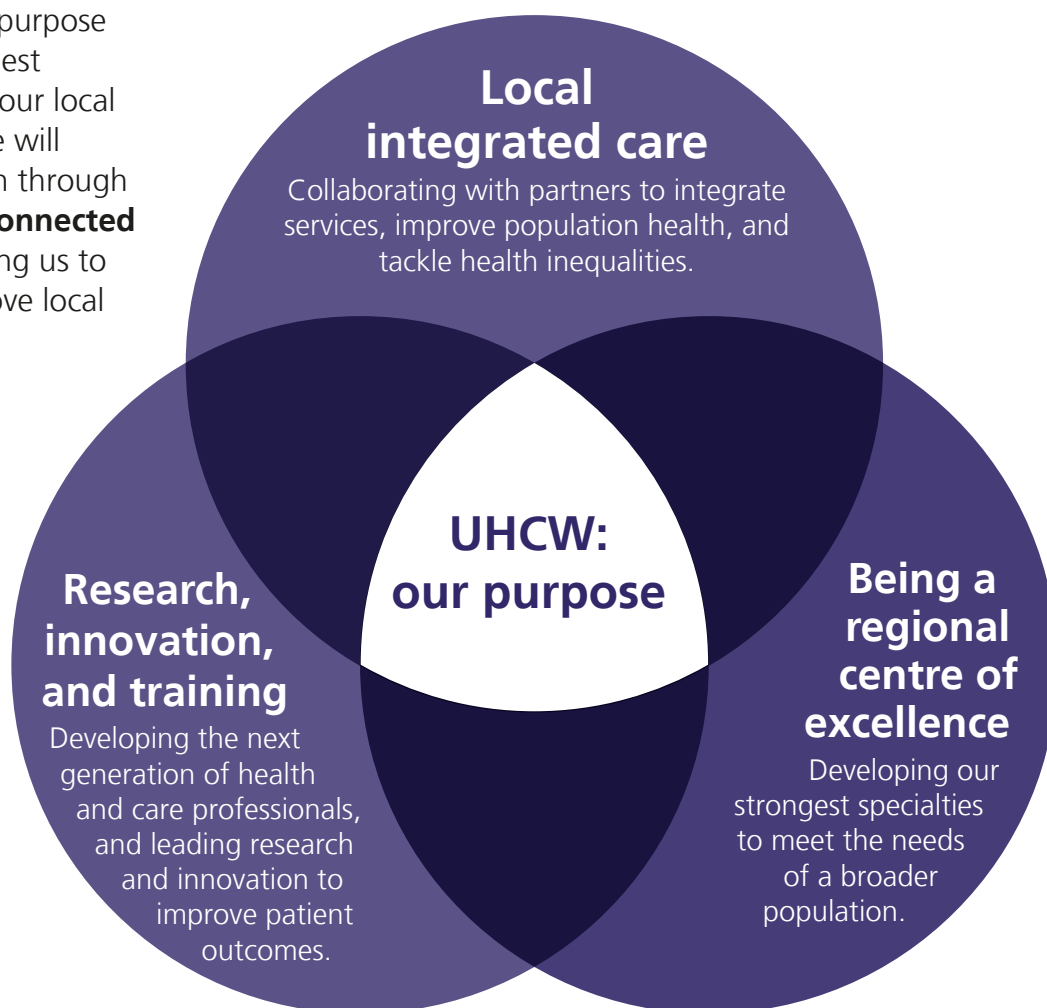
Our Vision

To be a national and international leader in healthcare, rooted in our communities

For UHCW, being a national and international leader means **delivering the best care for our communities**. It means **being exceptional in everything we do** – from providing proactive, joined up support for local people to delivering specialised services for those with the most complex health conditions. It means creating the best experiences and opportunities for our staff, and being a supportive and collaborative partner. Above all, in the changing health and care landscape we aim to be an **outstanding partner in local care**, with our regional work enabling us to improve care quality and outcomes for everyone.

Our Purpose

Our overarching purpose is to deliver the best possible care for our local communities. We will achieve our vision through our **three interconnected purposes** enabling us to continually improve local care.





Our Values

Our values reflect the culture we want to create. Developed by our staff, our seven core values guide what we do daily to achieve what we envision. Wherever we work within our organisation, we commit to uphold these values as we work together to deliver world-class care:



Compassion

We treat everyone with courtesy and compassion.



Learn

We see education, research, and innovation as central to improvement.



Partnership

We work in partnership to deliver and improve the services we provide for our patients.



Openness

We act with openness, honesty and integrity in all we do.



Respect

We treat everyone with respect and dignity.



Pride

We take pride in all we do and aspire to do.



Improve

We are open to change and seek to innovate to improve what we do.

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So what does this actually mean for us?

Our purpose is evolving. Putting patients first remains at the heart of what we do. Integrating services around patients and communities is both a national and local priority and our role will move beyond providing care for people who are acutely unwell.

As our integrated care system matures and is formalised in July 2022, we have a **leading role to play in the gradual and sustained transformation of local health and care services**. This transition to care that is **proactive, preventative and joined up around people** presents our Trust with some challenges and more opportunities.

Effective collaboration with partners, inside and outside the health service is vital to overcoming these challenges and delivering the best care for our patients whilst supporting the health and well-being of our staff. To do this well, we will need to work across traditional organisational boundaries and in different ways.

We deliver specialised and acute services to broader populations at a regional and national level, which helps us to improve the quality of care, outcomes, and experience that we deliver for all patients. We are also one of the largest teaching hospitals in the country, and engage in cutting-edge research and innovation that helps us improve everything we do and contribute to the wider health and care system.

Our three refreshed purposes will be used to engage our people, partners, and communities in the new direction we are taking as an organisation. These purposes will determine how our Trust spends its time and focuses its resources and efforts.





Abeesh Panicker, Cardiology Research Nurse has been able to be supported through iCAhRE™ – Interdisciplinary Clinical Academic health Research Excellence programme which supports our staff to be the research leaders of the future.

“Going forward my aim is to continue my journey towards a PhD. I am grateful to UHCW and Coventry University for supporting me to complete this programme to the best of my ability and National Institute for Health Research (NIHR) for their help throughout. Research not only improves patient outcomes and identifies new treatments, but is also a rewarding clinical and academic career which is an option open to all staff within the NHS.”

Born in India, **Consultant Smruta Shanbhag** joined UHCW as our Gynaecological Cancer consultant from Glasgow in 2019 where she had been a Consultant for 10 years. She chose to become the lead for Gynaecological cancer as well as Lead for Gynaecology, as Smruta believes that change is driven by clinicians and non-clinicians working together for world class patient care. Her passion for quality care for her patients and pushing boundaries was seen first hand on BBC Hospital where she continually sought out any options or treatments that might help her patient Natasha.



“I’ve been so impressed with the commitment towards our Trust values, especially those of openness and honesty with patients and colleagues. We feel like a family that strive to work toward a common and higher goal of world class patient care across all services. This is a great place to build a medical career and working as part of a fantastic team of supportive and innovative professionals”



Juliet Starkey joined UHCW in June 1999 as a band two waiting list clerk working part time in her local hospital in Rugby. Twenty-plus years later and continuous progress has seen her become the Group Director of Operations for Trauma and Neuro. Her roles along the way have included Orthopaedic Theatre Scheduler, Administration Manager, Ops and Performance Manager and General Manager at Hospital of St Cross, Rugby. Support from the Trust has allowed Juliet to complete the Leading Together programme and an Institute of Line Management course. She is also currently undertaking a Masters of Business Administration. She says they have helped her to develop compassionate leadership and an appreciation for developing the teams she manages.

“I have benefitted from a succession of managers who have supported me in fulfilling my potential,”

4.1 Local integrated care

Our most fundamental purpose is to care for our communities. UHCW is committed to playing an active role in helping people to live happier, healthier lives, as well as providing care for those who are acutely unwell. UHCW will work closely with health and care partners to provide proactive, joined up care to local people – delivered with world-leading quality. A vital part of this will be tackling health inequalities, addressing underlying health factors and reducing variation in our services.

Focus areas	Actions
<p>Integration. Integration puts people rather than organisations at the centre of care. This helps improve the quality of care, outcomes and makes the best use of resources. We will support health and care organisations across our system to deliver joined up services for our communities.</p>	<p>To integrate care, we will:</p> <ul style="list-style-type: none"> • Work with healthcare partners and form multidisciplinary teams to make joint leadership decisions. • Work together to plan how we improve services and share information collaboratively.
<p>Population health. We will work together with partners to design and deliver services that prevent ill health, improve patient outcomes and well-being. We are focused on proactive care, and prevention approaches that make a difference to individuals and the population as a whole.</p>	<p>To improve the health of our population, we will:</p> <ul style="list-style-type: none"> • Facilitate data sharing and analysis to develop a clear picture of our population’s health needs. • Work with partners to change what we do, to support the health needs of local people better. • Develop a strategy for how we can best utilise our Hospital of St Cross, Rugby site for more health and well-being.
<p>Health inequalities. Good health is affected by wider factors such as housing, access to education and employment. With partners, we will take action to address these and ensure our services are accessible to everyone. We will tailor health and care services to meet the needs of deprived communities.</p>	<p>To overcome health inequalities, we will:</p> <ul style="list-style-type: none"> • Work with partners whose roles influence local people’s health for example in housing and education. • Look at how we could change services to ensure patients get consistently good quality services which overcome inequalities.

What we want to achieve	Patient experience
<p>For our patients:</p> <ul style="list-style-type: none"> • Local people should live longer, healthier lives, supported by effective, joined up services. • Improve outcomes by timely support in areas such as diabetes, cancer, smoking and obesity. <p>For our people</p> <ul style="list-style-type: none"> • A sustainable workforce equipped to provide the best care. • Opportunities to work across other organisations, strengthen relationships and gain new skills. • More satisfaction from delivering holistic, joined up care that helps patients to stay well. <p>For our organisation:</p> <ul style="list-style-type: none"> • Leading collaborative work with our partners in integration, population health and health inequality. • Embedding multi-disciplinary teams across services and areas. 	<p>Our patients will:</p> <ul style="list-style-type: none"> ✓ Experience responsive and proactive services: where we can to reduce the number of patients getting ill. ✓ Have timely access to the right care, in the right place, at the right time. ✓ Experience holistic care and support that considers their emotional and well-being needs. ✓ Have the confidence that wherever care is provided, people will understand and meet their social, emotional, and health needs. ✓ Only need to tell their story once, because our local health and care services are joined up seamlessly around patient needs.

4.2 Regional centre of excellence

Providing regional acute and specialised services is vital for improving care quality and outcomes for a broader patient population. To do this successfully, we need an evidence-based understanding of which services we can offer to patients at a regional level based on excellent treatment outcomes and strong operational performance. We also need to further develop strategic partnerships with other regional acute providers so we can work together to meet the health needs of a broader population across our region.

Focus areas	Actions
<p>Develop our strengths. We deliver a number of regional specialist services that we are proud of and wish to build on. To make strategic decisions about which services we deliver for our region in the future, we need to establish clear evidence for evidence for our resources related to the ability to achieve outstanding outcomes. to achieve outstanding outcomes.</p>	<p>To develop our strengths, we will:</p> <ul style="list-style-type: none"> • Analyse our patient outcomes and operational performance for high performing specialties, and benchmark against other NHS trusts to help us deliver the best outcomes for patients. • We will model the demand and identify gaps to meet the needs of patients to inform our developing services for the future, wherever they need to be. • Collaborate with regional partners to embed hub and spoke models for selected specialties.
<p>Meet a broader population's needs. UHCW is in a unique position to serve multiple geographies at system and regional level. By understanding the needs across these areas and through partnerships, we have the potential to deliver even more specialised care across the Midlands.</p>	<p>To meet a broader population's needs, we will:</p> <ul style="list-style-type: none"> • Conduct analysis to understand which populations depend on our services. • Establish regional agreements that set out which services each organisation will lead on. • Collaborate closely with primary care networks to streamline referrals.
What we want to achieve	Patient experience
<p>For our patients:</p> <ul style="list-style-type: none"> • Local and regional patients will have consistently excellent health outcomes. • Patients with highly complex conditions will achieve the best possible outcomes from treatment. <p>For our people we will provide opportunities:</p> <ul style="list-style-type: none"> • To develop in specialised areas and build a career with us and our partners. • To work with regional partners and different communities of patients. <p>For our organisation:</p> <ul style="list-style-type: none"> • Attract and retain the best talent to build a culture of excellence. • Improved productivity and operational performance. • Be a regional leader that recognises partners' strengths and learns from them, to support our service improvement. 	<p>Our patients will have:</p> <ul style="list-style-type: none"> ✓ Timely access to the best specialised treatment. ✓ Seamless, joined up services that maintain excellent communication with their closest health and care organisations. ✓ More appropriate choice in where and how they receive care, including in community outpatient settings close to their homes and virtually where appropriate. ✓ Dedicated support for families and visitors. ✓ Interactions and processes that are clear, straightforward, and instil confidence in our ability to deliver excellent care.

4.3 Research, innovation and training

We are one of the country's largest teaching hospitals and are committed to developing the next generation of health and care professionals. Our strategic partnerships with University of Warwick and Coventry University enable us to have the best research and teaching environments to support our staff. We are involved in cutting-edge research and innovation in areas such as reproductive health and human metabolism, and collaborate closely with the National Institute for Health Research (NIHR) to deliver this. We want to encourage everyone at UHCW to be involved in teaching and research at scale and in a way that makes sense for them and contributes directly to improving patient outcomes.

Focus areas	Actions
<p>Expand our educational reach. Alongside our core teaching activities for students and trainees, we will play a greater role in training health and care professionals in all settings. We will enhance our learning offer to students, and invest in providing this education to a wider audience abroad.</p>	<p>To increase our educational reach, we will:</p> <ul style="list-style-type: none"> • Continue to train medical undergraduates and postgraduates, nursing students and Allied Health and care professionals in all care settings. • Strengthen partnerships with local universities in Coventry and Warwick and international institutes (e.g. Skills Training Institute India). • Invest in digital virtual learning.
<p>Develop a learning health system. A learning health system continuously analyses data which is collected as part of routine care to monitor outcomes, identify improvements in care, and implement changes. Our UHCWi improvement methodology enables us to do this through embedding a culture of continuous learning and improvement. We will use this approach to help us drive innovation forward in our organisation, and across our local system.</p>	<p>To develop a learning health system, we will:</p> <ul style="list-style-type: none"> • Continue to embed our UHCWi methodology and share learning from this across our system. • Provide ongoing learning opportunities for all our people, focused on using data to generate evidence-based improvements.
<p>Broaden and develop research areas. Much of our current research is in clinical areas connected to our strongest specialties and through our pioneering Centre for Care Excellence (CCE). Our CCE will help us champion clinical academic careers and leadership development in nursing and Allied Health Professions. We will continue to advance in this, while broadening our research to include areas such as quality improvement, innovation, and organisational design.</p>	<p>To broaden and develop research areas, we will:</p> <ul style="list-style-type: none"> • Promote research excellence for all staff. • Develop institutes of excellence, in line with our emerging R&D strategy. • Become a Biomedical Research Centre (BRC). • Increase awareness by publishing papers, attending conferences, and applying for awards.



What we want to achieve

For our patients:

- Improved care quality and better treatment outcomes.

For our people:

- Continuous learning, development, and leadership opportunities for all.
- Opportunities to innovate and experiment in a supportive environment.
- Increased satisfaction from delivering successful, cutting-edge treatments for patients.

For our organisation:

- Strong national and international reputation for teaching, research, and innovation.
- Increased ability to attract students and professionals in all health and care disciplines.
- Greater ability to attract investment for continued research and innovation.

Patient experience

Our patients will benefit from:

- ✓ Access to clinical trials and experimental treatments that may not be available elsewhere.
- ✓ Continual improvement in the quality of services and care experiences.
- ✓ Care from highly motivated professionals who strive to deliver the best treatment.
- ✓ Digital and technological innovations that will streamline care interactions.
- ✓ Feeling involved in every aspect of what we do, and know that their voice influences our services and the way we deliver care.
- ✓ Additional education resources.

Enablers

Our ability to deliver outstanding care is dependent on how we **improve quality, support our people, invest in digital technology and data insights, and promote a sustainable future**. These cross-cutting enabling strategies relate to our three interconnected purposes of local integrated care, being a regional centre of excellence and research, training and innovation.

5.1 Quality

The primary purpose of the NHS, and everyone working within it, is to provide a high quality service, free at the point of delivery to everyone who needs it. As such, achieving high quality care is the foundation to everything we do. However, achieving this standard is not an easy task; quality is a moving target. Continuous improvement in quality means that what is considered an acceptable quality today may not be acceptable next year. Our Quality Strategy therefore outlines a journey towards providing exceptional, safe, clinically effective care experienced in a way our patients wish. To meet these ambitions we will focus on a number of key themes:

Embedding a culture of Continuous Quality Improvement:

Utilising the UHCW improvement system (UHCWi being a system of tools and techniques based on Lean principles and continuous improvement), we will continue to focus on a culture within UHCW that enables clinicians to work at their best. This requires them to systematically learn, measure and monitor quality at all levels (within and outside of the hospital setting), whilst having capacity for innovation and improvement.

Making a real difference to clinical outcomes for our population - Our long term aim is to achieve the best and most equitable clinical outcomes for the population we serve. This will require us to not only focus on how we improve the quality of our core services, but think beyond our hospital walls and require us to explore the quality of care at a pathway level across acute, community and primary care settings.

Improve the experience of patients and their families who use our services: To ensure that patients continue to be right at the heart of all we do, we need to build upon and spread what our patients and carers value. To achieve our commitment to deliver exceptional care, we will involve and use the experiences of our patients, carers and other advocates to shape the provision of our services.



5.2 Our People

Our people define UHCW and are vital to the care we deliver and the outcomes we achieve for patients. Our Organisational Development, Workforce & Innovation Strategy is to be redeveloped and will include a People Strategy – to **transform our culture, and make UHCW a great place to work.**

We have focused on two areas:

- **People** – supporting staff at every step of their journey to reach their potential and deliver the best patient care. This involves enabling continuous learning, development and progression, flexible working, and proactively supporting their health and well-being. We are a values - based organisation, committed to attracting and retaining the best people who reflect our communities.
- **Culture** - creating an environment where staff feel empowered and supported to make decisions and deliver change. This involves embedding a culture of coaching, learning and inclusivity where equality and diversity (including of skills, knowledge and experience) are celebrated. It is underpinned by our UHCWi improvement system.

As we deliver, we will focus on supporting our people in the following ways:



Local integrated care	Regional centre of excellence	Research, innovation and training
<ul style="list-style-type: none"> ✓ Explore flexible workforce models, including shared roles and cross-organisational multidisciplinary teams. ✓ Help increase people’s skills, e.g. in population health analytics. 	<ul style="list-style-type: none"> ✓ Support health and care professionals to deepen their expertise in our regional services. ✓ Empower people to build relationships at a regional level. 	<ul style="list-style-type: none"> ✓ Embed teaching and learning opportunities for all our staff. ✓ Recruit nationally and internationally to support UHCW’s long term sustainability.

5.3 Digital

Digital technology and advancements in the way we use data to help us plan services more effectively, will inform how we deliver healthcare in the future.

Our Digital Strategy sets out five principles for transforming the way we enable and deliver care, notably focussing on:

- **Patients:** Patient led care through Digital Empowerment
- **Population health:** Digitally supporting Integrated Care and Population Health across the system
- **Staff:** Provide outstanding experience for all staff using digital technology
- **Quality:** Enhance Patient care through an integrated Electronic Patient Record solution
- **Value:** Drive standardised efficient processes through the use of innovative technology including Artificial Intelligence (AI) and automation

Local integrated care	Regional centre of excellence	Research, innovation and training
<ul style="list-style-type: none"> ✓ Implement an integrated Electronic Patient Record (potentially system wide) that allows seamless access to patient health information for all clinicians. ✓ Enable integrated digital pathways with full secure data sharing between clinicians and social care. ✓ Enable patients to take control of their own healthcare with digital access to their records, remote monitoring and self-care tools. ✓ Minimise inequalities by supporting our population to optimize digital and health literacy. 	<ul style="list-style-type: none"> ✓ Improve the way information flows for more specialist services. ✓ Use technology to support relationships with regional acute and primary care providers for data sharing. ✓ Deliver solutions that enable care closer to people's home. ✓ Support our people to deliver care remotely where appropriate. ✓ Optimise the ICT infrastructure to maximise effectiveness of digital solutions and staff workflows. 	<ul style="list-style-type: none"> ✓ Maximise and improve the use of technology to deliver benefits and standards of care and patient outcomes. ✓ Use technology to expand our educational reach, for example streaming robotic surgery to students across the world. ✓ Maximise use of data and AI to enable world leading research. ✓ Invest in innovative technology and systems to be a leader in healthcare. ✓ Enhance our staff experience by investing in digital skills.

We will be investing in an outstanding, secure and resilient infrastructure (including cyber security), and processes that are easy for staff and patients.

5.4 A Sustainable Future - clinical, environmental, and financial

Building a sustainable future for our Trust involves a holistic consideration of clinical, environmental, and financial factors. We are a major 'anchor' organisation, part of the long term fabric of Coventry and Warwickshire. We must play a positive and sustainable contribution to the local economy as well as influencing the health and well-being of individuals and communities.

Our 2018 Finance Strategy sets out how we are prioritising reducing costs by removing unnecessary processes and maximising value in service delivery. This will also include a clear plan to address future capital investment needs for responsive services that offer the best outcomes for patients. As we move to being part of a formalised integrated care system, we will consider **financial sustainability on a wider scale** – NHS England and Improvement will assess the combined financial performance of health and care organisations in Coventry and Warwickshire. We will need to consider environmental sustainability at both organisational and system levels. Building on our membership of the Coventry and Warwickshire Anchor Alliance, we will continue our joint work around minimising the impact we have. We will ensure we achieve our net zero carbon commitment by 2045 as we develop our refreshed strategy. We will also consider how our ambitions can contribute to **clinical sustainability**:

Local integrated care	Regional centre of excellence	Research, innovation and training
<ul style="list-style-type: none"> ✓ Focus on collaboration, integrating services, and proactively managing the health of our communities will help us be more clinically sustainable. ✓ Optimise the skill mix across our people by innovative approaches e.g. role substitution and skills enhancement. 	<ul style="list-style-type: none"> ✓ Collaborate with partners to organise certain services at a regional level will contribute to our clinical sustainability. More specialised services require a critical mass of patients and health and care professionals to be viable, and are best delivered across a wider geography. 	<ul style="list-style-type: none"> ✓ Train the next generation of health and care professions. ✓ Focusing on critical research areas mean we are contributing to the local and national sustainability of health services.

6

Your Views

Thank you for reading our draft organisational strategy for 2022-30. We hope you like what you have heard and we encourage you to let us know your views to help inform our work. This is our future together.

We have a quick online survey that allow you to offer your feedback. This should take no more than five minutes to complete. Additional information is also available in our special video outlining why we are so much more than a hospital.

[Take our survey](#)



[View our video](#)



Please complete the survey by **Friday 18 March 2022**. We will publish our final strategy in April 2022 including a summary of feedback we have received.

If you have any queries about this strategy please email Strategy@uhcw.nhs.uk

