



	OUR VALUES		COMPASSION
PARTNERSHIP		RESPECT	
	IMPROVE		LEARN
OPENNESS		PRIDE	



Our Vision, Mission and Values

Patients First

We will put patients first in everything we do, every decision we make, every process we design and re-design. This is reflected in our vision, mission and values.

Our Vision is to be a National and International Leader in Healthcare

We will ensure that all our patients receive the very best care possible and so our ambition is to provide care that compares with the best, not only in the UK but also with the rest of the world.

Our Mission is to Care, Achieve and Innovate

Our focus is on providing and improving quality of care which includes patient experience, safety and outcomes. At the same time embracing innovation to deliver enhanced productivity and improved services. As such our mission is to Care, Achieve and Innovate

Our Values

Our values reflect what is important to us and have been developed by staff to reflect the culture we want to live. We will use our UHCW improvement [UHCWi] methodology described in our strategy below to deliver our values.

Compassion
We treat everyone with courtesy and compassion.

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

Respect
We treat everyone with respect and dignity.

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

Learn
We see education, research and learning as central to improvement.

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

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

Information about the Trust - who we are and what we do - is available at:
www.uhcw.nhs.uk

Our Strategy

Our strategic solutions respond to and are consistent with the national 'Five Year Forward View', the local Coventry and Warwickshire system plans and our internal UHCW challenges.

Our vision, mission and values remain. We are committed to putting patients first in everything we do.

Our strategy to achieving our vision, mission and values is threefold. Namely it is about empowering our staff, integrating our services and building strong foundations.

Empowering Our Staff

We will empower our staff to ensure that patients are put first. We will achieve this through the implementation and spread of our improvement methodology, known as UHCWi. The approach supports staff to use advanced lean methodology which not only improves patient care, it also helps reduce waste. This will ensure that on a day to day basis we are making best use of the resources available.

In addition to UHCWi, we will invest in our staff through our Leadership Programme, skills and mandatory training.

Integrating Our Services

We will work with our partners to rapidly integrate our care pathways to deliver the best patient care.

We will integrate 'vertically' with primary care, community health and social care providers to help people stay well and reduce demand. Where care is needed, we will develop new models of care, outside of hospital, that will improve both quality and efficiency.

By reducing and managing demand outside of hospital, we will improve waiting times for our acute and specialist services.

We will further improve waiting times by separating planned and unplanned care as much as possible. We will increase the use of our site at Rugby St Cross for less complex, planned care. We will also maintain and develop the services we provide at other sites such as George Eliot Hospital and Warwick Hospital.

We will maintain and develop our specialist services by expanding the populations covered to ensure that we meet national standards for population size. We will build on our partnership with Worcester Acute Hospitals NHS Trust to include cancer renal, respiratory and cardiothoracic. We will also build partnerships with providers outside our network. This will provide a population base of circa 2m.

University Hospital site will be used for emergency and specialist activity that requires the particular expertise and facilities available but, where appropriate, specialist services will be provided locally.

Strategic Objectives

We have identified the following strategic objectives to help assess whether we are delivering our strategy. These are to:

- deliver the safest care and excellence in patient experience
- be a model employer
- be a leader in operational performance
- lead the integration of care pathways for the populations we serve
- be a front runner in research, innovation and education
- achieve financial sustainability

Performance against the objectives will be monitored through the performance framework. We will give additional assurance by regular updates to Strategy Unit and Trust Board.

Delivery

We will use our annual planning process to review and agree our annual goals. Details of specific service strategies that are developed through 'Specialty Strategies on a Page' for all Groups will be translated into annual plans. Individual roles and responsibilities will be identified and monitored through the Individual Performance Review process.

Establishing Strong Foundations

We recognise that the staff and service elements described above need strong foundations. The foundations will include enabling strategies as summarised in the diagram below

