

Welcome & Introduction

Annual General Meeting
David Wakefield, Chairman



Delivering Exceptional Care with Exceptional People



Review of the Year 2022/23

Annual General Meeting Tracy Bullock, Chief Executive



Delivering Exceptional Care with Exceptional People



Strategic Framework and Organisational Structure



Our Strategic Framework sets out our overarching Trust Strategy, Values and Strategic Priorities which is underpinned by 8 key 'Enabling Strategies' which we have developed to drive the achievement of our Strategic Priorities

We have 7 Divisions, 2 x non-clinical and 5 x clinical, one of which is our North Midlands and Cheshire Pathology Network

Central Functions							
Finance	Communications	Information Management & Technology		People	Nursing		
Operations	Corporate Governance	Strategy & Planning		Performance & Information	Quality, Safety & Compliance		
Transformation	Research & Innovation	Supplies & Procurement		Medical Examiner's Office & Bereavement Services	Undergraduate & Postgraduate Medical Education		
Surgery, Theatres and Critical Care							
Emergency Surgery	General Surgery	Urology	Specialised Surgery	Anaesthetics	Theatres	Critical Care	Pain Management
Women's, Children's and Clinical Support Services							
Pharmacy	Imaging	Obstetrics & Gynaecology	Child Health	Outpatients	Neonatal	Therapies	
North Midlands and Cheshire Pathology Network							
Haematology & Blood Transfusion		Biochemistry, Immunology & Point of Care Testing		Infectious Sciences		Cellular Pathology	
Medicine and Urgent Care							
Gastroenterology	Endoscopy	Respiratory	Infectious Diseases	Emergency Medicine	Acute Medicine		
Elderly Care	Diabetes & Endocrinology	General Medicine		Renal	Therapies		
Network Services							
Heart Centre (including Thoracic)	Neurosciences	Trauma	Neurosurgery	Oncology	Haematology		
Estates, Facilities & PFI							
Estates Operations	Estates Capital Development	Facilities Management	PFI Contract Management	Estates Governance, Compliance & Administration	Sustainability & Transformation	Clinical Technology	Land & Property

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Overview of 2022/2023 Activity



162,113
Ambulance
Attendances



6,163
Births



13,099
Elective Admissions



116,939
Non-elective Admissions



87,798
Day Case Admissions



763,216
Adult Outpatient
Attendance



89,943
Children's Outpatient
Attendances



83,086
Antenatal Clinic
Attendances

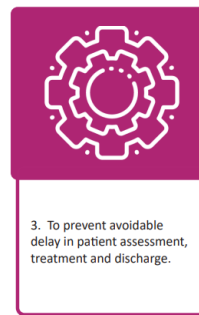
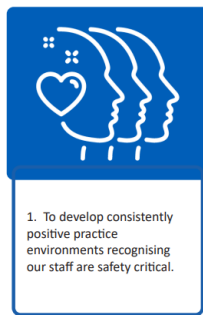


Patient safety is our number one priority

Performance Headlines:

- CQC rated as 'Requires Improvement' and 'Good' for Well Led
- 45% reduction in Category 3 **Hospital Acquired pressure ulcers** with 'lapses in care'
- Improvement in **Sepsis Screening** for inpatients
- Continued to exceed the 95% national target for **Harm Free Care**
- Remained within expected ranges for both **HSMR and SHMI mortality** indicators
- Sustained improvement exceeding national **VTE risk assessment** compliance with average of 99%
- Reduced rate of formal **complaints** received during 2022/23 compared with 2021/22
- Reduced number of **Never Events** compared to 2021/22

Quality Strategy and Priorities



We approved
our new Quality
Strategy in June
2022

Risk

Extreme
20

- 'Positive Patient Outcomes' is one of our 'Top 3 Risks'
- March 2023 **CQC Inspection of Maternity Services**, Section 29a issued with a reduced rating from 'Good' to 'Requires Improvement' (action plan and oversight in place)
- Section 31 (Triage in ED) now lifted and Section 29a Mental Health Act under review

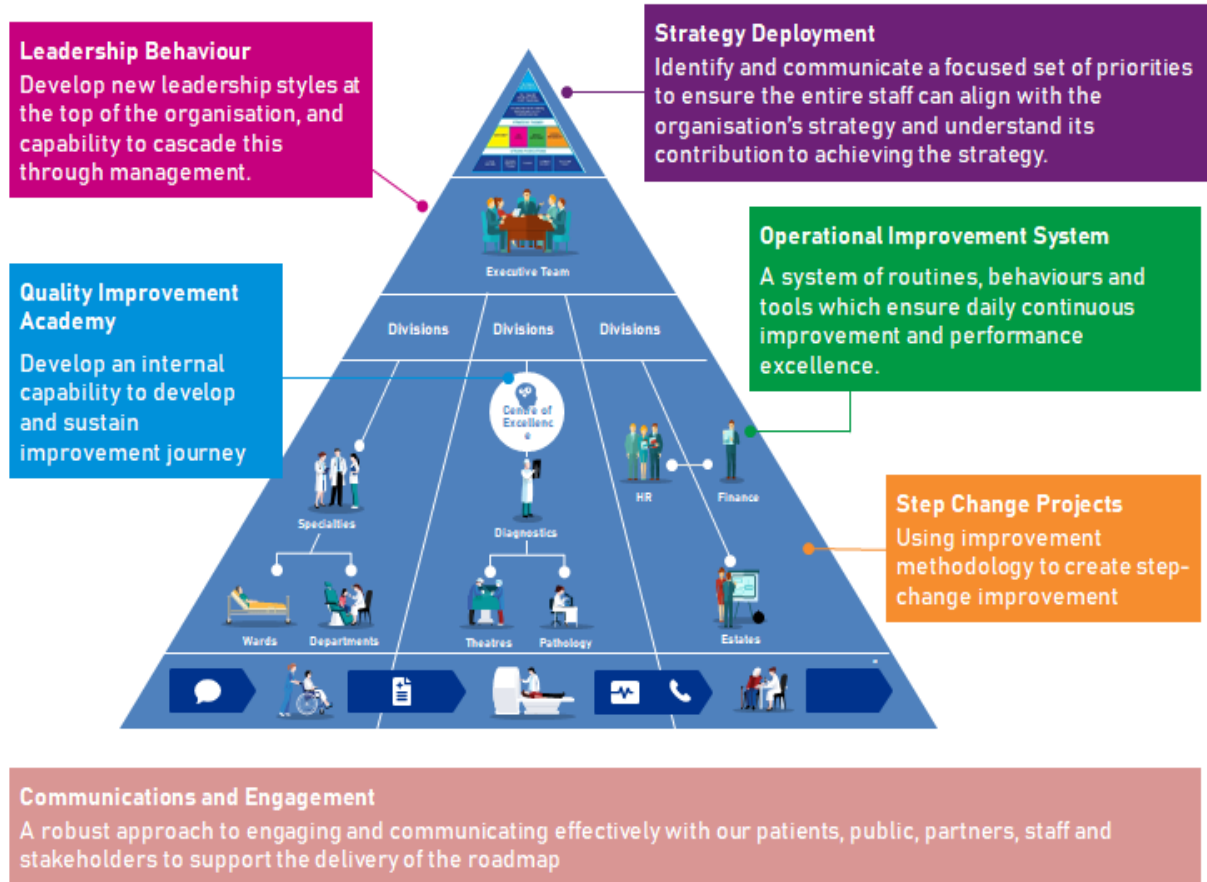
Quality Improvement

'Improving Together' is our tried and tested method for improving consistency and quality of care



Improving Together Model

During 2022/23 we continued our roll out programme to provide teams with new skills, tools and routines which enable small changes every day to improve the quality of care

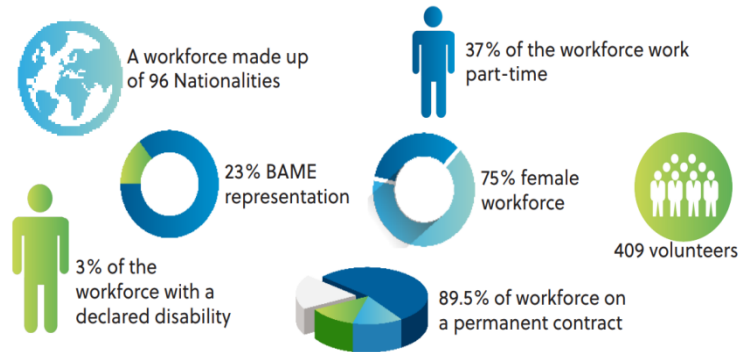


Our staff are our greatest asset and we want UHNM to be a great place to work for everybody

Performance Headlines:

- 10% turnover rate – within the 11% target
- Statutory & Mandatory Training 93.5% – just below 95%
- Appraisal compliance 85.77% – below the target of 95%
- Agency costs as a percentage of pay costs were higher at 3.99% than the previous year at 2.59%
- Employee engagement declined from 6.7 in 2021 to 6.6

11,500 employed and 1,800 bank staff



People Strategy and Priorities



We will look after our people by supporting our people to be healthy and well, both physically and psychologically, and when unwell ensuring they are supported.

We will create a sense of belonging where we are kind and respectful to each other by creating a positive and inclusive culture which is reinforced through our Being Kind programme.

We will grow and develop our workforce for the future by attracting, recruiting and retaining our people.

We will develop our people practices and systems by promoting and using new technologies and equipping our people with digital awareness and skills.

We approved our new People Strategy in December 2022

We developed and have progressed our Culture Improvement Programme

Risk

Extreme
16

- 'Workforce Sustainability' is one of our 'Top 3 Risks'
- Workforce related risks are a key feature of our risk register and Wellbeing is a key priority
- Industrial Action has presented us with significant operational and financial challenges



Reward and Recognition

2022 Staff Awards Winners

Clinical Team of the Year	Improving Together	Leader of the Year
		
Community Rapid Intervention Service (CRIS)	Ward 102	Dr Samavia Raza
Non-Clinical Team of the Year	Rising Star	Wellbeing and Engagement Initiative
		
Unscheduled Care Co-ordination Centre	Aimee Welsh	Angela Johnson
Apprentice of the Year	Employee of the Year	Volunteer of the Year
		
Rebecca Hackney	Alex Fitzmaurice and Jodie Wild	Stephen Dainty
UHNM Charity Award		
		
Tamiley Morris		Tim Cliffe

Our annual Staff Awards Ceremony is just one of the ways we reward and recognise the achievements of our staff

Values Recognition Scheme



- 18, 802 since the scheme started in May 2018
- 403 have had Heart Badge
- 3612 values recognition nominations in 2022/23



Responsive

We had the busiest winter to date, combined with post-Covid waiting list backlogs and industrial action – it was a very challenging year for us operationally

Performance Headlines:

- Ambulance attendances in excess of 162,000
- Ambulance Handover Delays a particular challenge (Tier 2) – ‘Your Next Patient’ introduced
- Waiting lists continued to increase nationally following Covid and we were no exception
- We improved waits for diagnostic tests by 69.5% in 2021/22 to 77.7% in 2022/23
- We reduced the number of cancelled operations and improved theatre utilisation

Risk

Extreme
20

‘Responsive Patient Care’ is one of our ‘Top 3 Risks’



Operational Performance

Key Performance Indicator	Target	2022/23 Performance	2021/22 Performance
A&E 4 hours Waiting Time	95%	63.5%	66.9%
12 hour Trolley Breaches	0	9428	3854
Cancer Rapid Access (2 week wait)	93%	70.2%	65.5%
Cancer 62 days (from urgent GP referral)	85%	48.5%	60.7%
Cancer 62 days (from screening programme)	90%	65.3%	68.5%
Cancer 31 days (first treatment)	96%	86.9%	90.6%
Referral to Treatment (incomplete)	92%	54.1%	54.9%
Referral to Treatment (52+ week waits)	0	5002	4464
Diagnostic Waits (under 6 weeks)	99%	77.6%	69.5%
Did Not Attend (DNA) Rate	7%	7.9%	8.1%
Cancelled Operations (28 day standard)	150	323	365
Theatre Utilisation	85%	77.7%	74.2%
Same Day Emergency Care	30%	36%	31%
Super Stranded Patients	183	188	165
Discharges Before Midday	30%	20%	18%
Emergency Readmission Rate	8%	12.7%	13.5%
Ambulance Handover Delays (in excess of 60 minutes)	10	11506	6631





Improving & Innovating

A trust that values research, inspires curiosity, high clinical standards and innovation, offering patients the chance to take part in ground breaking studies

Performance Headlines:

- Top study recruiters in the country for Haematology study FiTNEss
- One of the top 4 recruiting sites for the Stroke 'MAPS - 2' study
- Prepared to randomise the first UK patient into the 'DAZALS' study
- Top recruiters for Critical Care study 'MARCH'
- Recruited over 25 patients in 7 months for Cardiology study (against target of 25 patients over 3 years)

Research is so important because without this we are not able to move forward to help diagnose patients and to improve their quality of life after an illness

Research Strategy and Priorities



**Research Strategy
2021-2026**



We approved our new Research Strategy in September 2022

In April 2022 we launched our Centre for Research and Education Excellence

Providing support and opportunities for nurses, midwives and allied health professionals to engage and lead in research



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System and Partners

Provider collaboration and partnership arrangements enable us to work at scale with other organisations

Performance Headlines:

- Key role in Staffordshire and Stoke-on-Trent Integrated Care System
- Chair of Provider Collaborative
- Executive Team part of or have key system roles
- Involvement and contribution to system wide strategies and plan
- Well established relationships with providers beyond our system boundaries



**Staffordshire and
Stoke-on-Trent**
Integrated Care System

During 2022/23 and beyond we have been working with our system partners to develop our Health and Wellbeing Strategy, better understand the health of our population and the shape of services for the future



Population Health Management

Understanding the needs and inequalities in our population to inform targeted interventions

People

Using our People Strategy to enable staff to take ownership of their health, safety and wellbeing

Reducing Health Inequalities

Building on existing work to address health inequalities in access, experience and outcomes

Prevention

Empowering staff to promote health and wellbeing in patients and communities and build this into service design

Partnership

Forming internal and external partnerships to increase integration of care and co-produce patient centred care

Anchor Organisation

Using recruitment, procurement, assets and sustainability to improve the wider determinants of population health

Monitoring and Evaluation

Clearly defined framework to monitor progress towards our objectives



We balanced our books and delivered a breakeven position

£63m Capital Investments:

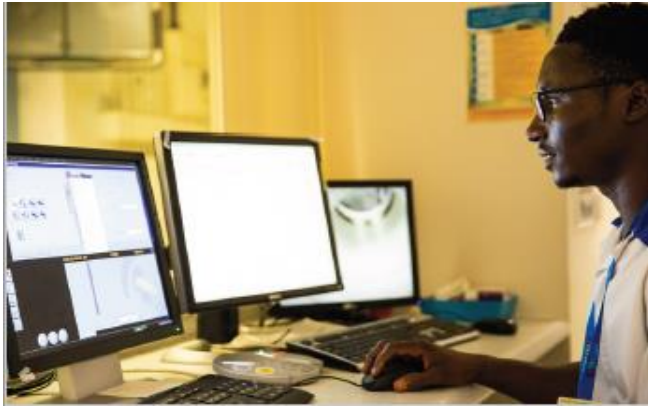
- Orbeye – 3D view of brains and spines
- New CT Scanners
- Refurbishment of wards
- Frontline Digitalisation
- Cyber Security
- Replacement of older medical equipment
- Next phase of Project STAR – new multi-story car park



Workforce Investments:

- Ward based staff
- Nurses
- Doctors
- Midwives
- Oncology, Cardiothoracic Theatre and Cardio physiology staff
- International nurses

Our Digital Strategy aims to ensure we have the digital infrastructure our staff and patients deserve



Digital Strategy



We approved our Digital Strategy in May 2022 and have delivered a range of projects



Strategic Projects

Laboratory Information Management System (LIMS) for Microbiology	Patient and carers 'Clinical Portal' which includes appointment information	System Dashboards and Intelligence including Shrewd and additional feeds to One Health and Shared Care Record
Trust Dashboards and Intelligence including Staff Voice, Vitals Fluid, Observations & Nutrition, Patient Facing Wait Times, Safeguarding, Ambulance Overflow, Culture & Maternity Staffing	Recruitment of Chief Nursing Information Officer	Robotic Process Automation – Lung Cancer Screening, Community Rapid Intervention Service Plain Film Referral to Request, Teledermatology, Vitals Account Locks Outs, GP Referrals
'Tap and Go' printing to improve security and user experience	Speech Recognition and decommission of Winscribe	Firewall Replacement Programme













Operational Projects

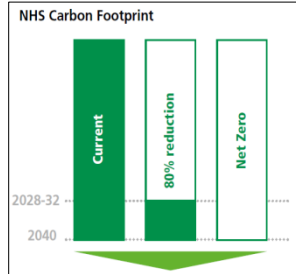
Endoscopy Netcall Appointment Reminders	Patient Connect for Appointments	Frail and Elderly Assessment Unit Clerking in Careflow	8 x 8 Replacement with Microsoft Teams
Maternity P4 Mum Portal	Attend Anywhere replacement with One Consultation	Theatre Check-In Application	Savience Kiosk Refresh



We have been working with our partners within the Integrated Care System (ICS) to deliver a system wide 'Green Plan' which includes national, regional and local priorities

Our 10 Point 'Green Plan'

 Our Workforce Vision Empowered and motivated staff, creating green leadership within all services. Areas of Action <ul style="list-style-type: none"> • Net Zero Training • Embed sustainability into quality & improvement • Trust Board ownership 	 Our Procurement Vision Joint working to reduce single use plastics and packaging Areas of Action <ul style="list-style-type: none"> • Sustainable criteria & 10% weighting within tender process • Evergreen Framework • Understand ICS efficiencies
 Our Digital Vision Collaborative working to align digital transformation to NHSX framework. Areas of Action <ul style="list-style-type: none"> • Benchmarking emissions • Building resilience • NHSX Annual Assessment 	 Our Food Vision Embed high & compliant standards for plastic packaging & food waste Areas of Action <ul style="list-style-type: none"> • Food Waste Management Plan • Review suppliers/producers
 Our Travel Vision Reduced CO2 emissions from vehicle travel to our sites. Areas of Action <ul style="list-style-type: none"> • Travel Plans • Community of active commuters 	 Our Energy Vision Transition to low carbon, renewable energy and & use more efficiently Areas of Action <ul style="list-style-type: none"> • Move away from fossil fuels • Reduce waste water • Reduce consumption
 Our Estate Vision Decarbonisation of the estate through a reduction in utility consumption Areas of Action <ul style="list-style-type: none"> • Make every KWh count • Estates Strategy • Partnership with Capital Team 	 Our Care Vision Provide quality services and systems that include sustainability as a fundamental principle Areas of Action <ul style="list-style-type: none"> • Reduce admissions and health inequalities • Improve Keep Warm, Keep Well scheme
 Our Medicines Vision Embed a culture that promotes sustainable prescribing and reduced waste Areas of Action <ul style="list-style-type: none"> • Review anaesthetic practice • Reduce waste from N2O 	 Our Green Spaces Vision A bio diverse estate providing green spaces for staff, patients & visitors. Areas of Action <ul style="list-style-type: none"> • Register with NHS forest • Partner with Councils & Trusts



NHS Carbon Footprint Target: for the emissions the healthcare sector control directly, net zero by 2040 with an ambition to reach 80% reduction by 2028 to 2032



Electric Vehicle Charging Points (with APCOA)

We have and will continue to increase our charging points to future proof our estate

Public Sector Decarbonisation Scheme

We were awarded a £5.4m grant to fund heat decarbonisation and energy efficiency measures



The NHS is the world's first national health system to commit to net zero

FOR A GREENER NHS





Governance

We have continued to assess and seek assurance on our governance arrangements

Well Led Framework

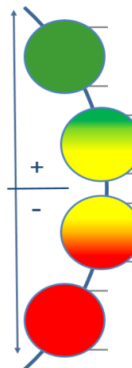


The CQC rated us as 'Good' for Well Led although we undertake a self-assessment each year so that we can continually develop and improve

2022/23 Internal Audit Findings

Audit Assignment		Status / Opinion Issued
	Patient Property (follow up)	<i>Some Progress with Further Work to Improve Compliance</i>
	Workforce Planning Framework	Partial Assurance
	Capital Programme – Medical Devices and Information Management & Technology	Substantial Assurance
	Financial Sustainability	Advisory
	Bank and Agency	Partial Assurance
	IT Strategy Development	Advisory
	Framework for Clinical Audit	Partial Assurance
	Cost Improvement Programme (CIP) Framework	Reasonable Assurance
	Key Financial Systems (Overpayments and Empactis, Virology Stock, Requisitioning and Ordering and High Value Invoice Approval)	Substantial Assurance
	Care Quality Commission (CQC) Actions	Reasonable Assurance
	Data Quality – Annual Leave Indicators	Partial Assurance
	Board Assurance Framework and Risk Management	Substantial Assurance
	Data Security and Protection Toolkit	Substantial Assurance

Positive Head of Internal Audit Opinion



“

The organisation has an adequate and effective framework for risk management, governance and internal control.

However, our work has identified further enhancements to the framework of risk management, governance and control to ensure that it remains adequate and effective.

”



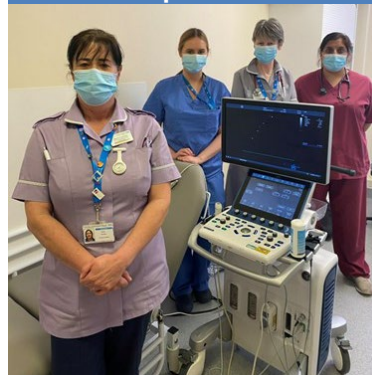
Some Highlights of 2022/23

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Virtual Ward for
COPD Patients



Heart Failure One
Stop Clinic



Delirium Virtual
Reality Training



Professional Nurse
Advocate Role



Veteran Aware Accreditation for
another Year



New Heart Scanners for Children's Hospital at
Royal Stoke



Some Highlights of 2022/23

Delivering Exceptional Care with Exceptional People

County Changing Place
Toilet for people with a
Disability



State of the Art Surgical Robot
Improving Cancer Care



Launch of our Inclusion Banner
in support of Black History Month



New £4.3m
Respiratory
Ward for
Patients
Needing
Advanced
Respiratory
Care



New
Dedicated
Thrombosis
Service for
Cancer
Patients



Despite many challenges, we achieved great things

- A **challenging** yet very **rewarding** year
- Lots of progress in setting our **strategies** for the future
- A difficult winter, post-Covid waiting lists and Industrial Action have presented **significant challenges**
- Working with our regulators at **NHSE** and **CQC** to make the improvements we need to
- Working with our **system** partners to provide the best care for our patients

We are
proud to
be
UHNW



Annual Accounts 2022/23

Annual General Meeting
Mark Oldham, Chief Finance
Officer

<https://vimeo.com/861232215/5f435520f8?share=copy>



Delivering Exceptional Care with Exceptional People



Refresh of the Trust Strategy






Annual General Meeting
Helen Ashley, Director of Strategy
Lisa Thomson, Director of
Communications



Delivering Exceptional Care with Exceptional People








2025 Vision Strategic Milestones - Achieved






 <p>Providing safe, effective and caring services</p>	 <p>Ensuring we get the most from the resources we have, including staff, assets and money</p>	 <p>Providing efficient and responsive services</p>	 <p>Achieving excellence in development and research</p>	 <p>Improving the health our population by working with our partners</p>
<ul style="list-style-type: none"> • Deliver 10 bedded critical care facility • Expand theatre capacity by two new theatres • Create 60 additional beds in Lyme Building for site reconfiguration in Stoke-on-Trent • Upgrading of wards, theatres and Emergency Department at Stafford • New capacity for complex medicine and surgery including AMU commenced at Stoke-on-Trent • Increase cancer centre inpatient service and create new haematology centre hub transfer from Stafford • Ward upgrading at Stafford to improve privacy, dignity and patient experience 	<ul style="list-style-type: none"> • Roll out of paperless documentation • Consolidate pathology services for Stafford at Stoke-on-Trent and create new hot lab at Stafford • Move clinical office accommodation on Stoke-on-Trent site • Expand surgical specialties at Stafford for day case work • Create new divisional management structures across all hospital sites • Transfer acute surgery, paediatrics and obstetrics from Stafford to Stoke-on-Trent • Integrate all information systems with Stafford and Leighton • Refurbish the Springfield Unit for clinical/non-clinical office accommodation • Paperless documentation for inpatient records complete and patient portals operating in all services – partly achieved 	<ul style="list-style-type: none"> • Develop imaging centre in Cancer Centre • Capital replacement programme Linear Accelerator x 4 – 2 Linac's have been replaced to date. • Develop new outpatient services in Leek and Cheadle • Open new orthopaedic theatres in Stafford 	<ul style="list-style-type: none"> • Fund new surgical robot technology • Develop new academic posts in cardiac with University of Keele • Greater academic development in nursing, midwifery and therapies. – some progress made in conjunction with Staffordshire and Keele Universities • New R&D Strategy - Originally launched in 2014 and has since been revised to a more conservative strategy. 	<ul style="list-style-type: none"> • Introduce new GP out-of-hours service at Stafford • Pursue clinical partnerships with Leighton Hospital • Develop new peri-emergency care model – UCC and AEC • Expand network for emergency services with Cheshire, Shropshire and Staffordshire – achieved in cardiac and stroke • Greater partnered care arrangements with nearby hospitals. – achieved in cardiac, stroke and urology



2025 Vision Strategic Milestones – In Progress

 <p>Providing safe, effective and caring services</p>	 <p>Ensuring we get the most from the resources we have, including staff, assets and money</p>	 <p>Providing efficient and responsive services</p>	 <p>Achieving excellence in development and research</p>	 <p>Improving the health our population by working with our partners</p>
	<ul style="list-style-type: none"> • Release the Royal Infirmary/COPD sites and create new multi-storey car park at Stoke-on-Trent • Paperless documentation for inpatient records complete and patient portals operating in all services – in line with STP plans for 2020 • Expand car parking and retail developments at Stoke-on-Trent 	<ul style="list-style-type: none"> • Capital replacement programme Linear Accelerator x 4 – 2 Linac's to be replaced 1 in 2020 and 1 in 2021 		

2025 Vision Strategic Milestones – Not Achieved

 <p>Providing safe, effective and caring services</p>	 <p>Ensuring we get the most from the resources we have, including staff, assets and money</p>	 <p>Providing efficient and responsive services</p>	 <p>Achieving excellence in development and research</p>	 <p>Improving the health our population by working with our partners</p>
<ul style="list-style-type: none"> • Create a new paediatric ward and expand neo-natal/special care with partnership to develop general surgical services secured with tertiary centre • Create new on site parents accommodation at Stoke-on-Trent • Increase neo-natal, cardiac, neurosciences and complex orthopaedic services. 	<ul style="list-style-type: none"> • Develop elective hub at Stoke-on-Trent and transfer orthopaedics to Lyme Building. 		<ul style="list-style-type: none"> • Develop new academic posts in respiratory and orthopaedics with University of Keele • Develop new research trials centre at Stoke-on-Trent • Achieve increased R&D income levels to improve national rankings • Academic development continues in key specialties 	<ul style="list-style-type: none"> • Work with Stoke-on-Trent and Staffordshire Partnership Trust on integrated care models • Continue to develop long term conditions management with primary and community care in Stafford • New secondary care partnerships delivered to improve children's and adult services • Children's, general surgical and urology services nursing levels complex interventions with tertiary partner

Where are we now?



UHNM Strategic Framework



University Hospitals
of North Midlands
NHS Trust

System Strategies and Plans

Organisational Strategy



Values



Strategic Priorities



Enabling Strategies



Supporting and Service Specific Strategies

Process to Refresh the Trust's Strategy

June to August 2023

Board engagement

PESTLE

SWOT

Agree the exam question: What does an outstanding university teaching Trust look like for generations to come

Stakeholder mapping

Senior leader engagement

Add to the PESTLE

Add to the SWOT

What does an outstanding university teaching trust look like for generations to come

Directorates

What do we do well here at UHNM?

What does an outstanding university teaching trust look like for generations to come

Whole organisation

What do we do well here at UHNM?

What does an outstanding university teaching trust look like for generations to come



Process to Developing the Trust's Strategy

June to August 2023

Key Stakeholders

How would you describe UHNM now?
What do you want from UHNM going forward?
What does an outstanding university teaching trust look like for generations to come?

September to October 2023

Board

What we have heard
What is missing
How this shapes the Trust strategy

Senior leader engagement

Feedback what we have heard
Discussion on what might be missing

Whole organisation

Feedback on what we have heard
Views on this and if anything is missing
Discussion on amending values: Kind for Compassion and Team for Together



Process to Developing the Trust's Strategy

September to October 2023

Key Stakeholders

Feedback what we have heard.
Views and thoughts if this resonates including anything which is missing.

November 2023 to January 2024

Board

What we have heard
What is missing
How this shapes the Trust strategy

Senior leader engagement

Feedback what we have heard
Discussion on what might be missing

Whole organisation

Feedback on what we have heard
Views on this and if anything is missing
Discussion on amending values: Kind for
Compassion and Team for Together



Process to Developing the Trust's Strategy

November 2023 to January 2024

Key Stakeholders

Feedback what we have heard.
Views and thoughts if this resonates including anything which is missing.

January 2024

Formulation of the Trust strategy draft.

February 2024

Trust Board

Feedback on the draft strategy and launch plan

Senior Leadership

Feedback on the draft strategy and launch plan

Whole organisation

Feedback on the draft strategy

Stakeholders

Feedback on the draft strategy

April 2024

Launch strategy



We want your views...



High Quality



Providing safe,
effective and
caring services

We want to be known for being a High Quality organisation delivering high quality healthcare services. If we are providing high quality services, how would you know?



1. To develop consistently positive practice environments recognising our staff are safety critical.



2. To deliver consistently safe and reliable care.



3. To prevent avoidable delay in patient assessment, treatment and discharge.



4. To ensure that our patients have access to services that meets their needs and delivers positive outcomes and experiences.



Scan the QR code to vote or go to
<https://forms.office.com/e/8mPzv97Wia>



Responsive



Providing efficient
and responsive
services

We want our services to be designed to meet the needs and expectations of patients and service users. If we do this effectively, what would you hear and experience about our services?



Urgent and
Emergency Services



Women's Health



Cancer Services



Acute Medical
Services



Children and Young
People



Tertiary Services



Planned Care



Diagnostics



Critical Care Services



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Creating a great
place to work

We want to be a great place to work, what do you think we need to do to achieve this?



We will look after our people by supporting our people to be healthy and well, both physically and psychologically, and when unwell ensuring they are supported.

We will create a sense of belonging where we are kind and respectful to each other by creating a positive and inclusive culture which is reinforced through our Being Kind programme.

We will grow and develop our workforce for the future by attracting, recruiting and retaining our people.

We will develop our people practices and systems by promoting and using new technologies and equipping our people with digital awareness and skills.



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<https://forms.office.com/e/DTy32LX9PV>



Improving and Innovating



Achieving
excellence in
development and
research

How could you tell if we are good at innovation and research? In what ways do we need to innovate as an organisation?



Research Strategy
2021-2026



Scan the QR code to vote or
go to
[https://forms.office.com/e/D
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System and Partners



Improving the health our population by working with our partners

How would you know if we build strong partnerships with other organisations and what would this look like?

Vision

We will work in partnership to deliver exceptional care that is inclusive for all and enable patients, people and communities to improve their health and wellbeing.



Our population health & wellbeing priorities



Health Inequalities

Identify and address inequalities in access, experience and outcomes from care



Prevention

Prioritise prevention and improving future health outcomes



People and Communities

Support community development with partners



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<https://forms.office.com/e/irjwgV9bqZ>

