



Nottingham
University Hospitals
NHS Trust



Our 2018-2028 Strategy

Summary Version



**Our vision is to
be outstanding in
health outcomes
and patient and
staff experience**



This is a time of significant change and transition for Nottingham University Hospitals NHS Trust (NUH), the system and the wider NHS.

We have recently seen a number of organisational and leadership changes. This presents opportunities to reflect on the journey we have been on over the last 12 years since NUH was formed and look closely at what is needed in the future. We go into our next chapter with many strong foundations, recognising we have made some great progress in recent years to improve patient and staff experience and safety year-on-year.

We also have a number of challenges to navigate our way through. NUH faces a significant financial challenge, we have an ageing estate and infrastructure and we need to improve our performance in a number of areas, including the emergency access standard, if we are to fulfil our true potential. We have workforce challenges due to national shortages in some areas, and we are committed to working ever closer with our health and social care partners across Nottinghamshire to respond to our growing and ageing population who have more complex health and social care needs.

Ensuring our patients receive consistently high quality, safe care with outstanding health outcomes and experience is at the centre of all we do.

We are very clear we need to be ambitious for our patients and brave, bold and innovative moving forward. Importantly, we must think differently about how we deliver safe, high quality and effective care for our patients.

Leading-edge research, teaching and technology is an important part of our future strategy. If we are to realise our potential, we will work even more closely with our full spectrum of partners, including our patients, those across health and social care, academia and beyond in the years to come.

We are determined to consistently demonstrate we listen to and care for our patients and staff.

Thank you to everyone who has had their say and influenced our strategy, including our patients, system partners and our staff (including our clinical leaders). The feedback we have received has influenced the content of this document and will help us to remain focused on what we set out to achieve in the future.

This is a challenging, yet exciting time for NUH. We look forward to working with our patients, our partners and our staff to shape the future of health and social care services for the local communities we serve in the next decade and beyond.

About us

We have an important contribution to make to life in Nottingham and the wider region and we take this responsibility seriously.

With 15,000 staff, we are one of the biggest employers in the city with a central role in supporting the health and wellbeing of our local population. We play a leading role in research, education and innovation.

NUH was established in 2006 following the merger of Nottingham City Hospital and Queen's Medical Centre. We have a budget of just under £1billion, 90 wards and 1,700 beds across three main sites: QMC, City Hospital and Ropewalk House. We deliver district general services to 2.5 million residents of Nottingham, Nottinghamshire and its surrounding communities. Our expertise and specialist services allows us to deliver care to 4-5 million people from across the East Midlands and nationally for a handful of services.

- ▶ **QMC** is where our Emergency Department (ED), Major Trauma Centre and the Nottingham Children's Hospital are based. It is also home to the University of Nottingham's School of Nursing and Medical School.
- ▶ **Nottingham City Hospital** is our planned care site, where our cancer centre, heart centre and stroke services are based. This site also supports our urgent and emergency care pathway.
- ▶ **Ropewalk House** is where we provide a range of outpatient services, including hearing services.

Our vision and values

We will develop our local hospital services in a way that better integrates them with community services, and moving forward, we will ensure only patients who need to come into hospital for care do so. This will enable more patients to be treated at home or closer to home in the community. This means that we will be able to grow and further develop our specialist services to secure our future as a leading specialist centre.

We want our values and behaviours to capture what makes working at NUH and being part of 'Team NUH' special. The standards apply to all of us, are part of everybody's job and apply to every action we take, every decision we make and how we care for our patients, their family members, carers and each other. They underpin our ability to deliver exceptional patient care and create a great environment for everyone who works at NUH, and one where we consistently demonstrate to patients and staff that we listen and we care. In 2018, we look forward to working with our patients and staff to refresh our values.

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Our Mission

Working together with our patients, staff and partners to deliver world class healthcare, research, education and training. A leading teaching hospital and an innovative partner, improving the health and wellbeing of the communities we serve.

4

We Listen. We Care.

(Refresh our values
- Summer 2018 onwards)

1

Our Vision

Outstanding in health outcomes and patient and staff experience.

3

Our Promises

Patients	People	Places
Performance	Partners	Potential

5

Our enabling Strategies & Plans

5



**Our vision is to be
outstanding in health
outcomes and patient
and staff experience**



Our promises that can make us world-class

To achieve our vision, we will deliver six promises.



Patients

We will ensure our patients receive consistently high quality, safe care with outstanding outcomes and experience.



People

We will build on our position as an employer of choice; with an engaged, developed and empowered team that puts patient care at the heart of everything it does.



Places

We will invest in our estate, equipment and digital infrastructure to support the delivery of high quality patient care.



Performance

We will consistently achieve our performance standards and make the best use of resources that contribute to an affordable healthcare system.



Partners

We will support the improvement of the health of the communities we serve through strong system leadership and innovative partnerships to deliver integrated models of care.



Potential

We will deliver world-class research and education and transform health through innovation.



Promise 1: Patients

Promise 1: Patients

Consistently high quality, safe care with outstanding outcomes and experience is our overriding priority.

What this means

We want every interaction our staff have with patients to have a positive impact on our patients' health and wellbeing and every NUH contact to add value to each patient's experience.

Where ill-health occurs, we want to ensure our patients have outstanding clinical outcomes from being in our care.

We will ensure we consistently get the basics right and this includes cleanliness standards, privacy and dignity and high quality patient information.

We will work towards offering a 24-hours-a-day, seven days a week acute hospital service and will create an open and just culture of patient safety improvement across NUH.

We will change our relationship with patients, their families and carers so that they are empowered to make choices for the planning and management of their own care.

We will carefully listen to the feedback and views of our patients and their families to improve our services and learn when we fall short of the standards we and our patients expect, and we will be open and transparent where this happens.

We will secure our future as a leading specialised centre, growing or consolidating with other providers. We will focus on complex care and will reduce duplicated activity and unnecessary follow-ups that do not add clinical value as well as procedures of limited clinical value.

Making it happen: Our year 1 goals

- 👉 Benchmark our current clinical outcomes and develop a programme of interventions to improve performance
- 👉 Complete a full review of our services against the Care Quality Commission domains (CQC) and implement any necessary improvements to maintain a rating of 'Good' overall and improve from 'Requires Improvement' to 'Good' for patient safety
- 👉 Identify services we consider 'Outstanding' and develop plans to achieve this rating by the CQC by 2020/21
- 👉 Develop a programme to improve our Patient Experience metrics
- 👉 Develop a single NUH Clinical Services Strategy to enable reconfiguration of services to provide a more flexible bed base across QMC and City Hospital





Promise 2: People

Promise 2: People

Be the place people choose to work

What this means

The evidence proves that engaged and empowered staff, who are well-trained, developed and well-led are more likely to deliver excellent patient care.

We believe that every member of 'Team NUH' has a vital part to play in making our future become a reality.

If we are to deliver **Promise 1**, we need to attract and retain the best people to support us to do so. We can only do this by making NUH one of the best places to work and becoming the employer of choice.

We want to embed strong teamworking across NUH and our health and social care systems, and for career, development and leadership opportunities to be available at every level of the organisation.

We will retain the best people and ensure we have a fulfilled workforce by nurturing our talent, creating and promoting career opportunities and valuing and recognising our staff. We will invest in succession planning.

We are a clinically-led organisation, with five Clinical Divisions, supported by Corporate Services, and we embrace inclusivity and the many benefits to patient and staff experience that having a diverse workforce brings.

We are investing in a new leadership programme – mindful that we have leaders working at all levels of the organisation, in a wide range of professions.

We will develop a new training and development programme by 2020 to support new models of care and appropriate staff roles. This will include developing alternative roles such as Trainee Nursing Associates, Advanced Nurse Practitioners and expanding our support for apprenticeships across the organisation.

We will further strengthen our programme of work to listen to our staff, acting on their ideas and feedback to continuously improve our services and the experience of our workforce.

We aim to become the first acute hospital in the UK to achieve Magnet® recognition. This is a symbol of nursing and midwifery excellence which will provide a platform to further meet the recruitment and retention challenges we face.

Many of our teams contribute to the city in other ways, including fundraising, working with our local schools, promoting career opportunities and supporting the more socially-deprived areas of the local populations we serve and we take these responsibilities seriously as a major player in the city of Nottingham.

Making it happen: Our year 1 goals

- Improve overall staff engagement through clear action plans to improve our position against other acute trusts
- Develop a robust workforce plan in line with the Clinical Services Strategy
- Improve retention across the Trust, specifically for healthcare assistants
- Develop a comprehensive career development strategy
- Improve NUH's reputation as a place to work and our recruitment processes to reduce the number of vacancies
- Improve accessibility of training for all staff





Promise 3: Places

Promise 3: Places

Improving our estate and digitising our hospitals

What this means

Having a fit-for-purpose estate and digital infrastructure is essential if we are to deliver high quality care (and Promises 1 and 2). Yet this is one of the areas in which we face the biggest challenge with major investment needed to address the Trust's ageing buildings and infrastructure which increasingly impacts on patient care and our operational effectiveness.

We have developed short-term plans to address 'today's' concerns, notably those about the condition of our estate. We have plans to mitigate the highest risk areas. We are also developing long-term plans for 'tomorrow's NUH' which will involve applying for and securing significant capital to transform our estate and support the delivery of future clinical models for both NUH and the wider system priorities. Through this programme of work we aim to right-size our estate, remove duplication of services and reduce the inefficiencies that this causes in many cases.

We are developing our future clinical models and will listen to and engage with our patients, public and staff to inform this. Over time, we hope to consolidate QMC's position as our emergency site, where we care for our sickest patients, and City Hospital as the site that prioritises ambulatory and more routine procedures and operations and long-term condition management. Ropewalk House will continue to focus on Hearing Services, outpatients and vital research activity in this field.

We will aim to improve the environment of our Emergency Department by modernising and expanding our facilities through the development of a new Urgent and emergency Care Centre by 2023.

We will explore the validity of continued dual-site working for a number of services by the end of 2018/19, including Maternity, Neonates and Children's Services to assess their effectiveness to inform our Trust-wide clinical services strategy.

We aim to expand our neonatal capacity so that fewer of our smallest and sickest babies and their families have to be transferred to other hospitals, therefore improving the experience of our patients and their families.

Our ambition is to become the East Midlands hub for diagnostics. Knowing that delivering world-class patient outcomes relies on access to modern medical equipment. We will generate a surplus so we can invest in our capital programme.

We will be expanding our robotic services in Colorectal and Thoracics. We will look to maximise specialist and complex surgical work using the latest innovations across all of our surgical services. This will include owning at least eight modern MRI scanners and seven CT scanners, with a Paediatric Imaging Suite and new Interventional Radiology (IR) facility for Mechanical Thrombectomy and Vascular day cases.



Promise 3: Places

Improving our estate and digitising our hospitals

What this means *(cont'd)*

We will accelerate the digitisation of our hospitals by launching a community-wide 'Clinical Portal' and community-wide bed and 'flow' management system. We will also continue to deploy the Paperless Hospital Programme and the roll-out of an Electronic Patient Record throughout 2019 to support safe, high quality clinical services.

We will invest £12 million in replacing our Network and Telephony Infrastructure, bringing a step-change in speed, reliability and security of the network to support our increasingly bandwidth-dependent healthcare applications. There will also be significant improvements (best in class) to wireless capability throughout the organisation for staff and visitors and enhancements in collaboration technologies such as video conferencing.

We will keep abreast of the latest advancements, and also risks in relation to Information Governance and data protection, including cyber-security.

Making it happen: Our year 1 goals

- Implementation of the NUH Estates Strategy to improve building and infrastructure resilience and reduce critical infrastructure risk
- Implement our plan for medical equipment replacement to support our **Promise 1: Patient objectives**
- Make progress towards becoming a Paperless Hospital and implement plans for a network infrastructure refresh





Promise 4: Performance

Promise 4: Performance

Consistently achieving performance standards

What this means

We recorded a £10.8m deficit in 2017/18 and will need to achieve a balanced budget (and therefore get into surplus) by 2018/19. Between 2006 and 2015, we have recorded a break-even position every year and made modest surpluses. However, these successful financial results had been increasingly achieved by unsustainable one-off actions and non-recurring income streams which have now been withdrawn, resulting in a large underlying deficit. Nationally we do not envisage there being additional funding to meet the demand we expect we will face.

We have consistently been one of the country's strongest performers for 18 weeks Referral to Treatment (RTT) and for the national diagnostic standard. We are consistently strong at delivering seven out of the eight national cancer standards. A key area of focus is to sustainably deliver the Constitutional Standard for at least 85% of patients being seen and treated for their cancer within 62-days from urgent GP referral.

Like many hospitals across the NHS, we have been unable to achieve the 95% four-hour emergency access standard. We have environmental constraints in our Emergency Department (ED) and have challenges maintaining flow through and out of our hospital due to high medical bed occupancy at QMC, resulting in inadequate availability of assessment beds, and a high number of patients medically safe waiting to leave our care. There are also significant medical vacancies in ED, often resulting in extended waits to be seen and delays in clinical decision-making. We are aiming to consistently achieve the emergency access standard by March 2019 and are working with system partners to develop future urgent and emergency care models with plans to build a new Urgent and Emergency Care Centre in the future to address the environmental and space constraints we have with our current ED.

We want to reduce unwarranted variations and benchmark in the upper quartile nationally for Model Hospital. We will also work with our local Clinical Commissioning Group to reduce new to follow-up ratios across a number of our specialties, to bring them into the national upper quartile and to implement standardised pathways of care across a number of specialties to improve the efficiency of the care system by reducing inappropriate referrals.

With more appropriate referrals, we aspire to expand delivery of seven-day services to some of our elective specialties, including Cancer Services.

Making it happen: Our year 1 goals

- Improve performance in areas we are not meeting standards and sustain this position
- Develop and implement plans to improve patient flow by reducing unwarranted variation in service delivery
- Achieve our financial control total





Promise 5: Partners



Promise 5: Partners

Strong system leadership & innovative partnerships

What this means

We are committed to working even more closely with our system partners to deliver NUH's strategy, and contribute to the delivery of the system's strategy. Our partners are our patients, their carers, our local community, our health and social care partners and those in academia, pharma and in other sectors.

By working together with our partners, we will meet the health and operational challenges our Nottinghamshire system faces by providing seamless pathways of care, improving patient flow and reducing the demand on health and care services by keeping people healthy, not just intervening when they are ill.

We are a key partner in the Integrated Care System (ICS) and we will work with our partners to better co-ordinate the Nottinghamshire health and care system through strong system leadership. This will include the development of a single strategic commissioning function at ICS level and the development of two Integrated Care Partnerships (ICP) across Greater Nottingham and

Mid Nottinghamshire. These will be provider-led functions likely to undertake the most of the clinical service transformation. The integrated system goals will be based on ambitions to reduce demand on our hospitals by redesigning primary and community services.

Work is already underway with Sherwood Forest Hospitals NHS Foundation Trust (SFH) where we are working collaboratively to develop a plan for what acute (hospital) care will look like in Nottinghamshire going forward. We are exploring ways to transform the models of care to improve or innovate patient care and operational arrangements, with an initial focus on the following clinical areas: Urology, Neurology, Cancer, Stroke, Radiology, Pathology, Pharmacy, Renal, Sterile Services and Neuro-Rehabilitation.

We will work closely with other healthcare providers such as University Hospitals of Leicester NHS Trust (UHL), Derby, Lincoln Hospitals, Sheffield and Birmingham to deliver outstanding care for patients in the East Midlands and further afield.

Building on our specialised service portfolio, we aim to secure our future as a leading specialised centre by:

- Maintaining excellence in areas we have considerable Research and Innovation strengths or focus within our Biomedical Research Centre, and also across the breadth of our specialised service portfolio (e.g. Digestive Diseases, Respiratory, Renal Services, Endocrinology, Ear Surgery Ophthalmology, Paediatric Surgery and Medicine, HIV, Hep C and Haemoglobinopathies).
 - Continuing to lead and innovate our two nationally-commissioned highly specialised services, Lymphangiomyomatosis (Adult) (LAM) and Ataxia Telangiectasia Service (Children), aligned to our strengths in respiratory and neurology.
 - Consolidating our services by working with other regional and national providers to create sustainable, patient-focussed networks of care. For example, work with University Hospitals of Leicester NHS Trust (UHL) to consolidate key specialist Children's Services and improve the sustainability of pathways across the East Midlands.
 - Exploring opportunities to become the main cancer centre in the region for maxillo-facial cancers by incorporating the workload from Lincoln as part of the nation-wide restructuring of Cancer Services.
- Further developing our role as the East Midlands' Major Trauma Centre, including the underpinning specialties such as Cardiac Surgery, Cardiology and Vascular.
- Developing an East Midlands hub for Neurology and Neurosciences services, supporting other centres and pioneering a new service for Mechanical Thrombectomy.
 - Further expanding our expertise in specialised diagnostic areas (e.g. PET CT, Medical Genetics), working with key partners locally and nationally.

Promise 5: Partners

What this means *(cont'd)*

We are a key partner in a number of collaborative initiatives regionally and need to build on this. We will progress work with the Defence and National Rehabilitation Centre (DNRC) and contribute to redesigning rehabilitation services across the region. This will have benefits for staff training and development.

We are a key partner in the National Centre for Sport and Exercise Medicine (NCSEM), an Olympic Legacy project, providing a focal point for advice and guidance on sport, exercise and physical activity, injury and rehabilitation to sufferers of chronic diseases. We aim to develop the centre further to play a key role in driving the prevention agenda forward with our partners at UHL, Loughborough University, University of Leicester and University of Nottingham.

We will work together with our partners to successfully implement: East Midlands Pathology network (pathology services) and East Midlands Radiology Service (EMRAD) to develop a sustainable long-term model for Radiology Services in the region.

Making it happen: Our year 1 goals

- Develop and implement a Partnership strategy and stakeholder management plan
- Refresh the Patient and Public Involvement Strategy and stakeholder engagement plan with a focus on how we will involve and listen to patients, families, carers and the local population
- Build on existing partnership foundations and deliver the actions already agreed for these key partnerships
- Develop and commence implementation of robust governance arrangements and a roadmap for the development of an Integrated Care System (ICS) across Nottingham and Nottinghamshire
- Understand the future implications for NUH as part of an ICS
- Develop a vision for acute services across Nottinghamshire through leadership of the ICS Clinical Services Strategy
- Develop and implement a framework for clear decision-making for business development and potential new business opportunities
- Identify potential NHS and non-NHS business development opportunities and develop a refreshed business development strategy





Promise 6: Potential

Promise 6: Potential

World-class research and education

What this means

Our potential to achieve the best quality care and outstanding health outcomes can only be realised in an environment that fosters research, education and innovation. There is overwhelming evidence that patient health outcomes are better in such organisations. More than 300 doctors and nurses work to ensure that research and innovation is embedded in our routine clinical practice and that research findings lead to continued improvements in the quality of care and the treatments available to our patients. Last year more than 10,000 patients took part in clinical trials at our hospitals.

As one of the largest teaching hospitals in the UK, we are an organisation that embraces innovation and research, with a strong culture of embedding learning from each other and from colleagues across the NHS and internationally – with the overriding aim to provide outstanding outcomes for our patients and their families. NUH has strong links to the University of Nottingham and Nottingham Trent University, and provides high level expertise in the fields of both undergraduate and postgraduate learning, playing a vital role in the education, training and accreditation of doctors, nurses and other healthcare professionals.

Our ambition is for NUH to be a centre of excellence for education and training by:

- Continually strengthening our training environment and supporting and nurturing our learners.
- Developing a multi-faceted high quality leadership programme for leaders of a variety of levels.
- Developing our new Nursing and Midwifery Institute.
- Developing regional quality Doctor in Training passport to ensure they are up-to-date with their NHS Core Skill Framework topics without repeating training too frequently.
- Developing the inter-professional educators forum and expertise - which includes DREEAM, Trent Simulation Centre, Postgraduate Education, building on inter-professional learning and development and collaboration between Patient Safety Academy and the Core Medical Trainee Simulation centre.

We want NUH and Nottingham to be at the forefront of research and innovation that impacts on international discovery and technological advancement that can be translated into enhanced health outcomes for our patients. We are involved in a range of initiatives, for example, we are part of the National Genomic project with Leicester and Cambridge Hospitals where we will be contributing to cutting-edge research to enable more effective diagnosis and treatment of diseases in the future.

Nottingham hosts one of the fastest growing Life Science clusters in the UK with 14,000 Life Science and Healthcare related companies. Nottingham and the East Midlands has the second highest cluster of MedTech companies in the UK with over 400 companies based in the city. Nottingham is home to BioCity, one of Europe's largest life science business incubators. It houses approximately 200 businesses in cutting-edge industries of advanced biopharma and medical technologies. In partnership with Biocity, Medicity, Medilink and the Nottingham Hospitals Charity we aim to launch the Nottingham Innovation and Capacity Building Funds. These will support short term visits/fellowships between clinicians and industry to enhance joint working.

Promise 6: Potential

What this means *(cont'd)*

We will continue to expand Nottingham's substantial research portfolio through:

- Our partnership with the University of Nottingham successfully secured awards totalling £26m for the period 2017-2022 for NUH to host the NIHR-funded Biomedical Research Centre (BRC) and Clinical Research Facility (CRF).
- Investing in globally-competitive research areas through the BRC:
 - Deafness and Hearing problems
 - Gastrointestinal (including Liver and Pancreatic) disease
 - Mental Health and Technology - to be delivered in partnership with Nottinghamshire Healthcare NHS Foundation Trust
 - Musculoskeletal disease
 - Respiratory disease
 - A cross-cutting MRI theme (MRI was pioneered in Nottingham)

We are one of only eight funded Hyper Acute Stroke Research Centres in the UK, delivering clinical trials of new therapies. We will build on our strong clinical trial portfolio and high recruitment rates by further increasing recruitment to cancer clinical trials, establishing NUH within the top five of recruiting NHS Trusts in the country, continuing increase the effective integration of research within clinical care, initially across renal, breast and palliative care and then across all other Divisional specialties and establishing a joint Oncology/Haematology phase one clinical trial unit and a Cancer and Associated Specialties (CAS) wide phase two/three trial research facility. We will also aim to develop strengthened partnerships with Pharma and our collaboration with University of Nottingham for translational research.

Making it happen: Our year 1 goals

- Develop an innovation plan, including commercial opportunities
- Agree consistent improvement and transformation methodology to be used across NUH
- Develop and start implementation of a Trust-wide inter-professional education and training strategy
- Number of patients recruited to National Institute for Health Research (NIHR) studies > 14,000



Please refer to the full version of the NUH strategy and 2018/19 Annual Plan for year 1-3 milestones and fuller detail on our action plans.

If you would like this document in another language or format, please contact:
nuhcommunications@nuh.nhs.uk or call **0115 9249924** ext. **61975**

