



**University Hospitals  
Coventry and Warwickshire**  
NHS Trust



# More than a hospital

Our Strategy 2022/2030





## Table of Contents

More than a hospital - thank you	4
How our strategy was created	6
<b>Section 1 - Rooted in our communities</b>	<b>8</b>
<b>Section 2 - A vision for health, our purpose and values</b>	<b>10</b>
<b>Section 3 - So what does this actually mean?</b>	<b>14</b>
Local Integrated Care	16
Centres of Excellence	22
Research, innovation and teaching	26
Valuing and enabling our people	30
Sustainability – clinical, environmental and financial	32
Supporting Strategies – Quality and Digital technology	34
<b>Section 4 - How we will deliver the strategy</b>	<b>38</b>
Our 2030 delivery priorities	39

# 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 care we provide for our patients. The commitment by our staff to provide the excellent care was visible for all to see over the past two years.

## Covid – a springboard for transformation

Responding to the Covid pandemic showed us all the benefit 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 and their promise to take this opportunity to make long lasting lifestyle improvements.

## The Changing Health and Care Environment

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 wellbeing of our population. Changes to the way health and care services are organised as a result of the new Health and Care Act will support us to do this.

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 is vital to overcoming these challenges and delivering the best care for our patients.

## Building better health together

Our organisational strategy 2022-2030 sets out the next part of the journey for University Hospitals Coventry and Warwickshire NHS Trust.

Ahead of the publication of the strategy, we sought the views of our staff, the people using our services and the organisations that we work alongside – to ask what they liked and didn't like about our proposed direction of travel for the next eight years.

We heard from over 1,300 individuals and organisations, who took time to tell us what they thought and we would like to take this opportunity to thank everyone who contributed for their valuable insights and feedback. Each and every response has been independently assessed to identify areas where there are shared views and where we have more to do.

We are encouraged that there is strong support from our staff, the public and our partners for the vision, and the priorities set out in our draft strategy. There is strong support, particularly from staff and partners, for the Trust to continue its ambition to create centres of excellence. At the same time, we recognise that there is always more to do with local partners and communities to further integrate care.

Our commitment to 'better never stops' has never been more important, and using the insight we have collected will help us to make continuous improvements to the services that the people that we care for and their families rely upon.

This strategy will form the framework from which our people and services will work towards achieving our vision of being a national and international leader in healthcare rooted in our communities. It will be the basis of our annual corporate objectives and our team and personal objectives up to 2030, to provide the golden thread between our actions and the ambitions articulated here.

Every one of us has a part to play in this, and these views have helped to shape the way we will deliver our ambition to be more than a hospital. We look forward to working with you together to make our new shared vision a reality. Thank you.



**Dame Stella Manzie DBE**  
Chair



**Professor Andy Hardy**  
Chief Executive Officer

# How our strategy was created

Our strategy is based on serving the needs of the people of Coventry and Warwickshire and our colleagues and partners. It has been shaped by these people, to ensure it reflects how our patients, staff and partners view our future and the contribution we can make to the health and wellbeing of the community we are very much part of.

Between January and March 2022 we connected with more than 1,300 members of staff, the public and our partners to share our draft organisational strategy to hear their views and suggestions.

We undertook a thorough engagement process which enabled us to work with a broad range of stakeholders including:

- **Our People** - colleagues from across the organisation representing the various Trust sites, professions, groups and teams including our delivery partners and volunteers.
- **The Public** – we asked patients visiting our services their views, via social media, local newspapers and through an online survey.
- **Our Partners** – including other NHS organisations and health providers, local authorities, the Integrated Care Board, the Local Enterprise Partnership, charities and universities.

We captured the views and suggestions of the stakeholders in a range of formats – from our face to face conversations, letters, emails and questionnaires and this was independently analysed and themed. A summary of this output is outlined opposite:



Our People:	The Public want:	Our Partners:
<ul style="list-style-type: none"> <li>• Are inspired by the refreshed vision and can relate the purposes directly to their jobs.</li> <li>• Would like to see more focus on proactive and integrated care.</li> <li>• Would like more focus on staff development and well-being.</li> <li>• Would like more time and support for staff to engage with the community.</li> <li>• Would like to see a bigger emphasis on sustainability and our role in achieving net-zero.</li> </ul>	<ul style="list-style-type: none"> <li>• Easier and quicker access to appointments, services and facilities.</li> <li>• Increased range of services at Rugby.</li> <li>• More local and integrated services.</li> <li>• More empathetic and inclusive services.</li> <li>• Focus on improved communication and two way conversations with patients families and carers.</li> </ul>	<ul style="list-style-type: none"> <li>• Are happy to see that the strategy is focusing on being 'rooted in communities'.</li> <li>• Welcome the vision of local and integrated care.</li> <li>• Believe the focus on research and innovation is vital to ensure better health outcomes and attracting talent.</li> <li>• Are pleased to see a focus on tackling health inequalities.</li> </ul>

The output from this exercise is reflected in this refreshed strategy.

Engagement will not conclude with the publication of this strategy. To ensure that the purposes and actions described here are achieved, we will continue engaging with our people, partners and patients to help us shape the delivery of the strategy through the development of annual delivery plans, corporate objectives and transformation priorities.

# 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, 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 requires access to good housing, exercise, a healthy diet, meaningful employment and feeling of belonging and support.

By effectively utilising our considerable resources and influence we can be a major contributor to the good health and wellbeing of our local population. That is why our refreshed 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, with more than 80% of our staff living in the area with their families relying on us as an employer; as a major consumer of goods and services and owner of significant land and buildings; we can use our resources and influence to benefit the communities we serve.

This will make a significant difference to strengthening the health and wellbeing of our population now and for future generations in addition to making a significant contribution to the local economy.

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

Our organisational strategy proposes **five interconnected purposes** or focus areas for UHCW - **local integrated care, research innovation and teaching, being a centre of excellence, sustainability** and **valuing and enabling our people**. 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. It means that we ensure that our staff receive the best training, education and personal development and are equipped with the best equipment, knowledge and research and they will always strive for the best outcomes for our patients.

To help us to deliver the vision and the five purposes, we have developed enabling strategies which support quality of care, invest in digital technology and insights and promote sustainability.



# 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 with our care for our patients. Our vision captures our ambition to deliver world-leading care for our communities, and our five 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 enabling areas to improve care quality, treatment outcomes, and the experience of our patients and their families.

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

## Our refreshed strategic triangle



## 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 fundamental purpose is to deliver the best possible care for our local communities. We will achieve this by leading in all that we do, through our **five interconnected purposes** with our people at the centre, enabling us to continually improve local care.





## Our Values

Our values reflect the culture we want to live in. Developed by our staff, our seven core values guide what we do daily to achieve what we envision. Whatever our role or level in our Trust is, 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.

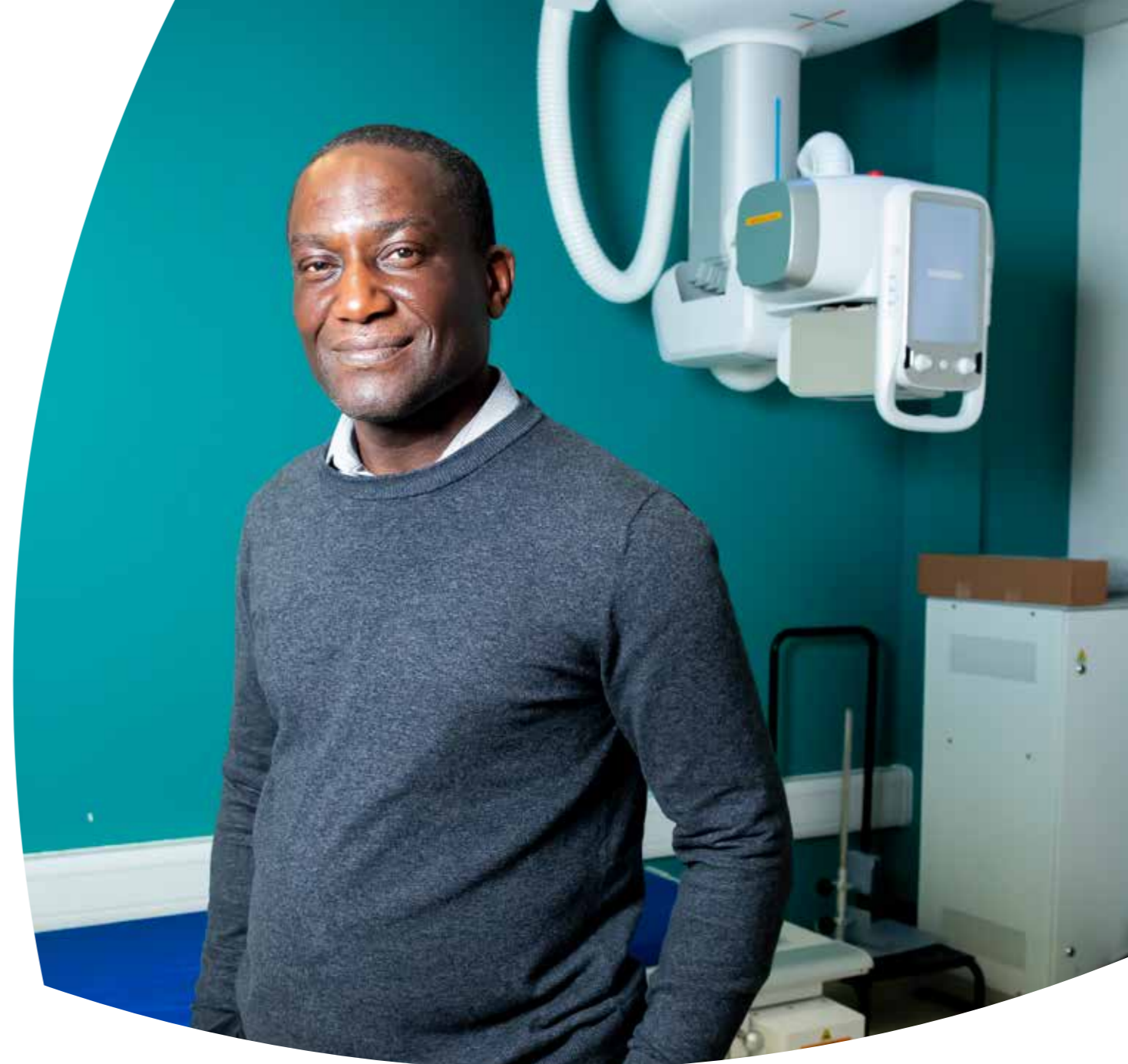
## So what does this actually mean?



Our purpose is evolving. Putting patients first remains at the heart of everything we do. Integrating services around patients and communities is 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 the opportunity to be **'more than a hospital'**.

Effective collaboration with partners inside and outside the health service is vital to delivering the best outcomes and care for the people of Coventry and Warwickshire and the wider region. To do this well we will need to build on existing strategic alliances, establish new ones and work across traditional organisational boundaries 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 to improve everything we do and contribute to the wider health and care system.

Our 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.



## 3.1 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.

As part of the implementation of the Health and Care Act, collaboration between health and care organisations at a local level will be formalised with the establishment of place based partnerships which in Coventry and Warwickshire will be known as Care Collaboratives. These Care Collaboratives will be responsible for the design, commissioning and delivery of local integrated services.

Focus areas	Actions
<p><b>Integration.</b> 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><b>To integrate care, we will:</b></p> <ul style="list-style-type: none"> <li>• Work with healthcare partners and form multidisciplinary teams to make joint leadership decisions.</li> <li>• Work together to plan how we improve services and share information collaboratively.</li> </ul>
<p><b>Population health.</b> 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><b>To improve the health of our population, we will:</b></p> <ul style="list-style-type: none"> <li>• Facilitate data sharing and analysis to develop a clear picture of our population's health needs.</li> <li>• Work with partners to change what we do, to support the health needs of local people better.</li> <li>• Develop a strategy for how we can best utilise our Hospital of St Cross, Rugby site for more health and well-being.</li> </ul>
<p><b>Health inequalities.</b> 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><b>To overcome health inequalities, we will:</b></p> <ul style="list-style-type: none"> <li>• Work with partners whose roles influence local people's health for example in housing and education.</li> <li>• Look at how we could change services to ensure patients get consistently good quality services which overcome inequalities.</li> </ul>
<p><b>Accessible services.</b> Easier and quicker access to appointments, services and facilities was a recurrent theme running through the engagement process in the development of this strategy. We will work with our partners to improve overall access to services to ensure that people receive the right care, in the right place at the right time.</p>	<p><b>To improve the accessibility of services we will:</b></p> <ul style="list-style-type: none"> <li>• Expand the range of UHCW services based in community settings and work with our partners in Rugby to develop local services.</li> <li>• Create more 7 day non-emergency services with extended hours.</li> <li>• Develop more hospital at home services.</li> <li>• Increase the physical footprint of our emergency department.</li> </ul>

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

## 3.1.1 Local integrated Care Delivery Plan

Project	Description	Delivery Timeframe
<b>Establish Host function for Coventry Care Collaborative</b>	Commissioning, development and delivery of care is being transformed as part of the Health and Care Act 2022. This means that most decisions about health and care services will be made at a local level including the allocation of budgets and other resources. To facilitate this, care collaboratives are being established for Coventry and Warwickshire to ensure that all of the providers involved in the delivery of health and care at a local level are able to contribute to the decision making process. UHCW will be part of these collaboratives and in Coventry will act as the host organisation requiring us to establish the required infrastructure and resources to undertake this role.	<ul style="list-style-type: none"> <li>Shadow form 2022/23.</li> <li>Fully operational by April 2024.</li> </ul>
<b>Implement Improving Lives programme</b>	We are working closely with health and social care organisations in Coventry to transform urgent and emergency care. The Improving Lives programme brings health and social care teams together to design a more integrated model that will support people in Coventry to access urgent and emergency care in the right place at the right time and improve outcomes for patients. The new model will improve access to care and support through early intervention when problems arise, bringing care closer to people's homes and communities and providing streamlined and coordinated emergency services that are responsive when people need them the most.	<ul style="list-style-type: none"> <li>New model designed by Sept 2022.</li> <li>Fully operational by April 2024.</li> </ul>
<b>Coventry Community Diagnostic Centre</b>	<p>Continued growth in demand for diagnostic services is outstripping capacity. Providing planned diagnostic services on a separate site to acute diagnostic services (for A&amp;E and inpatient care) will help to ensure that patients get improved access to the service they require, when they need it and at a place that is convenient to them.</p> <p>To achieve this we are developing a Community Diagnostic Centre (CDC) in the centre of Coventry and creating additional capacity for Endoscopy at Rugby.</p> <p>The CDC will provide additional access to a range of imaging, respiratory and cardiac diagnostics off the hospital site and capacity to support one-stop cancer diagnostic pathways.</p> <p>We are working in partnership with Coventry University to provide the workforce for the future (radiographers and other related diagnostic staff) through the provision of teaching and training either in the CDC or in close proximity to the CDC.</p>	<ul style="list-style-type: none"> <li>To be fully operational by the summer of 2024.</li> </ul>

Project	Description	Delivery Timeframe
<b>Develop UHCW Urgent Treatment Centre model</b>	Improvement to our emergency care pathways is an essential part of our Trust strategy. Transferring the operational management of the Coventry Urgent Treatment Centre (UTC) during 2022 will further increase our responsiveness to the emergency care needs of the local population. We will seek to further develop the scope of the service to ensure that wherever possible patients are being seen away from the Trust's Emergency Department and within their local communities.	<ul style="list-style-type: none"> <li>Review completed and revised service model to be in place by Summer 2023.</li> </ul>
<b>Complete Emergency Department expansion</b>	The UHCW Emergency Department is undergoing an exciting £15 million building project that will see the delivery of a new, dedicated Minor Illness and Injury Unit, the addition of new resuscitation and treatment spaces, improvements to the acute medical department and a significant expansion and refresh of the Children's Emergency Department.	<ul style="list-style-type: none"> <li>Construction will complete in Summer 2023.</li> </ul>
<b>Musculo-skeletal (MSK)</b>	<p>GPs, Physiotherapists, Orthopaedic Surgeons and other professionals involved in supporting patients with MSK issues are working together to develop a new pathway that provides a more streamlined service for patients. This will support patients to get the right diagnosis and treatment with the right person and reduce waiting times.</p> <p>The first phase of the programme has seen 'First Contact' Physiotherapists established in local GP surgeries. The next phase will progress development of an enhanced triage model to ensure patients get referred to the right service to meet their needs. This will include development of new services to support patients who require physiotherapy or medical care combined with psychological and emotional support.</p>	<ul style="list-style-type: none"> <li>Triage model and new holistic services will be piloted and rolled out across 2022/23.</li> </ul>



## Case studies

A new integrated service in Coventry GP practices is offering people with a new way of managing people with Musculoskeletal problems. The First Contact Practitioner (FCP) model enables patients to access physiotherapists to assess, diagnose and treat patients without unnecessarily being referred to hospital.

### James, late 40s

In October 2020, I aggravated a previous injury during a gym session. I had ongoing pain in my shoulder blade and weakness in my hand. I was given pain relief, and advised to stop doing anything physical. An MRI scan showed damage to my discs. I was signed off work and was put on a waiting list for neurosurgery and referred to physiotherapy.

Being a frequent gym-goer, not exercising was a huge blow to me, I used to train five or six days a week. Exercise was important not just for my physical health but my mental health too, which had begun to deteriorate, so my GP prescribed antidepressants. There was family history of back injuries and I was worried that I might never work again. My whole life was on hold.

In June 2021, I saw a physiotherapist in my GP practice in Coventry. He quickly identified that I didn't need surgery, my chances of recovery were excellent, I could return to work and could go to the gym. He told me that my nerves were working normally and that in most people, disc problems get better naturally without surgery. It was an enormous relief to hear this, it was the first time anybody had had positive news about my injury.

I am now training 3-4 days a week, with relatively no pain. After nine months, the physio has empowered me to get back some normality in my life, and my physical and mental health is back on track. I am no longer taking any medication, and have returned to work full time.

### Virtual ward - COPD

Respiratory patients across Coventry and Warwickshire are benefiting from the use of innovative care and technology enabling them to safely and conveniently manage their conditions at home rather than in hospital.

The Chronic Obstructive Pulmonary Disease (COPD) Virtual Ward at University Hospital, Coventry has now been extended to accept community referrals, as well as being adopted by Warwick Hospital and George Eliot in Nuneaton.

Equipment, including a mobile phone with a remote monitoring app, a thermometer, blood pressure monitor and a pulse oximeter reader – a small non-invasive device which clips on a finger – are provided to those using the service.

Patients are shown how to use the equipment and send readings, with conversations taking place between them and healthcare professionals on a daily basis and tailored observations and follow-ups held depending on their requirements.

Test results are closely monitored and action taken as and when required, meaning patients could be discharged from the Virtual Ward, or readmitted into hospital should their condition deteriorate. Patients have access to help and support should they need it at any time.

As well as offering timely, high quality care to people in their homes, this approach reduces the need for avoidable hospital admissions, frees up bed capacity and can speed up a patient's recovery. The initiative offers a unique opportunity to reduce inequalities and strengthen relationships with primary care and other partners.



## 3.2 Centres 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><b>Develop our strengths.</b> We deliver a number of 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 our capacity and ability to achieve outstanding outcomes.</p>	<p><b>To develop our strengths, we will:</b></p> <ul style="list-style-type: none"> <li>• Continue to train medical undergraduates and postgraduates, nursing students and Allied Health and care professionals in all care settings.</li> <li>• Strengthen partnerships with local universities in Coventry and Warwick and international institutes (e.g. Skills Training Institute India).</li> <li>• Invest in digital virtual learning.</li> </ul>
<p><b>Meet a broader population's needs.</b> UHCW is in a unique position to serve multiple geographies. By understanding the needs across these areas and through partnerships, we have the potential to deliver even more specialised care.</p>	<p><b>To meet a broader population's needs, we will:</b></p> <ul style="list-style-type: none"> <li>• Conduct analysis to understand which populations depend our services.</li> <li>• Establish regional agreements that set out which services each provider will lead on.</li> <li>• Collaborate closely with primary care networks to streamline referrals.</li> </ul>

What we want to achieve	Patient experience
<p><b>For our patients:</b></p> <ul style="list-style-type: none"> <li>• Local and regional patients will have consistently excellent health outcomes</li> <li>• Patients with highly complex conditions and comorbidities will achieve the best possible outcomes from treatment.</li> </ul> <p><b>For our people we will provide opportunities:</b></p> <ul style="list-style-type: none"> <li>• To develop in specialised areas and build a career with us.</li> <li>• To work with regional partners and different communities of patients.</li> </ul> <p><b>For our organisation:</b></p> <ul style="list-style-type: none"> <li>• Attract and retain the best talent to build a culture of excellence.</li> <li>• Improved productivity and operational performance.</li> <li>• Be a regional leader that recognises partners' strengths and learns from them, to support our service improvement.</li> </ul>	<p><b>Our patients will benefit from:</b></p> <ul style="list-style-type: none"> <li>✓ Timely access to the best specialised treatment.</li> <li>✓ Seamless, joined up services that maintain excellent communication with their closest health and care organisations.</li> <li>✓ More appropriate choice in where and how they receive care, including in satellite outpatient settings close to their homes and virtually where appropriate.</li> <li>✓ Dedicated support for families and visitors.</li> <li>✓ Interactions and processes that are clear, straightforward, and instil confidence in our ability to deliver excellent care.</li> </ul>

## 3.2.1 Centres of Excellence Delivery Plan

Project	Description	Delivery Timeframe
<b>Expanded endoscopy service</b>	Demand for the endoscopy service at UHCW is forecast to increase by 35% between 2019/20 and 2025/26. In response to this we are planning to increase capacity through a combination of additional rooms on the Hospital of St. Cross site in Rugby through the development of a modular construction and extending operating hours to seven days.	<ul style="list-style-type: none"> <li>• 2 additional rooms in modular construction to be fully functional by 2024/25</li> </ul>
<b>Develop an elective hub on the Rugby St Cross site</b>	<p>We plan to transfer a significant proportion of elective activity to Rugby from the University Hospital site to improve patient experience and create capacity to further develop specialist tertiary services, cancer services, and support the reduction of the elective backlog for the system.</p> <p>A critical feature of this strategy will be to separate scheduled from emergency pathways as much as possible, so that there are subsequent benefits for efficiency, productivity, access times and patient experience at University Hospital Coventry.</p> <p>To achieve this we will need to develop the St. Cross site to enable us to replace our existing theatres and reconfigure our wards and outpatient services.</p>	<ul style="list-style-type: none"> <li>• This is a major project likely to run until the end of this strategy timeframe (2030).</li> <li>• We will develop a detailed site plan in 2022/23 and a business case during 2023/24.</li> </ul>
<b>Develop Hybrid Theatre capability</b>	<p>We plan to develop a Hybrid Theatre on the UHCW site to include imaging, anaesthetics and surgical resources in a single area. This will reduce delays to diagnosis and surgical intervention and optimise patient safety.</p> <p>This will reduce delays to diagnosis and surgical intervention and optimise patient safety. It will ensure that patients no longer have to be transported from the Emergency Department to an Interventional Radiology Suite and on to Theatres, causing delays to diagnosis and treatment and a resultant risk to life.</p>	<ul style="list-style-type: none"> <li>• Stage 2 Design Plan to be completed by Autumn 2023.</li> </ul>



### Patient Story

## Fertility success

The renowned UHCW Centre for Reproductive Medicine, has helped many people with their fertility issues.

Mum Laura Worsley was able to have what she called her “miracle baby” after 13 miscarriages, 11 were in the first trimester and two boys Leo and George lost at 17 and 20 weeks.

After trying multiple trials and treatments to overcome fertility problems her husband Dave said their 14th attempt would be lucky. Her waters broke two months early and they were delighted when Baby Ivy arrived safely at 1.17 pounds and as Dad Dave said “making all their christmases come home at once”.

The Centre for Reproductive Medicine has helped many people with long standing fertility challenges. With internationally recognised specialists including Professor Siobhan Quenby and Professor Jan Brosens, the centre tackles all aspects of fertility and includes dedicated services for embryos, sperm and a trained team of andrologists and embryologists. The Centre for Reproductive Medicine at University Hospital is recognised as one of the country’s leading fertility centres incorporating a variety of cutting edge treatment options and world class research to maximise chances of success. With extensive links into research, the team are proud of the service they provide, attracting and supporting patients from across the UK.

# 3.3 Research, Innovation and Teaching

We are one of country's largest teaching hospitals and are committed to developing the next generation of health and care professionals. Our strategic partnerships with the University of Warwick and Coventry University enable us have the best research and teaching environments to support our people. 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><b>Expand our educational reach.</b> 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 offering to students, and invest in providing this education to a wider audience abroad.</p>	<p><b>To increase our educational reach, we will:</b></p> <ul style="list-style-type: none"> <li>• Help to train Allied Health and Care Professionals in all care settings.</li> <li>• Strengthen partnerships with local universities in Coventry and Warwick and international institutes (e.g. Skills Training Institute India).</li> <li>• Invest in a digital learning platform.</li> </ul>
<p><b>Develop a learning health system.</b> 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><b>To develop a learning health system, we will:</b></p> <ul style="list-style-type: none"> <li>• Continue to embed our UHCWi methodology and share learning from this across our system.</li> <li>• Provide ongoing learning opportunities for all our people, focused on using data to generate evidence-based improvements.</li> </ul>
<p><b>Broaden and develop research areas.</b> 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, Midwifery, Allied Health Professions and Healthcare Scientists. We will continue to advance in this, while broadening our research to include areas such as quality improvement, innovation, and organisational design.</p>	<p><b>To broaden and develop research areas, we will:</b></p> <ul style="list-style-type: none"> <li>• Promote research through our CCE, and define a set of non-clinical research areas that build on our organisational strengths.</li> <li>• Further develop our close partnerships with the University of Warwick and Coventry University.</li> <li>• Develop Institutes of Excellence, in line with our R&amp;D strategy.</li> <li>• Secure significant external funding for research infrastructure.</li> <li>• Increase awareness by publishing papers, attending conferences, and applying for awards.</li> </ul>

Focus areas	Actions
<p><b>Continue to develop innovation and entrepreneurial activity.</b> The Trust has an innovation team based in our Innovation Hub and we will expand on the work that the team leads on across clinical and operational areas. We will expand the utilisation of these resources to grow demand led innovation activity across clinical and operational areas. We will continue to grow connections with the Local Enterprise Partnership, industry, academic and health &amp; social care partners to develop further partnerships to contribute to the innovation agenda, and develop challenge solutions, locally, regionally and nationally.</p>	<p><b>To further develop innovation/ entrepreneurial activity we will</b></p> <ul style="list-style-type: none"> <li>• Promote innovation to all staff, and provide opportunities for further involvement through a champion network.</li> <li>• Expand on our joint work with the Local Enterprise Partnership Growth Hub and further develop relationships with our Anchor Alliance partners.</li> <li>• Select areas of focus for challenge setting and ideas generation according to Trust priorities.</li> <li>• Promote the use of the Innovation Hub to all system partners as a space dedicated to collaboration and creative thinking.</li> <li>• Support national innovation adoption programmes to ensure our patients receive timely access to new treatments, procedures.</li> </ul>

What we want to achieve	Patient experience
<p><b>For our patients:</b></p> <ul style="list-style-type: none"> <li>• Improved care quality and better treatment outcomes.</li> <li>• More opportunities to engage in research</li> </ul> <p><b>For our people we will provide opportunities:</b></p> <ul style="list-style-type: none"> <li>• For continuous learning , development, and leadership.</li> <li>• To innovate and experiment in a supportive environment.</li> <li>• For increased satisfaction from delivering successful, cutting-edge treatments for patients.</li> </ul> <p><b>For our organisation:</b></p> <ul style="list-style-type: none"> <li>• Strong national and international reputation for teaching, research, and innovation.</li> <li>• Increased ability to attract students and professionals in all health and care disciplines.</li> <li>• Greater ability to attract investment for research and innovation.</li> </ul>	<p><b>Our patients will benefit from:</b></p> <ul style="list-style-type: none"> <li>✓ Access to clinical trials and experimental treatments that may not be available elsewhere.</li> <li>✓ Continuous improvement in the quality of services and care experience</li> <li>✓ Care from highly motivated professionals who strive to deliver the best treatment</li> <li>✓ Digital and technological innovations that will streamline care interactions</li> <li>✓ Feeling involved in every aspect of what we do, and know that their voice influences our services and the way we deliver care</li> <li>✓ Additional education resources.</li> </ul>

## 3.3.1 Research, Innovation and Teaching Delivery Plan

Project	Description	Delivery Timeframe
<b>Establish Institutes of Excellence</b>	Define leadership, strategies and governance arrangements.  Demonstrate the impact of 5 practice changing research studies.	<b>December 2022</b>  <b>December 2027</b>
<b>'Research for all' training and development platform</b>	Develop a structured workforce development and competency programme to support all staff to develop, deliver and lead research and implement findings from it.  Double the number of NIHR and other relevant doctoral, post-doctoral and senior fellowships across the professions.	<b>March 2023</b>  <b>March 2026</b>
<b>Income &amp; Impact</b>	Increase Research income by 30%.  Expand our Digital Research Portfolio through improved infrastructure and increased collaboration.	<b>September 2026</b>  <b>September 2024</b>
<b>Research Inclusion and Access</b>	Develop Patient and Public Involvement and Engagement strategies that ensure inclusivity and promote maximum access.  Be within the top 20 NHS Trusts for recruitment of research participants to NIHR portfolio studies.	<b>September 2023</b>  <b>March 2029</b>
<b>Produce and implement innovation engagement plan</b>	We will undertake a programme of engagement activity, including developing teams and individuals in challenge definition and creative thinking skills.  We will create a network of champions across the organisation to advocate for and lead both national and locally defined innovation projects.	<b>March 2025</b>

### Case study

The Innovation Team is currently exploring an innovative method of transport to support pathology and pharmacy logistics. Early 2021, the Innovation Team was approached by local company Skyfarer. Skyfarer is an SME based in Coventry, which works to make logistic deliveries using Unmanned Autonomous Vehicles (UAV) a reality.

Commonly known as drones, UAVs have the potential to transform the transport field and Coventry is leading the way in being the centre of this emerging and rapidly developing field.

UHCW were keen to work collaboratively with our local partner organisations to be at the forefront of this innovative activity and ensure the mode of transport is safe, beneficial and governed appropriately. A number of workshops were held with key people from across the organisation to understand how the utilisation of UAVs could improve operations and deliver better patient care. An area identified to trial this innovation is the delivery of pathology samples and blood products between the Coventry and Rugby hospital sites. By avoiding use of the roads, samples and blood products, could be delivered more quickly, and on demand, meaning items can get to where

they need to be sooner and without delay. This could unlock benefits for our patients as results of blood tests could be received sooner.

There is also scope to roll out use to pharmacy, to expedite the delivery of medications to the Rugby hospital, again delivering time benefits to patients. Alongside the operational and patient benefits, UAVs are far more environmentally friendly, with journeys between sites having a much lower carbon footprint than the equivalent journey by motorised vehicles on the road, which supports the Trusts net zero ambitions. The use of UAVs is highly regulated, as is the transport of pathology sample and pharmacy products, and UHCW is committed to ensure the highest standards of transportation are retained, whilst exploring this future focussed innovation.



# 3.4 Valuing and Enabling Our People

We know that delivering the ambitions set out in this strategy will rely on the values, knowledge, skills and approaches of our people. Our ambitions to provide the very best care to our populations means we must equally hold the same level of aspirations for our people. In response to the Trust Strategy we are developing a supporting People Strategy which aims to ensure we have the skills, knowledge, capabilities and organisational culture needed to achieve our ambitions.

Focus areas	Actions
<p><b>Enabling our People</b></p> <p>We employ some amazing people. People who are at the very top of their profession achieving positive outcomes for our patients every day. We are proud of the fact that our people make our success. We aim to support a work culture in which everyone can bring the very best of what they have to offer to support the very best patient care. This means listening, engaging and developing our people clinically, professionally and personally. It means providing pathways for talent and development opportunities sharing knowledge, skills and approaches widely through our organisation. It means recognising and celebrating the wonderful diversity that is represented throughout our people and taking opportunities every day to learn and grow together. Enabling and supporting our people to look after their health and wellbeing is a significant part of our approach to support the delivery of this strategy.</p> <p><b>Valuing our People</b></p> <p>Our organisational values are at the heart of everything we do. They guide us in our decisions, our approaches and help us to make improvements. Ensuring our people are valued means living our values authentically throughout all our interactions every day. This means celebrating and recognising success across the Trust and learning from our experiences making improvements. Valuing our people means getting the basics right in providing people the resources they need to do their job well.</p>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>• Ensure we have high quality opportunities for people across the Trust to improve their health and wellbeing at work supported by a culture where we instinctively look after each other.</li> <li>• Develop and support our leaders and line managers to lead with an innovation, improvement and compassionate mind set</li> <li>• Ensure we make the most of our amazingly diverse colleagues, celebrating difference and maximising the contribution and voice of all our people.</li> <li>• Ensure we get the basics right. This means continuously improving our approaches and systems for recruitment, education, employment and development and ensuring our people have the very best resources to care for patients.</li> <li>• Celebrate and recognise success ensuring we learn from when things go well and when they fall short of our expectations.</li> <li>• Ensure we work with our regional and national partners to apply the very best workforce modelling and planning tools to predict future need to manage the pipeline of healthcare professional talent into future careers in the NHS.</li> </ul>



**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 these learning opportunities 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,”

# 3.5 Sustainability – clinical, environmental and financial

Building a sustainable future for our Trust involves a holistic consideration of clinical, environmental, and financial factors. Fundamental to this is our role as an anchor institution in our local community where our size and permanence gives us significant influence over the local economy, the environment we operate in and the subsequent health and wellbeing of our community. This means that we are able to make decisions about the way we use resources that will minimise our impact on the environment, and at the same time focus on achieving a strong financial position for the future.

In order to achieve the latter we are prioritising reducing costs through the removal of unnecessary processes and maximising value for money in the way we deliver our services. This will also include the development of a clear plan to address future capital investment requirements to provide fast responsive services that offer the best outcomes for patients. This will remain constant as we refresh our strategy.

To ensure our clinical sustainability we will enact the actions outlined in the sections focussed on Local Integrated Care and Centres of Excellence purposes. This will include working towards local integration, being more proactive in preventative interventions and collaborating with local and regional partners to organise certain services at a regional level. For example, more specialised services require a critical mass of patients and health care professionals to be viable and are best delivered across a wider geography.

Emphasising our green ambitions was a significant theme throughout the engagement period and as such sustainability is one of our five purposes. In common with all NHS organisations the Trust is required to achieve net-zero status for CO2 emissions it controls directly by 2040, with an 80% reduction before 2032. The actions outlined below represent what we will do in the first two years of this strategy to ensure we achieve the above:



## 3.5.1 Sustainability Delivery Plan

Project	Description
<b>Sustainable models of care</b>	<ul style="list-style-type: none"> <li>Utilise our UHCWi methodology to identify and remove wasteful processes.</li> <li>Reduce outpatient attendances, in favour of virtual appointments where appropriate.</li> <li>Reduce the use of Nitrous Oxide and carbon intensive anaesthetic gases and trial the use of anaesthetic gas capture systems.</li> <li>Change from primarily IV paracetamol to oral in theatres.</li> </ul>
<b>Creating the right conditions to achieve our net zero ambitions</b>	<ul style="list-style-type: none"> <li>Develop a platform for staff awareness, engagement and investment in the UHCW net zero plan.</li> <li>Engage staff and patients in future change.</li> <li>Educate staff in demand reduction.</li> <li>Develop green ward programme through the Centre for Sustainable Healthcare.</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Identify Carbon hotspots in the supply chain.</li> <li>Ensure green champions review procurement to move to lower CO2 options.</li> <li>Develop a whole life costing for new purchases.</li> </ul>
<b>Estates, Travel and Transport</b>	<ul style="list-style-type: none"> <li>To improve and enhance the existing natural spaces on site, for patients, staff, visitors and the community.</li> <li>To improve the monitoring of utilities use to provide better response to issues and improved management.</li> <li>Ensure all business cases for capital projects undergo a sustainability assessment, showing whole life cost.</li> <li>Revise the estates strategy to include low emission building design.</li> <li>Create a Net Zero agreement with PFI partners.</li> <li>Increase the number of electric vehicle charging points.</li> </ul>

# Supporting Strategies

Our ability to deliver outstanding care is dependent on how we **improve quality; invest in digital technology and data insights, and follow our principle of “better never stops”**

## 3.6 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 of 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 that our patients wish for. To meet these ambitions we will focus on a number of key themes:

### **Embedding a culture of continuous quality improvement (better never stops)**

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 all of our people to work at their best and to have in place arrangements for systematic learning, measuring, and monitoring 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.



## 3.6.1 Digital Technology and Data Insights

Digital technology and data insight is critical to the delivery of our strategy. Digital solutions can significantly improve the experience of our patients and staff and are essential to research and innovation.

We want our people to be digitally empowered, using technology that simplifies the work they do and improves the outcomes our patients experience.

We are investing significantly in a new electronic patient record (EPR) system that will give our clinicians easy access to patient information to support the improvement of the quality of care we provide and also improve the data and insight we collect and act upon.

To inform how we deliver healthcare in the future we will apply consistent data management principles and develop systems which work together to improve the quality and coordination of data.

We are also developing additional approaches to enable patients to manage their health needs at home and engage digitally with clinical services when they need to and when it is convenient to them.

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

Digital Strategy Objectives		
<ul style="list-style-type: none"> <li>• Roll out and embed our new Electronic Patient Record (EPR) System by the spring of 2023.</li> <li>• Improve the way information flows within Coventry and Warwickshire for patient care.</li> <li>• Establish data sharing agreements across providers.</li> <li>• Implement a system-wide solution that allows seamless access to patient health information.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the way information flows for more specialist services.</li> <li>• Use technology to support relationships with regional acute and primary care providers in enabling data sharing.</li> <li>• Implement solutions that enable 'location agnostic' delivery of care closer to people's home.</li> <li>• Support our people to deliver care remotely where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise and improve the way we use technology.</li> <li>• Use technology to expand our educational reach, for example streaming live robotic surgery to students across the world</li> <li>• Share research data and insights that improve patient outcomes.</li> <li>• Invest in innovative technology and systems.</li> </ul>



Samantha Laing is a Registered Nurse in the General Critical Care Unit, working part time for the Electronic Patient Record (EPR) programme as a Change Partner for Theatres, Anaesthetics, Pre-Op and Supply Chain workstream.

Samantha has worked for the NHS for 18 years, the last four at UHCW. "I started my clinical training back in 1991 and I've already seen so many positive changes in healthcare. Improving digital technology and adding new tools like the Trust's EPR really takes us into the future", says Sam.

"I got involved in the implementation because I could see the advantages of bringing so many clinical information systems together. It's great to have the opportunity to really look at how we all work together every day and then discuss and make suggestions as to how we can make quality improvements to our healthcare pathways. Once all the patient records are accessible in one place, EPR will save us all so much time and give us more opportunity to really talk to patients and give them the hands-on care they need".

# 4 How we will deliver the strategy



We know that our strategy is ambitious and we also know it is achievable and needs to be meaningful for our patients, communities and our people. We also fully understand that without delivery there is no development.

As previously stated this strategy will be the framework to which our teams and services will be aligned, providing the basis for the development of our annual corporate objectives and our team and personal objectives up to 2030, to provide the golden thread between our actions and the ambitions articulated here.

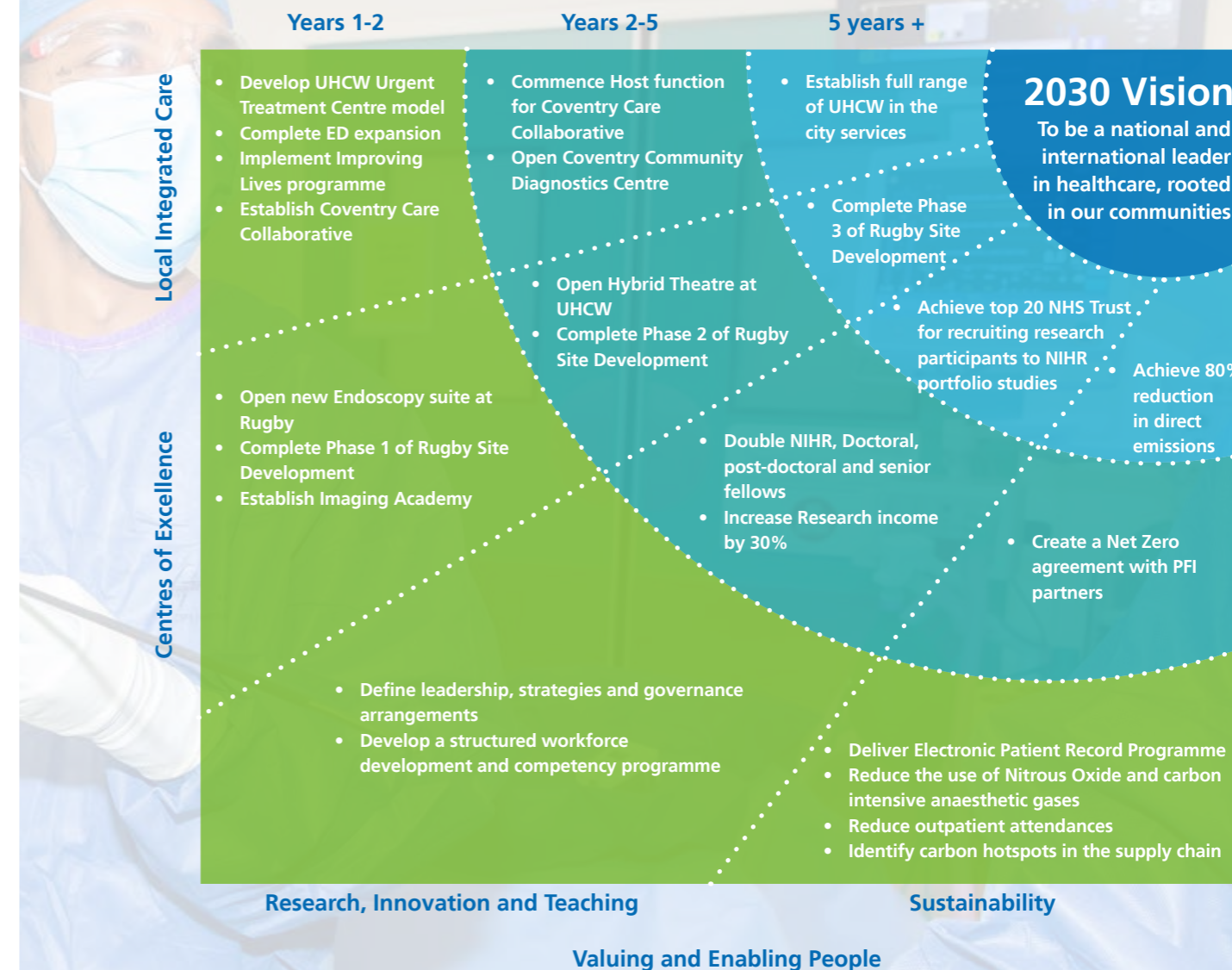
In this document we have outlined the areas we will focus on and the actions we will take in relation these and provided details of some of the key projects we will undertake to enable the achievement of our strategy.

Delivery of this will be regularly monitored by our Trust Board who will track the progress we are making against the overall strategy and critically, the impact we are having on patients, their families and carers, our people and our communities. This will be widely communicated.

We will also build on the engagement approach adopted as part of the development of this strategy to ensure that we continue to hear the voices of staff, patients, the public and partners and act upon their views and ideas in addition to any changes in the local or national context.

The pandemic has taught us that we must be prepared to respond to unforeseen events and changing priorities and therefore this strategy will be a living document that will evolve between now and 2030 with a clear focus on delivering our vision to be a national and international leader in healthcare, rooted in our communities.

## Our 2030 delivery priorities





We can only deliver this strategy together with staff, partners and our patients.

Follow our progress on our journey at [www.uhcw.nhs.uk/morethanahospital](http://www.uhcw.nhs.uk/morethanahospital).

If you would like more information about our strategy, email [strategy@uhcw.nhs.uk](mailto:strategy@uhcw.nhs.uk)