

Meeting	20th May 2021	Board of Directors					
Report	Agenda item 15	Five Year Strategy					
Purpose of the Report	Decision		Ratification	X	Assurance		Information
Accountable Executive	Susan Gilby			Chief Executive Officer			
Author(s)	Ian Bett			Director of Transformation			
Board Assurance Framework	All	Five Year Strategy – this document covers all elements of the Trust BAF					
Strategic Aims	To define the Trust's strategy for the coming five years						
CQC Domains	Well Led						
Previous Considerations	Board Development Sessions Trust engagement sessions (internal and external stakeholders)						
Executive Summary	<p>The Trust's Five Year Strategy has been developed through a number of engagement sessions both with internal and external stakeholders over the last 18 months. The Executive Team has also undertaken sessions to develop this strategy. This document is the outcome of those engagement and development sessions.</p> <p>The document sets out the Trust's strategy for the coming five years which articulates our vision, ambitions and underpinning strategies.</p>						
Highlights	<p>Within this strategy the Board sets out a clear direction for the organisation, with a set of priorities and plans for the future.</p> <p>We have defined our Vision for the organisation as: <i>We will improve the lives of our community and provide excellence in healthcare, through partnership and innovation.</i></p> <p>We have identified a number of key supporting strategies that will be crucial in delivering our ambitions. This document sets out our priorities for the future and will support the collective ambitions of our local and regional partners across the wider Health and Social Care sector.</p> <p>The foundation to our delivery of this strategy will be through good governance and a culture of continuous improvement which will support and enable our staff to be the best they can be to deliver excellence in health and care for everyone that we serve.</p>						



Recommendation(s)	The Board is requested to:- Approve this Five Year Strategy with an agreement to monitor its implementation and ensure it is reviewed at least annually.
Corporate Impact Assessment	
Statutory Requirements	All Trusts are expected to have a Trust strategy and this formed part of the CQC feedback
Quality & Safety	The strategy outlines our ambitions in relation to Quality and Safety
NHS Constitution	The strategy outlines our ambitions in relation to the constitution
Patient Involvement	Patient and stakeholder feedback has been considered as part of the engagement sessions held in the development of the Strategy.
Risk	The strategy outlines our ambitions taking into account all current relevant risks.
Financial impact	The strategy includes the Trust's ambitions in relation to financial sustainability
Equality & Diversity	The strategy includes the Trust's ambitions in relation to equality and diversity
Communication	This document is a public document and to be published internally and externally, as appropriate



Five Year Strategy

BACKGROUND

The Trust has undertaken a number of engagement sessions both internally and externally with key stakeholders over the last year and beyond. The Trust has had a very challenging year during the pandemic and this strategy has been developed with a sense of renewed optimism in how we as an organisation will rise to meet the challenges and opportunities over the coming five years.

PURPOSE

The purpose of the paper is to outline the Trust's strategy over the coming five years. The Board is asked to approve this strategy with an agreement to monitor its implementation and ensure it is reviewed annually.

CURRENT POSITION

This strategy has developed through a number of engagement sessions that include:

- Board development sessions
- Large scale internal and external stakeholder workshop
- Senior Leader engagement sessions
- Executive workshops
- Board workshops.

RECOMMENDATIONS

The Board is requested to approve this Five Year Strategy with an agreement to monitor its implementation and ensure it is reviewed at least annually.

Five Year Strategy

2021-2026



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Executive Summary

We are pleased to present the Countess of Chester NHS Foundation Trust's Five Year Strategy. Within this important document the Board sets out a clear direction for the organisation, with a set of priorities and plans for the future.



We are extremely pleased that so many of you have engaged in the development of our Strategy in a variety of ways including numerous events which started as far back as early 2020. We have had a very challenging year and we share this Strategy with a sense of renewed optimism in how we as an organisation will rise to meet the challenges and opportunities that now lay before us.

across Cheshire and Merseyside.

The foundation to our delivery of this Strategy will be through good governance and a culture of continuous improvement which will support and enable our people to be the best they can be to deliver excellence in health and care are for everyone that we serve.



Within this document, we have identified a number of key supporting strategies that will be crucial in delivering our ambitions. Importantly, we also believe that this clear statement of our priorities for the future will support the collective ambitions of our local and regional partners across the wider Health and Social Care sector including Cheshire West, North Wales and

As a Board we are committed to regularly refreshing our Strategy and we look forward to continually engaging with internal and external stakeholders as we move to deliver our ambitions.

Dr Susan Gilby
Chief Executive Officer

Chris Hannah
Chair



Strategy on a page

Our Strategy sets out how *'we will improve the lives of our community and provide excellence in healthcare, through partnership and innovation'*.

There are four pillars to our Strategy that will support us in this delivery, Clinical, People, Digital and Value. The pillars are built on our existing values of Safe, Kind and Effective.

This Strategy identifies many ambitions for us as an organisation over the next 5 years. These include

We will deliver this Strategy through a rigorous focus on improving quality and safety through good governance and continuous improvement. We intend that our strategy is shared and recognised by all across our organisation and is a key reference point for everything that we do.



Five Year Strategy

"We will improve the lives of our community and provide excellence in health and care, through partnership and innovation."

Clinical

High quality and safe care
Integrated care & prevention
Innovation and learning

People

Availability
'Best practice approach to recruitment and career development'

Capability
'Effective learning, development and education'

Experience
'Recognising & rewarding good performance'

Education
'Becoming a teaching hospital'

Digital

Digital people
Intelligent health
Safe and secure
System innovation
Digital foundations

Value

Advancement through research
Our social responsibility within the community
Working effectively and sustainably
A fit for purpose estate
Income generation

Our trust values are to be safe, kind and effective

Our trust behaviours are to work together, be respectful and fair. To have a positive attitude, continuously improve and lead to do the best job possible

We will have a rigorous focus on improving quality and safety through good governance and continuous improvement.

Background of our Trust

The Countess of Chester Hospital NHS Foundation Trust includes the Countess of Chester Hospital a 600-bed hospital which provides the full range of acute, maternity, and a number of specialist services, and Ellesmere Port Hospital, a rehabilitation, intermediate care and outpatient facility. Our Foundation Trust status was authorised in 2004.

With a budget of circa £270m, the Trust employs over 5,500 staff and provides acute emergency and elective services, primary care direct access services and obstetric services to a population of approximately 265,000 residents – mainly in Chester and its surrounding rural areas, Ellesmere Port and Neston and also to service users from the Deeside area of Flintshire which has a population of approximately 157,000. There are more than 500,000 service user attendances at the hospital every year, ranging from a simple outpatient appointment to major cancer surgery.

services and other regulatory bodies, in order to continually improve the quality and safety of care. We work closely with our local health and social care partners in Cheshire West, North Wales and more widely across Cheshire and Merseyside.

The Countess of Chester has a unitary Board of Executive and Non-executive Directors, and a Council of Governors with representatives elected both from its external constituencies, and internally from its staff. As a Foundation Trust, we set our own strategy within the framework of contracts with our commissioners of health

Context

The NHS Long Term Plan published in January 2019 describes and anticipates a fundamentally changed health care offer over the coming ten years, with up to one third of existing hospital appointments replaced by an alternative, digitally-facilitated patient offer, a renewed emphasis on same-day models of care, and a comprehensively reconfigured approach to discharge once clinical optimisation of inpatient care has been achieved.

This aligns with the objectives of our Clinical Strategy that we developed in late 2019.

Our Clinical Strategy outlines how we will work with our health and care partners to integrate flexible models of care tailored to the needs of our population.

The impact of Coronavirus has impacted on many of the priorities in the Long Term Plan and has accelerated many of our objectives within our Clinical Strategy, including areas such as virtual outpatient clinics and online reporting.

The Government has also recently signposted plans for reconfiguration of health and social care in its White Paper – Integration & Innovation (2021), intending to remove competition in the provision of healthcare services, and develop strong and effective integrated care systems across England.

At the heart of the changes set out in the White Paper

is the proposal to establish integrated care systems (ICS's) as statutory bodies in all parts of England. ICS's will help serve four fundamental purposes -

- Improving population health and healthcare;
- Tackling unequal outcomes and access;
- Enhancing productivity and value for money;
- Helping the NHS to support broader social and economic development.

We believe the ambitions of the ICSs mirror our own, and by working together can achieve the ambitions both at a local level and at a regional level.

At a more local level our ambition is to be an anchor institution within the Cheshire West Integrated Care Partnership (CW ICP) with aims in becoming a place-based Integrated Care Organisation. Our ambitions are to address areas identified in the Cheshire West Place Plan in reducing health and social care inequalities, and promoting the

The Health Improvement Strategy developed by the Health and Well Being Board in Cheshire West and Chester identified ambitions to support people to live healthier lives and help to prevent avoidable ill-health in the future. As well as being a key provider in acute care for patients we recognise that our role expands beyond secondary care and that we must play a key part in addressing the inequalities in the wider determinates of health, and the prevention of ill-health. Our ambition to be an anchor institution within our place will drive our ambitions and improvement beyond the walls of just secondary care.

Our strategy aims to engage our organisation and -

- Create ownership;
- Communicate clear direction where we are going;
- Build confidence and energy;
- Release potential and encourage ambition in our people;
- Build belief in a better future for our service users and partners;
- Reflect the principles of the organisation;
- Deliver innovation;
- Align and support wider strategies both locally and regionally;



Our Purpose

The Countess of Chester Hospital has the purpose of -

- Providing excellent, safe and effective health and care to the population we serve;
- Working with partners to improve the health well-being and lives of service users in Cheshire West and North Wales;
- Working collaboratively with a range of partners in health and social care to enable health and care within the appropriate setting;
- Being an efficient organisation that maximises the use and impact of technology in the health care of its users;
- Being a chosen destination for those who wish to work in the NHS.

Values & behaviours

Our Trust values and behaviours guide the way we do things here.

Our Values are:

Safe

Avoiding harm and reducing risk to all;

Kind

Considerate and non-judgemental;

Effective

Consistently maximising resources to deliver excellent and reliable care.

We expect our staff to demonstrate the following behaviours -

- To work together to get the best outcomes for our service users and the Trust;
- To show respect and

fairness so that everyone feels like a valued member of the Trust;

- To demonstrate a positive attitude to create a great environment for our service users, our colleagues, and ourselves;
- To strive to achieve excellence to continuously improve our care for our service users, our people, and our finances;
- To lead people by creating an environment in which everyone can do the best job possible.

We will take time to revisit our values and behaviours at the initial stage of delivery to ensure they remain current and relevant.

Our vision

“We will improve the lives of our community and provide excellence in healthcare, through partnership and innovation.”



Strategy pillars

There are four pillars that support the delivery of our strategy and vision. These are -

- Clinical
- People
- Digital
- Value

In delivering our vision and strategic intentions this will be underpinned by a rigorous focus on improving quality and safety through good governance and continuous improvement.



Drivers for change

This Strategy creates the overarching vision that sets the tone for themed strategies that provide the next level of detail for those who are accountable and responsible for leading and managing the organisation.

Safety and quality of care will be the principal driver for service provision. We will have a reliable culture that focuses on safety, which will encompass the attributes of consistency, fairness and builds upon our organisation values. All of our staff and our partners will understand and engage with our vision for the Trust, how they will contribute to it, and what the benefits are for service users and our residents.

Our Continuous Improvement Strategy (2020) sets out an ambition to build and embed a culture of continuous improvement across the Trust. This means that we make improvement a daily routine activity and use improvement tools and techniques to solve the problems we face. Building a continuous improvement culture will not happen overnight, and we recognise that this is a journey which will require commitment and determination from all.

Our Clinical Strategy (2019), a key supporting strategy, will identify the location and nature of clinical services currently delivered by the Trust will be determined by 'right place, right time',

in accordance with the strategy of the Cheshire West Integrated Care Partnership, of which we are a co-author, and the wider Cheshire & Mersey Integrated Care Systems.

We will only deliver services in the hospital when there are no safer or more efficient ways of delivering them in the community, or through self-care. To achieve these goals care will sometimes have to flow, in either direction, across West Cheshire, regional and national borders. Our continued focus will be on reducing health inequalities in our population and the prevention of ill health.

We will become expert in recruiting, retaining, leading, motivating, managing and releasing staff, across the local population. We will continue to benefit from having an expert clinical workforce. Cheshire West will be a destination for people who want to work, develop and excel in health and care.

We have an ambition to become a Teaching Hospital. We will consider our Trust to be an organisation that is both a teaching and a learning

organisation. Our staff will have a role both within our secondary care setting and beyond into other health and care settings. Our education and career development 'offering' to staff will be both clear and ambitious.

We will have strong links to our local universities and other educational institutions, helping to educate locally the future health and care workforce.

Our Digital Strategy will support innovation at the Trust and, importantly, connectedness with other parts of the ICP and ICS to improve the end to end patient experience.

Through technology we will be measurably safer and more efficient; aiming to increase agility in the work-life balance of our staff. Integrated

systems, remote access and outreach will facilitate care in the community, particularly diagnostics and the self-management of conditions.

Our future investment in Electronic Patient Record management will provide significant benefits by delivering a digital and integrated care record that supports all parts of the patient pathway.

With the exponential growth in digitally held data through internet-connected devices and increasing use of digital systems, this provides us an opportunity to analyse the parameters that can impact effective health care. This is within a context of managing personal data in ways that provides additional value, complies with data protection legislation and are ethically sound.

We are a responsible local employer, and will seek to establish and nurture commercial and other relationships that are 'local', use resources responsibly and imaginatively, including our own estate and technology, with the aim of promoting the health and wellbeing of our staff and our service users.

We will reduce our carbon footprint and promote healthy sustainable living in the communities of Cheshire West and North Wales.

We have a role within the community in addressing poverty, and improving the health of our local population for which has been highlighted through the recent pandemic. We are an economic contributor to the local economy and therefore will behave as such.

The Countess Health Park and the wider controlled infrastructure (including Ellesmere Port Hospital, & other local locations) will have been developed to provide the necessary estate and logistical support, not only to Countess provided services, but also to the broader West Cheshire health and social care community, thus creating more efficiency, better use of funding and ultimately value to the public.

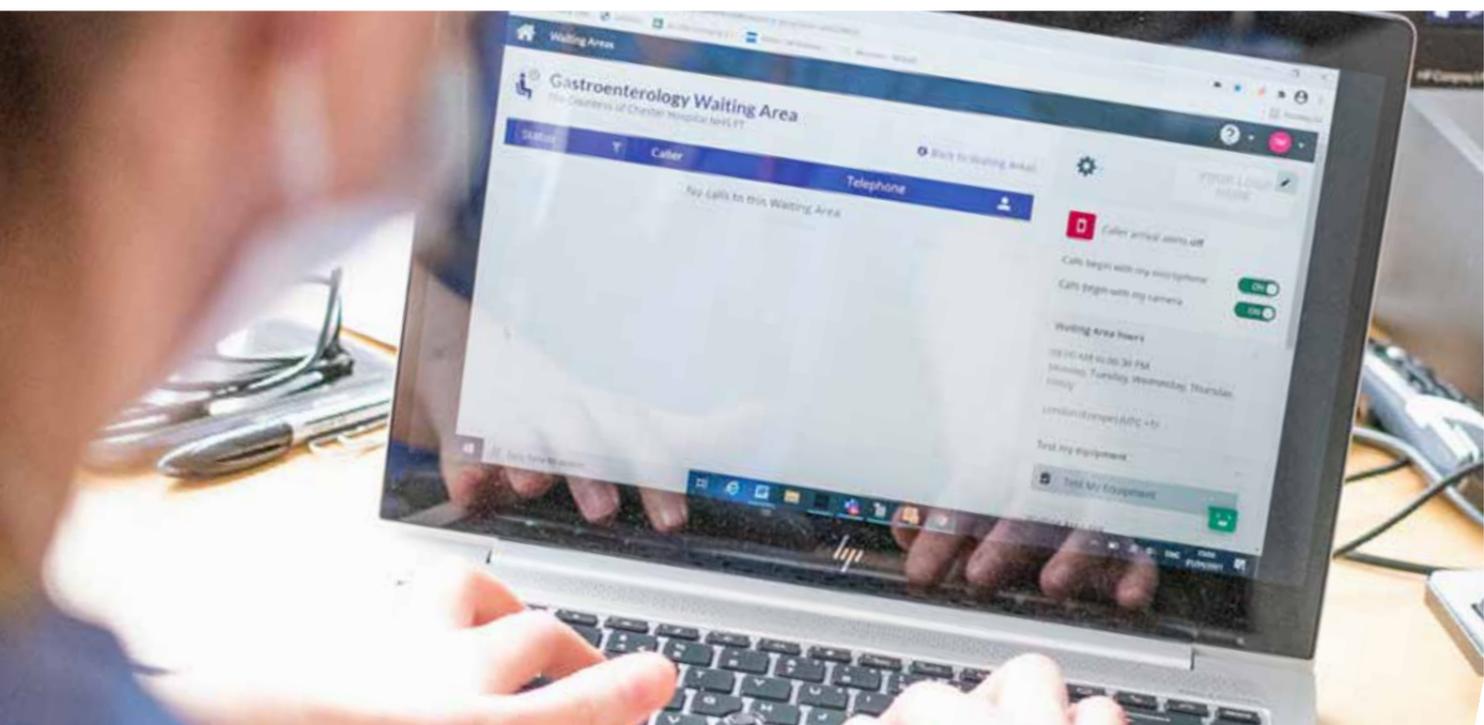
We will seek to innovate our clinical and non-clinical

offerings in terms of income generation where this improves services for our population, for example by helping to repatriate patients treated outside Cheshire West and assist in our clinical and financial sustainability.

Our leadership and governance will reflect the new function and form of the hospital within the context of the developing local and regional system shaped by the requirements of Integration & Innovation (2021).

We will develop plans to improve our financial sustainability. These plans will enable our supporting strategies; deliver on optimising the use of resources whilst reducing unwarranted variation, improving productivity and reducing waste. We will need to collaborate across the local healthcare system, ensuring a clear focus on value for money and improved pathways.

Working with our health and social care partners, we recognise the needs of the population and service users of West Cheshire and North Wales. Using our existing methods of engagement such as our Governors, Trust membership, care communities and wider stakeholders, we will refresh and roll this Strategy forward every year.



Corporate Strategic Alignment

The Strategy will be delivered through a framework of specialist strategies each delivering on the Trust's vision and our ambitions.

Clinical

Safety and Quality of Care

We are, and will remain, committed to ensuring that all of our care is given safely and to the highest possible standards of quality.

We will ensure that the enablers to maintaining safety are promoted and evidenced as a 'golden thread' throughout our structure. We will focus on a 'Safety Culture', 'Safe Systems' and a 'Just Culture' in accordance with the National Patient Safety Strategy. We will do this through working with our safety partners, our patients and service users and in collaboration with established safety specialist networks.

We will ensure that insight gained through measurement and data analysis, with clear lines of accountability will drive our responsive approach to continuous improvement.

The Board will see safety demonstrated by -

- Clear, unambiguous safety and quality metrics tracked at every level of governance;

- A systematic, objective and learning-focussed approach to incident management;
- Timely intervention when things have gone wrong;
- Standardised procedural checklists (supported, where practicable, digital solutions) and no tolerance of digression;
- Adoption and spread of identified safety priorities;
- Staff supported to be part of a 'Just Culture', the importance of which they understand;
- Celebrating excellence and learning from 'near misses';
- A professional ethos based upon 'human factors' not 'human errors';
- Clear and effective channels of communication.

We will work to maximise integration of our services wherever possible, empowering our people within and outside our organisation to work in collaboration.

Our care model and structure will promote engagement and communication, focussed on prevention and having the right people in the right place at the

right time, supported by digital solutions and up-to-date data that empower more effective and timely decision making.

The new White Paper is clear in its intention to mandate collaboration across the NHS and local government, and a shared duty on all NHS bodies to pursue the 'triple aims' of the NHS Long Term Plan - better health and wellbeing, better quality health care, and ensuring the financial sustainability of the NHS.

Playing our part in the Cheshire West ICP we will support health prevention measures across the local place, to reduce the subsequent demand for acute care, whilst continuing to provide the necessary clinical capacity to meet that demand. We will work with partners across Cheshire and Merseyside where appropriate to ensure safe and sustainable services.

We will seek to be the provider of choice for our population for those clinical services we offer whilst remaining fully engaged in system-level reform and reconfiguration to reflect changes in health and care. We will support a flexible approach to improving and influencing service delivery, including, but not limited to, training, education and workforce.

Effective communication will be promoted throughout our organisation to ensure we listen effectively to the population, our staff and our partners. We will engage effectively with our partners to build a shared knowledge of our population needs.

We will continue to craft and develop an online Directory of Services, designed to support clinical pathways. We will play a full part in establishing and sustaining cross-border health and care partnerships with councils, providers and commissioners, leading where appropriate whilst being comfortable to accept the leadership of fellow organisations where that is the sensible way forwards to maximise health and care outcomes.

Clinical Strategy

Our Clinical Strategy describes and anticipates a fundamental change in our health care offer over the coming five years, a digital first emphasis, to replace as many face-to-face hospital appointments as possible with a virtual offer, a renewed emphasis on same-day models of care, and an ambition to quickly discharge once clinical optimisation of inpatient care has been achieved.

The strategy outlines how we will work with our health and care partners, in line with the requirements of 'Integration & Innovation', to enact new integrated and flexible models of care, tailored to the needs of our population in terms of ageing, complexity and a population preference for home-based or home-like care.

The combined challenges of healthcare inequalities and the prevention of ill-health drive our work.

The Strategy takes as its guiding principles, our ongoing commitment to the provision of care that is founded upon the best available evidence, harnessing the skills of an educationally well-supported workforce, and assured in its safety by a sound and consistent methodology of quality governance and effectiveness.

The Strategy approaches care provision over the next five years on a thematic basis, capturing within that approach the key clinical services we will continue to provide and services that we will work with partners to collaborate on in the future.

These include –

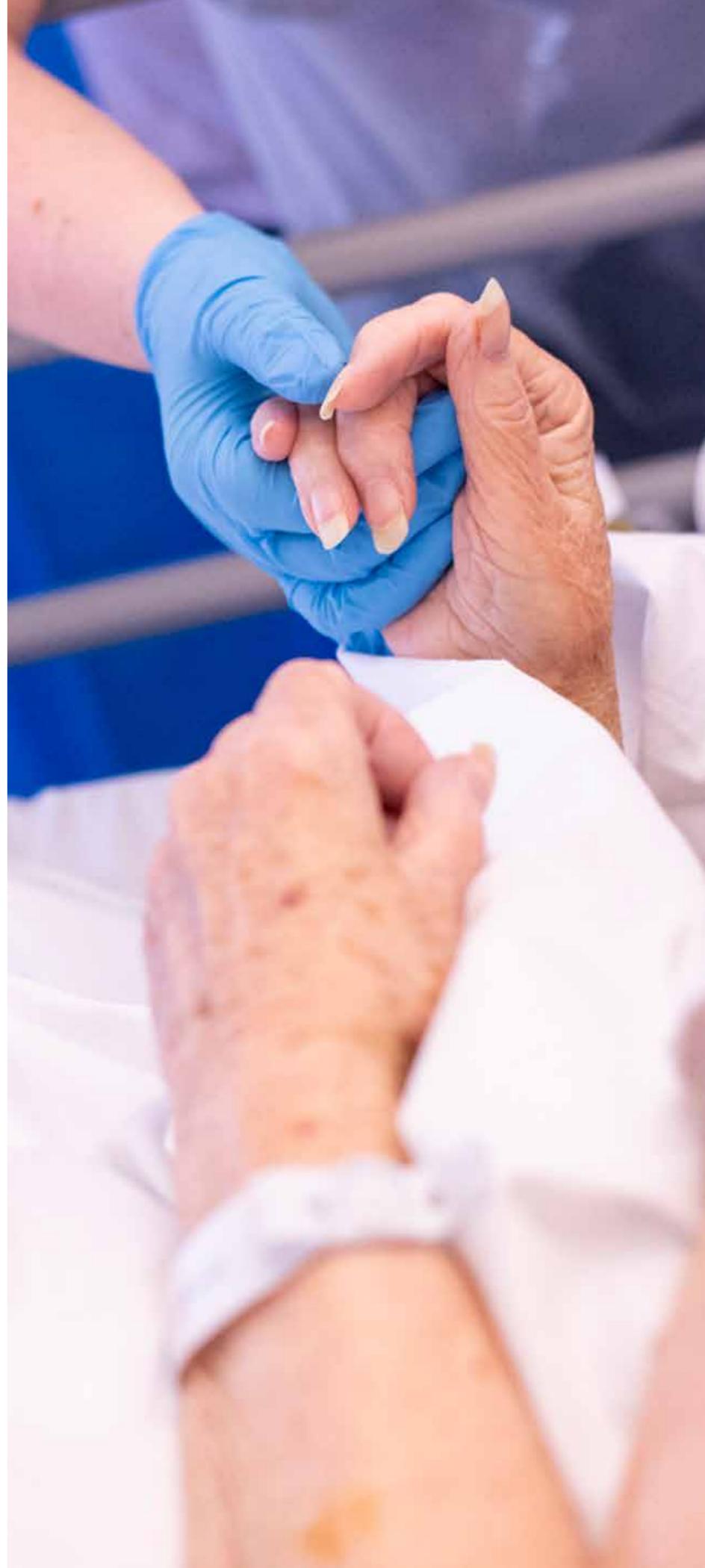
- Outpatient Care
- Long Term Conditions
- Inpatient Care
- Frailty & Elderly Care Services
- Respiratory Conditions
- Diabetes
- Cardiovascular
- Surgical Services
- Family Services
- Anaesthesia & Critical Care
- Radiology, Pharmacy & Clinical Support Services

This Strategy relies upon supportive, productive and efficient work within our services to translate its aspirations into operational plans. It is founded upon a measured assessment of future clinical service developments at this time and, in line with our approach of continuous improvement, will be subject to continuous evaluations as healthcare nationally and locally continues to develop.

Integrated Care

The Integrated Care Partnership (ICP) will be the golden thread that joins up the West Cheshire healthcare and social care system.

As an anchor institution within the ICP we will work together to understand and support every person's and every



organisation's role to promote communication, prevention, and clinical and non-clinical partnerships that crosses all physical and organisational boundaries.

We will work towards becoming an Integrated Care Organisation working closely with all partners, service users and residents with a commitment to support fully integrated physical health seamlessly for the population we serve. Our plans will support the wider Place Plan and Health Improvement plans.

Communication with our service users and residents will follow the 3-conversation model and there will be a network – shared with our partners – of 'community connectors' who can help the population understand, for example -

“What must be performed in a hospital, and what is performed best in the community?”

“How digital support can meet many of their needs underpinned by timely, accurate and insightful data as a key enabler to provide safe and efficient care, joined-up across our partners.”

We will have a continuous process of asking all our staff and our population 'what matters to them', so that they can shape and advocate this vision. To reinforce this, our conversations will not be limited to diagnosis and treatment; they will include what happens before a person becomes a patient and after they need our care.

We will build on relationships within diverse communities to ensure all voices are heard to ensure our services are inclusive for all.

We will constantly challenge our structures so that they always represent the best way of delivering integrated health and social care and the priorities of the population.

People

Workforce

Our aim is to develop a values-led workforce that is healthy, agile and inclusive. We will be clear about what our expectations of staff are, and what this means for their ways of working. This is to ensure our workforce are able to make meaningful contributions, that high quality learning takes place and that there is effective performance

both by individuals as well as across teams.

The three main aims of our People Strategy will focus on sustaining safe levels of staff availability, improving staff capability, and curating a positive staff experience. We believe achieving these three aims will enable us to provide effective and high value services at all times.

We will develop and maintain a committed, enthusiastic and healthy workforce including volunteers with high levels of satisfaction. It is of the utmost importance to the Trust that we support our workforce to focus on their well-being and be safe; in terms of both their psychological as well as their physical health. We recognise our role in providing preventative measures to support good health, as well as helping to address staff needs should they become unwell.

We want to be an inclusive employer of choice; attracting, recruiting and retaining the people we need, especially from our local population. We aim to grow flexibility within our workforce, not only to make it more effective in the short term, but also to prepare for any change and challenge to come. In addition

to this we will positively recruit to address any under-represented groups.

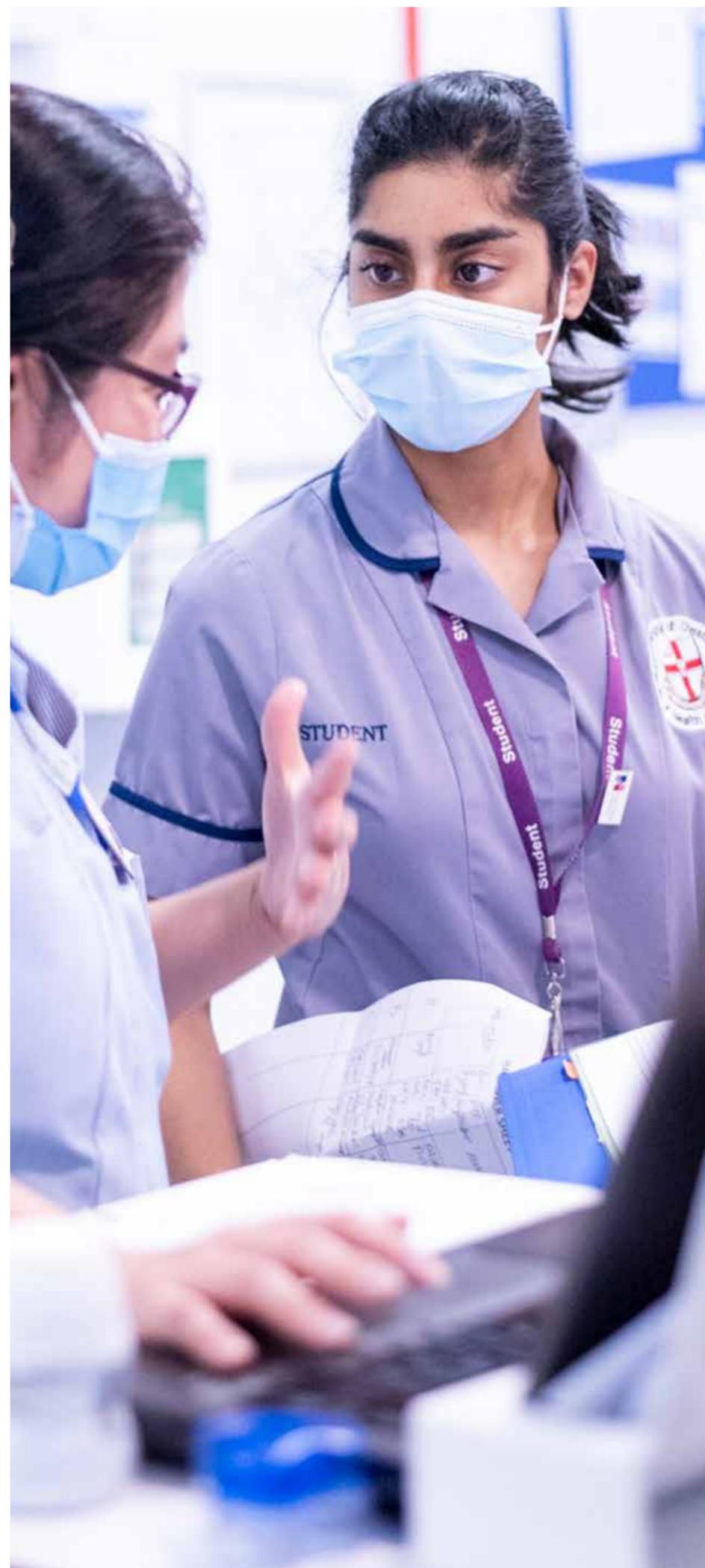
We will look for partnerships and opportunities to develop and sustain a high quality, performing, effective and well trained workforce by developing strong relationships and links with our local university, schools and colleges, with a focus on reskilling and apprenticeships.

We will develop confident and capable leaders and managers in a transparent way. All staff will be invested in to develop their skills and maintain competence and continued professional development through effective learning and development programmes and facilities. We will develop clear plans to help us grow our own talent.

Education

Our definition of education is - *'the development of staff who can educate our workforce and themselves, our service users and the community'*.

Education is a critical component of safe and effective care, and of the future of the Trust. It is our ambition to become a Teaching Hospital. We



consider the Trust to be a teaching and learning organisation, as part of our day-to-day delivery of safe clinical care.

Within our Education Strategy we will continue to develop our links with educational institutions locally. Education will be highly visible and transparent and fully integrated within the organisation. We will collaborate and respond to Health Education England and our other regulatory bodies.

The Strategy will be based on the principles of being fair and equitable, multi-disciplinary, multi-professional and inclusive. We will understand the needs of our population and our local partners, and respond appropriately. We will promote career flexibility wherever possible.

Our training plans will be responsive to the needs of the workforce and to ensure our workforce fits for purpose in the future. They will support new roles in line with the planned changes in our services as defined by our Clinical Strategy and emerging system partnership working. We will also establish strong connections with our other research and innovation activities.

We will make best use of the Apprenticeship Levy to develop our workforce including those in the first steps of their career.

An integrated approach to education, undertaken outside of established professional silos, will enable and underpin all the other corporate and enabling strategies, and their delivery.

Digital

The vision of our *'Digital Directions'* strategy is to be a digitally mature health organisation that works with partners to support the wellbeing of the local community through intelligent, insightful decision making and clinical innovation, underpinned by timely, accurate data shared securely with our system partners.

Our promise is to support digital people - that is to support local people to access services in ways that are easy to use and digital by nature. We will work with our partners to ensure that local people and our staff are able to access services that are delivered by digital means but are user friendly to reduce any real or perceived barriers.

Our ambition is to be an organisation that is data driven and supported by intelligent, integrated systems and solutions that are service user focussed and able to support our staff in delivering safe and effective care. Our multi-phase Connecting Care Transformation Programme underpinned by a new Electronic Patient Record will be a significant step forward in supporting our staff in delivering improved care.

We will capture and harness data to inform clinical and organisational decisions. The treatment and care of patients will be supported by systems that monitor, analyse and track their progress on a local, regional and national level.

We will become an organisation that is mobile and flexible. To support our People Strategy aim of 'growing flexibility within

our workforce' we will continue to support our staff in working remotely with the appropriate infrastructure and connectivity to support and enable them to care for patients and undertake their roles in the most productive manner.

We will ensure that our data is secure and safe. Information and data security is of paramount importance and therefore adhering to relevant data protection and cyber security regulation.

Our Digital Strategy will describe a secure and resilient centralised store for all our records, which will facilitate patients, GPs and other clinicians to access clinical information safely and easily.

We will promote system innovation which taps into the art of the possible with new technologies as they

create the potential, which is sometimes disruptive, to do things differently for better outcomes. The potential of developments in artificial intelligence, genomics, virtual reality and robotics to the operation of the Trust is significant.

Our ambition is to work towards standardisation and partnerships across the region, driven by clear benefits and a return on investment; however we will always seek to make the best use of what we have before we invest in new technology.

We will train and support a digital workforce with a high degree of technical skill who is comfortable with using new technology to provide safe and effective care.

The last key theme in our Digital Strategy is to focus on how digital improvement and investment in the basic digital foundations will revolutionise and improve the quality of care we offer our patients, taking into consideration the needs of everyone involved in the care around an individual. It will strengthen our existing infrastructure to provide firm foundations for the broader digital ambition, and comply with mandated cyber security standards.

Value

Research

Research will be a fundamental activity in the Trust, which is seen to have direct benefits for the health and wellbeing of the people of Cheshire West and beyond. Its priority will be recognised and supported by the Board and represented by a Board champion.

Our Research Roadmap will reach down into divisions, specialities and departments, from ward to Board. Our Annual Investment Plan will include plans to identify possible funding sources; and plans to move from solely National Institute for Health Research (NIHR) funding to new partnerships, supported by the Board and findings shall be published in an Annual Report.

The Research Roadmap, working and building on our strong existing relationship with the North West Coast Clinical Research Network, will characterise our approach to research -

- Clear reporting of research activity including audit and continuous improvement;
- Strong links with digital solutions, audit and continuous improvement with clear use of language and their co-relationship;



- Co-location of staff, where possible;
- An Innovation Fund that can pump-prime improvement projects;
- Explicit links to other enabling Trust strategies and policies (e.g. education);
- A business process that supports the translation of research through to implementation;
- The establishment of an environment to facilitate research e.g. externally facing network spaces;
- Strong governance with clear line to Board and commitment from the Board.
- Continue and expand on our contributions nationally and internally;
- Capacity and capability within all multi professions to undertake research;
- Recognition and celebration of achievement and build on previous successes;
- Aspire to expand and be one of the top Trusts in research with similar size and demographics;
- Ambition to increase proportion of patients invited into research as recognised as an important element by the CQC;
- Looking innovatively at

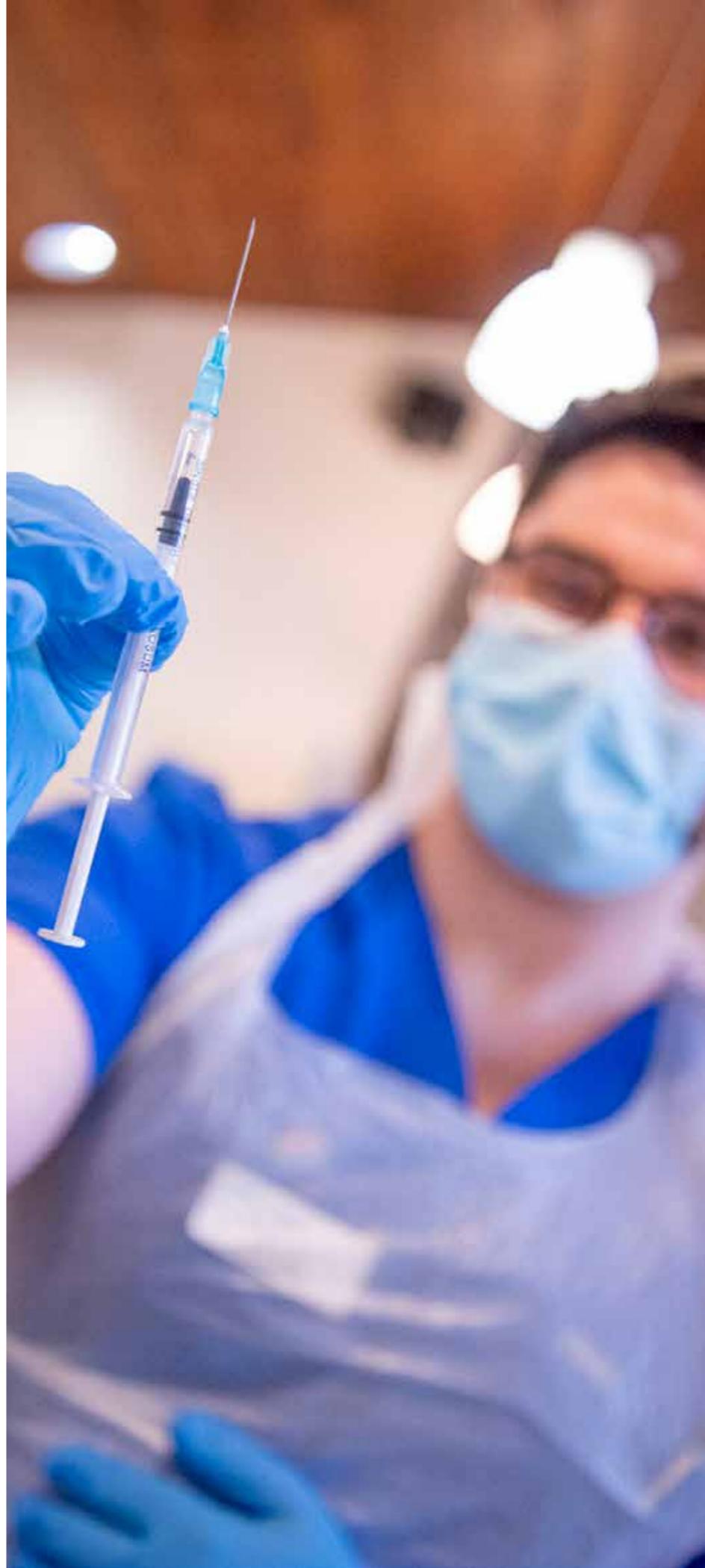
- how research can create financial benefits to the Trust, to support further growth;
- Full integration of research across the Trust.

Sustainability & Corporate Social Responsibility

We pledge to reduce our carbon footprint to the national target by 2025; and commit to promoting and facilitating healthy sustainable living in the communities of Cheshire West and North Wales. We also commit ambitiously to sustainability for the benefit of broader society, our population, our staff and our partners.

We will develop an Environmental Impact Assessment (EIA) for everything we do, including transport and energy. We will report openly on progress and intentions in all forums, for example during staff induction. We will change our ways of working where this is safe and practicable, for example remote working for as many staff as possible.

We will have a visible Corporate Social Responsibility (CSR) Action Plan and a calendar of CSR events and will provide volunteering opportunities.



We will encourage our staff to support our wider communities in various areas, such as the voluntary sector, charities and fund raising.

We are an economic contributor to the local economy and therefore will behave as such.

We have a role within the community in addressing poverty, and improving the health of our local population for which has been highlighted through the recent pandemic.

We are a responsible local employer, and will seek to establish and nurture commercial and other relationships that are 'local', use resources responsibly and imaginatively, including our own estate and technology, with the aim of promoting the health and wellbeing of our staff and our service users.

Financial Sustainability and Effectiveness

The Trust over the next five years will develop plans to improve its financial sustainability. These financial plans will align with supporting strategies and deliver on optimising the use of resources whilst reducing unwarranted variation, improving productivity and reducing waste.

Changes outlined in the White Paper – Integration and Innovation (2021), signal a move away from competition as an organising principle in NHS clinical care. This will enable a reduction in the time taken to transform services and allow for greater collaboration across the local healthcare system, whilst still ensuring a clear focus on value for money and improved pathways.

There are a number of changes proposed to how the national tariff payment system works, aimed at streamlining the pricing process and supporting a shift away from activity-based payments towards a model that facilitates greater collaboration and a focus on population health both for our local population and the wider population need across Cheshire and Merseyside.

We will work with partners across the Integrated Care System to develop robust financial plans which reflect local priorities and incorporate the true cost of high quality care within agreed system envelopes.

We will continue to modernise and improve our estate and medical equipment to ensure it remains fit for purpose and of



the standard required to deliver safe, effective and high quality care for our local population. Working with clinical teams, we will develop a long-term capital plan linked to our Clinical, Digital and Estate strategies, ensuring we maximise the use of estate and technological advancements to provide high quality clinical care. This will include seeking investment for Same Day emergency Care delivery models, the development of a new Women's and Children's building and improved diagnostic imaging in the community.

Capital plans will be developed which align to system wide strategies, reflecting joint agreed priorities and outcomes.

Estate

Our Estates Strategy will describe the key priorities for our physical estate over the next five years. Our estate and our environment will be aligned with our Clinical Strategy, and support the changing needs of our staff and working practices, to support staff to work off site and to support our other enabling strategies and plans in the future.

We will firstly ensure our estate infrastructure is reliable, robust

and safe, ensuring that key backlog maintenance issues are addressed quickly. We must be able to depend on the key underpinning estate services – environmental, structural, safety and security – for our main clinical and operational services to operate effectively.

A reliable infrastructure will enable us to develop our clinical aspirations and new services for our service users, flexibly and safely, in line with our Clinical Strategy and the other priorities described in this strategy.

As an estate user on the Countess Health Park, and as part of the wider Cheshire West system, we must maintain size and structure of our physical sites, in line with the future system plans.

We will share our estate maintenance and capital development skills widely, utilising a local workforce where possible, working in partnership over a wide footprint.

Income Generation

Our Income Generation Strategy will involve a range of commercial tactics to yield profitable results and attain our goals, for example, by improving the efficiency of

the way we buy and consume energy.

We will seek to innovate our clinical and non-clinical commercial offering, including in community services, where this improves our services (for example by helping to repatriate patients being treated outside Cheshire West) for the population; and assists in our clinical and financial sustainability.

The principles of our commercial strategy will be built on -

- Generating income to be returned to the NHS;
- Improve sustainability;
- It need have none of the presumed disadvantages, e.g. increased waiting times.

We will use our Income Generation Strategy to make progress in delivering our objectives which will include -

- Bidding and managing charitable grants;
- Acting ethically, including with our partners;
- Combatting modern slavery;
- Developing connections with our Research Strategy.

Strategy Development and Governance

This Strategy has been developed over the last 18 months, and is a product of a significant engagement exercise both internally and externally.

We have held a series of workshops with our staff and health and social care partners, patients and the voluntary sector, followed by a number of internal Board Development sessions, resulting in this document.

The Strategy was approved by the Board of Directors on the 20th May 2021.

Implementation of our Strategy

Our Five Year Trust Strategy will align with and form the blueprint for all our other key strategies and plans. It will set the direction for the

Trust and make clear our intent and responsibility as a safe and effective provider of healthcare services.

Our Transformation plans will be developed and aligned to support implementation of the ambitions and goals set within these strategies.

This Strategy and supporting strategies will be reviewed annually on a rolling basis to reflect the ever changing landscape and to ensure our vision and ambitions are delivered. The Trust Board will be responsible for the delivery of this.

Supporting Strategy	Associated Pillar	Date of Board approval
Clinical Strategy	Clinical	November 2019
Continuous Improvement	Foundation to delivery	September 2020
Digital and Data	Digital	December 2020
People	People	May 2021
Estates	Value	September 2021
Sustainability	Value	September 2021
Commercial	Value	January 2022
Research	Value	January 2022
Education	People	January 2022

References

NHS White Paper – Integration & Innovation, 2021

NHS Long Term Plan, 2019

Cheshire West Place Plan 2019-2024

Health Improvement Strategy, Health and Well Being Board, Cheshire West and Chester

Countess of Chester 5 Year Clinical Strategy 2020-2024

Countess of Chester Continuous Improvement Strategy 2020-2025

Countess of Chester People Strategy 2021-2025

Countess of Chester Digital Strategy 2021-2026