

Health and Wellbeing Board

10 January 2024

South Warwickshire University Foundation Trust (SWFT)

Recommendations

That the Health and Wellbeing Board

- 1) Note the strategic direction for South Warwickshire University NHS Foundation Trust; and
- 2) Note the role the Trust is playing in wider work across Warwickshire, and within South Warwickshire Place.

1. Executive Summary

- 1.1 South Warwickshire University NHS Foundation Trust (SWFT) provides acute hospital services to residents of South Warwickshire, community services to residents across Warwickshire and specialist rehabilitation services. The Trust provides services from Warwick Hospital, Stratford-upon-Avon Hospital, Ellen Badger Hospital in Shipston-on-Stour and the Central England Rehabilitation Unit (CERU) near Leamington.
- 1.2 The Trust is part of a 'Foundation Group' with George Eliot Hospital NHS Trust, Worcester Acute Hospitals NHS Trust and Wye Valley NHS Trust. The Group has a shared Chief Executive and strategic goals, while each organisation maintains its independence and local focus.
- 1.3 This report provides a briefing to partners, outlining the strategic direction for the Trust. It emphasises key developments over the coming years.
- 1.4 The Trust's strategy was refreshed and agreed in 2023 following an exercise with stakeholders across Warwickshire. The strategy and organisational objectives for 23/24 are attached.
- 1.5 The Trust is rated Outstanding by the Care Quality Commission and has much to celebrate in terms of operational performance. It is also one of a small number of NHS providers rated as Segment 1 in the NHS Single Oversight Framework.
- 1.6 A key focus for the Trust has been the integration of acute and community pathways as well as recognising the need to deliver a shift to provide more care in people's homes, where they tend to recover more quickly.

- 1.7 In the coming years the Trust has committed to work more closely with primary care providers, social care, hospices and other voluntary sector organisations to jointly drive improvement. Some shared roles are already in place, and the Trust will continue to support shared appointments over the coming year.
- 1.8 Whilst SWFT has been managing Out of Hospital (community) services for Warwickshire over the last decade, in November 2023 the Integrated Care Board announced SWFT as the preferred provider for the newly branded Community Integrator service. Through this SWFT will take greater responsibility for community services in Warwickshire. The implementation of this new contract will be a focus for 2024.
- 1.9 The Trust has embarked on a significant estate redevelopment programme including a full rebuild of the Ellen Badger Hospital in Shipston-on-Stour, the development of a Community Diagnostics Centre as an extension to Stratford Hospital, and the development of an Elective Hub at Warwick Hospital.
- 1.10 Development work on the Warwick Hospital Elective Hub commenced in 2023, with the first phase due to become operational in January 2025. The hub will provide a new 'front door' for the hospital, improved patient facilities and an enhanced environment for elective activity. The work involves a major reconfiguration of the Warwick site, and so has caused some day-to-day disruptions which the Trust and its contractors are working to mitigate.
- 1.11 The Trust is an anchor partner for South Warwickshire Place, with the Trust's Managing Director co-chairing the Place Partnership Board, which comprises of health, local authority, and voluntary sector partners. The partnership aims to work cross-organisationally in new ways to address the health and care needs of South Warwickshire residents, with a core focus on prevention.
- 1.12 SWFT has provided partnership coordination resource and supported the development of the South Warwickshire Place plan – which has set out organisations in the partnerships shared objectives for Place.
- 1.13 The Trust has committed to a strategy including 5 'big moves' for the Foundation Group Trusts, these include:
 - Be a flexible employer
 - Lead the NHS in carbon reduction
 - Embed prevention in every service
 - Home first supported by technology and collaboration
 - Create resilience in the domiciliary care market

Annually, the Trust agree objectives which help further these big moves, as well as driving forward other enabling activity in the organisation

- 1.14 The Trust recognises that workforce is its biggest asset and, set against a context of recruitment health-sector challenges, has continued to invest in

retention and staff wellbeing. In the 2022 NHS Staff Survey the Trust was rated in the top 5 acute NHS employers.

- 1.15 During 2022 the Trust formally partnered with Warwick University to become a University Trust. The Trust continues to develop its reputation as a research organisation with focus areas in clinical trials and digital innovation.
- 1.16 Operationally, the Trust has seen considerable pressure from increased urgent and emergency care activity in recent years with attendances at Warwick Hospital Accident & Emergency (A&E) department now at their highest levels. Despite this, the Trust has focussed on national targets for A&E waits and ambulance handovers, and whilst there is still work to do, has regularly been in the national top 10 Trusts for lowest A&E waits.
- 1.17 The Trust has also focussed on a reduction in elective waiting lists that grew during the pandemic and has been part of a national programme to eliminate long waits. As part of this, the Trust has 'ring-fenced' elective capacity to ensure that these procedures can continue alongside increased emergency demand.
- 1.18 Innovation and Improvement are fundamental to the Trust's culture. It has a funded programme for continuous improvement ideas from staff and has established a Digital Innovation Hub at Stratford hospital, recognising the key role that digital technology will play in future delivery of healthcare.
- 1.19 The Trust has been at the forefront of innovative ideas, such as a partnership with Warwickshire County Council to deliver the 'Community Recovery Services' – to reduce delays in discharge from hospitals. Initiatives such as 'virtual wards' to enable more comprehensive treatment of patients in their home have also been well embedded.

2. Financial Position

- 2.1 The Trust has committed to a breakeven financial plan for 23/24, supported by a £14.5m savings programme. Most of the Trust's income is fixed, and coupled with increased demand across most services has led to considerable financial pressures.
- 2.2 In addition to income/demand pressures, the Trust has seen a considerable financial impact from high levels of inflation, temporary workforce spend and the impact of industrial action.
- 2.3 The Trust has taken a staff-led approach to savings initiatives and a balanced approach to driving quality, savings and performance recognising that driving productive, high-quality services leads to financial savings. This has positively supported the Trust in delivering savings plans, but risks remain.
- 2.4 The financial position for coming years remains challenging, with an underlying financial deficit across Warwickshire Healthcare providers. Over

the coming years the Trust will continue to drive savings initiatives and focus of productivity, but this is likely to become increasingly challenging.

3. Appendices

3.1 Appendix A – Trust Strategy

3.2 Appendix B – Trust organisational objectives for 23/24

A slide deck will be shared at the meeting and can be made available to accompany this report.

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