



**Our strategy 2020 - 2025**





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# Welcome & Context

Welcome to Exceptional Care Together, our Strategy for 2020 - 2025.

## We've been listening

Since forming University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) we've been listening to our patients, our people, the public and our partners to help us think through how, as part of the health and care systems in Derbyshire and Staffordshire, we can play our part to help people to stay well and provide the best possible care should they need it.

In doing so we've sought to answer three searching questions:

**'Why?'** – why we exist – our fundamental purpose in a changing environment where the demands on health and social care have become ever more challenging.

**'How?'** – how we should behave as a provider of health care, with our patients, as a partner in a wider system, and as an employer and significant institution within our regional economy.

**'What?'** – what do we intend to do; our priorities, specific plans and the goals we will achieve over the next five years.

Exceptional Care Together sets out our response to these questions.



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Dr Kathy McLean OBE  
Chair



A handwritten signature in black ink.

Gavin Boyle  
Chief Executive



# About Us

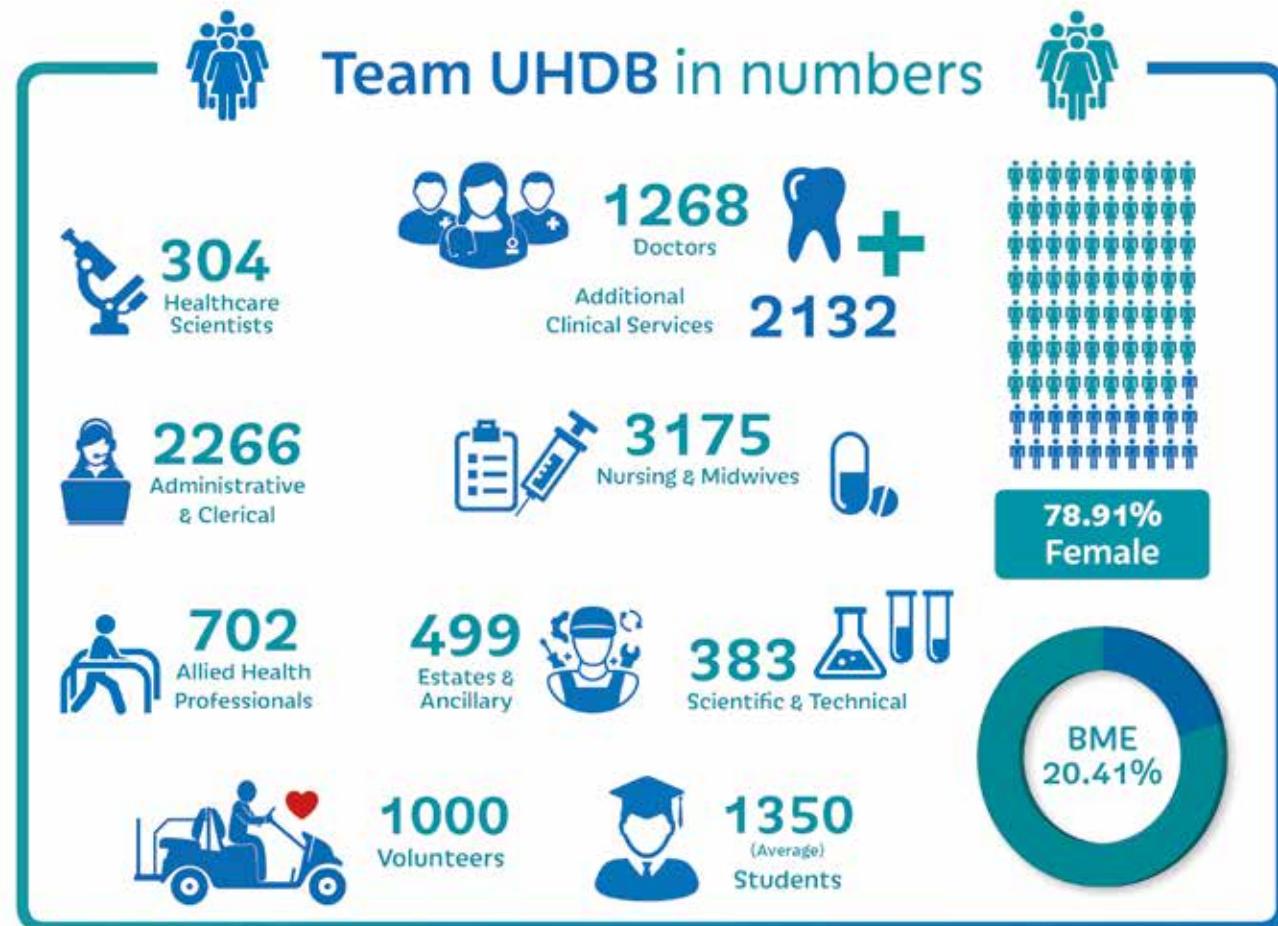


In forming UHDB in July 2018 we brought together the strengths and talents of the former organisations in order to meet present and future challenges.

The aims of the merger were to:

- Strengthen and sustain important local services at Queen's Hospital Burton.
- Serve a larger catchment population and help to secure specialist regional services at Royal Derby Hospital and provide opportunities to develop them.
- Work with our partners in the wider Staffordshire and Derbyshire health and care economies to deliver more integrated services and in particular to strengthen the role of our community hospitals as part of this.
- Generate economies of scale and efficiencies in our spending of taxpayer's money.
- Use the scale of the new organisation to develop our role as a 'University Hospitals Trust' as a leader in education and research.

This plan builds on these commitments as we set out our ambitions for the next five years.



# National Picture and Covid-19

The Long Term<sup>1</sup> Plan for the NHS marks a turning point in the underpinning philosophy of the NHS, signalling a change in direction away from an approach based on competition, to one which is founded on collaboration and partnership.

The NHS Long Term Plan sets out the direction of travel for the NHS. Key themes from the Plan include:

- Making sure everyone gets the best start in life.
- Delivering world class care for major health problems through improved diagnostics and early detection and investment to improve mental and physical healthcare.
- Supporting people to age well, through improved integration and co-ordination of care across primary and community services.

<sup>1</sup> NHS England, January 2019, The NHS Long Term Plan, available from <https://www.longtermplan.nhs.uk/>

The NHS will look to give people more control over their own health and care, and focus on NHS organisations working together with Local Authority partners as Integrated Care Systems to plan and deliver services which improve health and meet the needs of the population served. In doing so, the NHS will look to do more to:

- Prevent illness and tackle health inequalities through stopping smoking, reducing obesity, overcoming drinking problems and avoiding type 2 diabetes.
- Make better use of data and digital technology.
- Increase workforce capacity and skills.
- Improve efficiency by reducing waste and make better use of NHS combined buying power.

Exceptional Care Together describes how we will, together with our partners, play our part to deliver the aims of the NHS Long Term plan.

## Covid-19

The Covid-19 pandemic is the biggest challenge faced by the NHS in its history. The dedication, courage and professionalism of colleagues during this time has been incredible. Across UHDB our colleagues have displayed great ingenuity in finding imaginative ways to change how we provide care in extraordinary circumstances. Colleagues have worked tirelessly to care for our patients as well as each other, truly living and breathing our values.

The pandemic has also acted as a catalyst for change - we are working differently in so many ways, some for the better, such as the implementation and use of digital technology to facilitate remote consultations, which we will want to keep. This is particularly important when considering the wider impact of Covid-19. While we have tried hard to avoid prioritising Covid-19 at the expense of treating other urgent conditions, the reduction in referrals for serious health issues has been significant and it is likely that the health and wellbeing of our wider population has been affected. Also, routine work has been put on hold and the needs of people waiting for treatment or diagnostic procedures will still need to be met.

Our approach to restoration and recovery over the coming years, whilst not changing our aims and values, will require a huge effort from colleagues and partners as we strive to deliver our plans to improve services for our patients and ensure our way of working keep our colleagues safe too.



# Our role as a partner in Derbyshire & Staffordshire

We have much to offer and a responsibility to contribute fully as a healthcare provider in the aspiring Integrated Care Systems (ICS) in Derbyshire and Staffordshire.

By applying our resources, assets such as our hospitals and the expertise of our people, we can be part of the transformational change needed to truly integrate the provision of health and care services across our region; reduce health inequalities, improve the wellbeing and prospects of our population and prevent people from becoming ill where this is avoidable.

We will work more collaboratively, be a good partner, generating trust between organisations by working in a constructive and transparent manner. In fulfilling this commitment, we will challenge our own organisation to adopt solutions which more obviously benefit the health systems in which we operate, not just our immediate organisational priorities. Working to complement the aims and objectives of our partners helping us all to deliver the highest quality of care in a joined-up way.

Prevention is always better than a cure; we all have a role to play in supporting people to manage their own health and care.

By helping people stay well, we aim to reduce the amount of patient care delivered in a hospital setting. This will require a change to the way we work today, sharing our clinical expertise beyond the walls of the hospital to support colleagues working in Primary and Community care settings so that we can meet our communities' needs, keeping the population healthy whilst treating people when they become ill.

When people do need our services, particularly those services the public use regularly, these should be as close to where they live as possible, as long as this is safe and the local health and care system can afford this. For the vast majority of the time, patients should go home as soon as treatment is completed, and health and care should be an equal partnership between people and the professionals who support them. Of equal importance is the value we place on our patients' time and aiming to design services that are convenient for them. We want to minimise the time it takes for patients to receive care and in any transfers of care between our partner organisations.

**Joined Up Care**  
Derbyshire

TOGETHER  
WE'RE **BETTER**



## An Anchor Organisation

As a trusted organisation at the heart of our communities, we recognise the important role we can play in supporting the public, patients, our own people and local partners in achieving the best of health for the local population and the communities in which they live. But it's more than that. UHDB is one of the largest employers in the region and spends annually over £850m. As an 'anchor' organisation we will ensure that we play a wider role in society; setting an example in partnership with other large local employers across the public and private sector seeking to promote inclusion, raise the aspirations and prospects of young people, be a good employer and a major contributor to the local economy.



# The purpose of this Strategy

Exceptional Care Together builds on our initial merger aims, the emerging plans of our partners in Staffordshire and Derbyshire, the direction set out in the Long Term Plan for the NHS and translates them into a stretching set of strategic ambitions to be achieved over the next five years.

## Three Big Questions

The formation of our new organisation provided us with an impetus to listen to our local communities, staff and stakeholders to hear their ideas about our purpose and what they need us to be. We took the opportunity to speak with our own people, either face to face or through social media, to gather their thoughts and ambitions for us. This 'Big Conversation' has informed the creation of our plan – **Exceptional Care Together**.

The Big Conversation with 13,000 of our people asked them to think about our three fundamental questions – **Why? How? and What?** We received 70,000 thoughts, suggestions, ideas and pieces of information to help us develop this plan.



# Our Three Big Questions

## Our 'WHY?'

Our '**Why?**' describes our fundamental purpose: Why does UHDB exist and why have our people chosen to work here pursuing a vocation in healthcare, whether in a clinical or supporting role. They told us that Exceptional Care Together means to them that:

- We are striving to do something **EXCEPTIONAL** for our communities. We're not there yet but we recognise that local people deserve nothing less and that we should aim high.
- **CARE** is at the heart of everything we do, to provide care is why we are here; but it's also about being caring, in how we treat our patients and their families but also the people who work for us.
- We do not stand apart as an institution and that we will only be successful if we work **TOGETHER** in partnership with our people, patients and our partners in the wider health and care community.

## Our 'HOW?'

Our '**How?**' describes our values and behaviours, how we set about our task; how it feels to be a patient as a participant in our care and how it feels to work here and work with us.

We asked our people what were the things they valued most about the NHS and UHDB's part in it – what were the things that really mattered to them. Three words were repeated time and time again and have become the fundamental values underpinning our '**how**' that's to say how we intend to work as a Trust. These three words were Compassion, Openness and Excellence.

Our people said that to be true to these values we must show them through our actions and the way that we behave.

These values and behaviours are becoming embedded in all aspects of how we work as an organisation; in our recruitment process, how we train and develop our people, our appraisal system, the way the Board delivers its role, how we hold each other to account and most of all how we behave with our patients and their families.

## Our 'WHAT?'

Our '**What?**' describes the 'big ticket' aims we want to achieve as a Trust; what we're actually setting out to do. This is framed by our **PRIDE** ambitions, whose delivery will be achieved through the implementation of a set of enabling strategies.

To measure our progress we have set ourselves some challenging 'True North Goals'. Like a compass bearing, our True North Goals will help us on our journey to stay focussed on our long term aims. Underpinning our approach to delivery is a systematic methodology based on the lean approach – the **PRIDE** Improvement Practice.



# Why? Our Purpose

Together *We* will make a difference,  
*We* will save lives and give excellent care to everyone who needs it.  
*We* will become the best place to work, learn and receive care in the NHS by applying the highest level of skill, knowledge and research.

# How? Our Values and Behaviours



## COMPASSION

*We* show kindness  
*We* behave with integrity  
*We* are thoughtful



## EXCELLENCE

*We* take responsibility  
*We* continuously learn and grow  
*We* push boundaries and challenge ourselves



## OPENNESS

*We* are inclusive; we respect and value everyone  
*We* collaborate  
*We* actively listen and give and seek feedback



# What? Our objectives

## PRIDE

### Improvement Practice

P

*Putting our patients & our communities first*



**Safest care anywhere**

R

*Right first time*



**Best outcomes & no delays**

I

*Invest our resources wisely*



**Financially secure in a sustainable system**

D

*Develop & nurture our colleagues*



**Best place to work**

E

*Ensure improvement through effective partnerships*

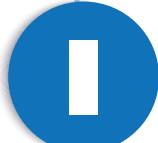


**Better care delivered seamlessly**

**True North Goals**

# PRIDE Ambitions & True North Goals

	Our <b>PRIDE</b> Ambitions		<b>Our True North Goal</b>
<b>P</b>	<p>This is about delivering safe care, which is effective, achieves the best clinical outcome and provides our patients and their families with the best possible experience as part of a health and care system.</p> <p><b>We will:</b></p> <ul style="list-style-type: none"> <li>✓ Be best for safety and clinical outcomes</li> <li>✓ Provide the best care for patients, their families and carers</li> <li>✓ Ensure no avoidable harm to anyone within our community and workforce</li> <li>✓ Achieve national 'OUTSTANDING' rating from CQC, improving from our current 'GOOD'</li> <li>✓ To support wellbeing and the prevention of poor health in our communities and workforce</li> <li>✓ Offer more patients the opportunity to be involved in research and the benefits it brings</li> </ul>	<i>Putting our patients &amp; our communities first</i>	<b>Safest care anywhere</b>
<b>R</b>	<p>Services will be 'Right first time', organised to deliver timely care consistently and at our patients' convenience achieving the best possible clinical outcomes.</p> <p><b>We will:</b></p> <ul style="list-style-type: none"> <li>✓ Ensure that we value our patients' time and that there are no avoidable delays</li> <li>✓ Build a culture where people feel safe to talk openly about mistakes and learn from them</li> <li>✓ Improve specific clinical outcomes in tertiary care, secondary care and community care</li> <li>✓ Achieve our 'timely care' targets and national standards</li> <li>✓ Harness the knowledge of everyone within our Trust to identify and implement opportunities for improvement</li> </ul>	<i>Right first time</i>	<b>Best outcomes &amp; no delays</b>
<b>I</b>	<p>We will use our people, facilities and infrastructure effectively to deliver better care, applying the best in digital and clinical technology available.</p> <p><b>We will:</b></p> <ul style="list-style-type: none"> <li>✓ Ensure UHDB is financially sustainable</li> <li>✓ Ensure our hospitals are fit for the future</li> <li>✓ Design our services so they are delivered efficiently with less waste and valuing the time of our patients</li> <li>✓ Invest in necessary facilities and digital technology to support clinical care and enable the transformation of our supporting and business functions</li> <li>✓ Minimise physical waste and reduce our environmental impact</li> </ul>	<i>Invest our resources wisely</i>	<b>Financially secure in a sustainable system</b>
<b>D</b>	<p>Embedding our agreed values and behaviours and ensure that they are lived throughout.</p> <p><b>We will:</b></p> <ul style="list-style-type: none"> <li>✓ Be the best NHS hospitals to work in, ensuring that all our people: <ul style="list-style-type: none"> <li>■ Are well led and well managed by leaders at all levels in line with our values</li> <li>■ Feel work is meaningful</li> <li>■ Have a 'change positive workforce'</li> <li>■ Be inclusive and representative of the community we serve</li> </ul> </li> <li>✓ Working with our educational partners to become the best place to work for learning, developing new skills and realising our full potential</li> </ul>	<i>Develop &amp; nurture our people</i>	<b>Best place to work</b>
<b>E</b>	<p>This will help keep our communities well and looked after as close to home as possible, which has been hindered by how our health and social care services are structured.</p> <p><b>We will:</b></p> <ul style="list-style-type: none"> <li>✓ Use our skills and knowledge to improve the health of our communities</li> <li>✓ Provide care as close to home as possible and only in hospital when absolutely essential</li> <li>✓ Invest in digital technology to facilitate the safe and appropriate sharing of data across partners</li> <li>✓ Push the boundaries of science and become a leader in research with our partners</li> <li>✓ Exploit new health models that generate new revenue and intellectual property</li> <li>✓ Reduce our environmental impact and support the sustainability of natural resources</li> </ul>	<i>Ensure improvement through effective partnerships</i>	<b>Better care delivered seamlessly</b>

Our <b>PRIDE</b> Ambitions	<b>Strategic Milestones</b>				
	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
<i><b>Putting our patients &amp; our communities first</b></i>					
	<ul style="list-style-type: none"> <li>Themes and trends from incident reporting used to identify priorities for improvement through our Learning Group</li> <li>No patients contracted Covid-19 while in our hospitals</li> </ul>	<ul style="list-style-type: none"> <li>Patient Safety Incident Response Framework (PSIRF) implemented</li> <li>Quality Management System implemented</li> </ul>	<ul style="list-style-type: none"> <li>All Patient Safety projects can clearly evidence positive outcomes for patients</li> <li>Staff at all levels feel confident to deliver change using improvement skills</li> </ul>	<ul style="list-style-type: none"> <li><b>PRIDE</b> Improvement approach and capability embedded across the Trust</li> <li>Services can evidence that they reflect what matters to patients</li> </ul>	<ul style="list-style-type: none"> <li>Safest hospital in England</li> <li>Consistently rated Outstanding by CQC</li> </ul>
<i><b>Right first time</b></i>					
	<ul style="list-style-type: none"> <li>Flow improved to ensure consistent delivery of time critical services throughout the year, as part of our Covid-19 recovery plan</li> <li>Outpatient transformation plan delivered</li> </ul>	<ul style="list-style-type: none"> <li>Consistent delivery of urgent care and cancer access standards</li> </ul>	<ul style="list-style-type: none"> <li>Consistent delivery of all routine elective care access standards</li> </ul>	<ul style="list-style-type: none"> <li>Achieving top 20% in GIRFT themes across all standards</li> </ul>	<ul style="list-style-type: none"> <li>Achieving top 10% in GIRFT themes across all standards</li> </ul>
<i><b>Invest our resources wisely</b></i>					
	<ul style="list-style-type: none"> <li>Achieved financial break-even for the year</li> <li>Clinical accountability for our cost base strengthened as part of our Covid-19 recovery plan</li> </ul>	<ul style="list-style-type: none"> <li>Unified transformation and financial plans across our systems</li> <li>Plan to maximise efficiencies through our subsidiary companies delivered</li> </ul>	<ul style="list-style-type: none"> <li>Estate maximises clinical capacity</li> <li>Step change achieved toward net zero carbon emissions</li> <li>New financial framework in place across ICPs</li> </ul>	<ul style="list-style-type: none"> <li>Integrated care services provide outstanding value for money</li> <li>Fully digital ways of working embedded</li> </ul>	<ul style="list-style-type: none"> <li>Financially Independent and Sustainable</li> <li>Significant contribution to net zero carbon emissions by 2030</li> </ul>
<i><b>Develop &amp; nurture our people</b></i>					
	<ul style="list-style-type: none"> <li>Staff survey participation and engagement rates improved</li> <li>Staff inclusion networks expanded to provide our people with a voice and to bring about change</li> </ul>	<ul style="list-style-type: none"> <li>Step change delivered in our approach to Inclusion</li> <li>Staff survey results heading to top 20%</li> <li>Fully aligned workforce plan in place to support integrated care models</li> </ul>	<ul style="list-style-type: none"> <li>More people with protected characteristics recruited, developed and promoted</li> <li>Marked increase in the number of people in training and in new roles, including apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>Our people working seamlessly across our integrated care models</li> <li>Recognized nationally for our approach to inclusion for staff, patients and public</li> </ul>	<ul style="list-style-type: none"> <li>CQC Outstanding for Well Led</li> <li>Employee satisfaction scores best in England</li> <li>A positive, inclusive and people centred culture truly embedded</li> </ul>
<i><b>Ensure improvement through effective partnerships</b></i>					
	<ul style="list-style-type: none"> <li>Integrated model of Clinical Leadership developed</li> <li>Clinical Senate established to enhance our Research &amp; Development programme</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Care Systems and ICPs fully established, driving local improvements for patients</li> </ul>	<ul style="list-style-type: none"> <li>Designated research facilities, supporting clinical trials &amp; research</li> <li>Sustainable and effective specialised service networks in place</li> </ul>	<ul style="list-style-type: none"> <li>Recognized as a leading hospital for research, innovation and clinical practice</li> <li>New health campus opens at Outwoods</li> </ul>	<ul style="list-style-type: none"> <li>Significant improvements in population health delivered</li> </ul>

# The **PRIDE** Improvement Practice

To deliver our strategy, our Board recognise that we need to give our people the skills to resolve the issues they encounter, improve what they do and ensure this is a continuous cycle. This will help us to deliver the very best for our patients, our partners and our colleagues.

Our **PRIDE** Improvement Practice is our approach to growing improvement capability and confidence throughout our workforce. We will create an environment that allows everyone to improve the way they work, supported by leaders who coach and help them. This starts from the top of our organisation, and from our Trust Board down we will be adopting the **PRIDE** Improvement Practice and leading by example, using the behaviours and tools promoted by the Practice to support the delivery of our True North Goals. This will be written through our governance and delivery structures and will be adopted as the way in which we deliver our work in UHDB.

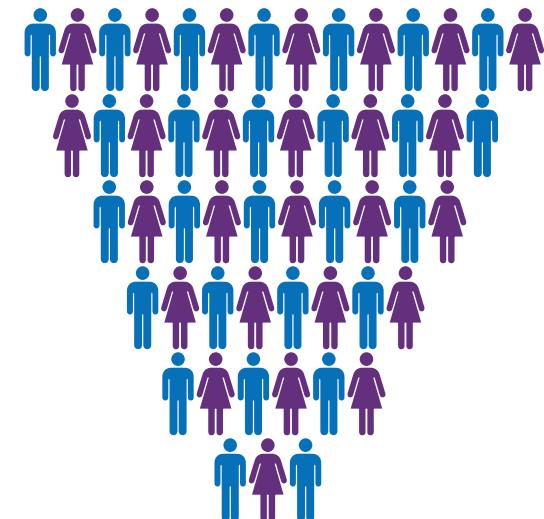
At the centre of this approach is 'Waste Awareness'. Waste is what gets in the way of us delivering timely care or efficient services - it is the unnecessary steps in a process or care pathway that cause delays for our patients and frustrations for our people. We will support and encourage everyone to identify and remove the waste to make the way we work better all round. In doing so, we will improve patient care and achieve even more from our resources.

- 13,000 people doing improvement every day, reducing waste in every service and in every department
- 1,300 people coaching and supporting others, with a wider range of tools and skills to draw on – we are training people using the nationally recognised Quality Service Improvement and Redesign (QSIR) programme
- 130 people with advanced 'lean skills' who will bring groups of people together to make really big improvements happen – we are using the 'Toyota Kata' approach
- 6-8 people with advanced improvement skills that will help us to deliver major change across our integrated health and social care system



Our **PRIDE** Improvement Practice is not just an improvement methodology but a way of thinking and working which will help us to deliver all of our **PRIDE** ambitions.

## Capability Development – 5 year Plan



# PRIDE Ambitions & Enabling Strategies

Our enabling strategies link to our PRIDE ambitions as follows:

## Our PRIDE ambitions

- P** Putting our patients & our communities first
- R** Right first time
- I** Invest our resources wisely
- D** Develop & nurture colleagues
- E** Ensure improvement through effective partnerships

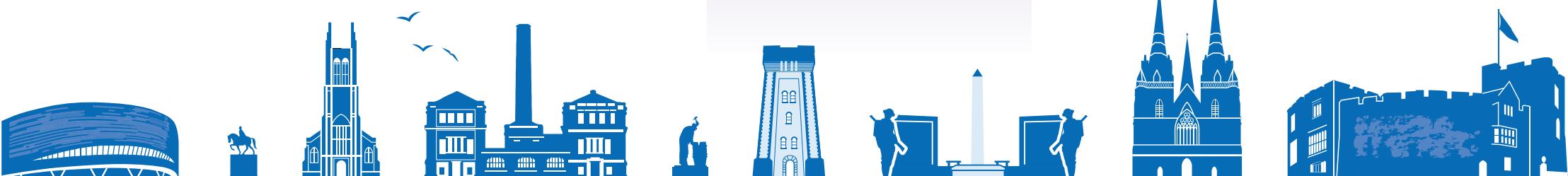
## PRIDE

### Improvement Practice

## Our enabling strategies

- Clinical
- Quality
- People
- Finance
- Infrastructure
- Digital
- Partnerships
- Research & Development
- Education
- Environmental & Sustainability

Our primary responsibility is to deliver services and so our Clinical Strategy is central to our plans and in many ways the rest follows from this.



# Clinical Strategy



As a large hospital group, we understand that what our patients and the one million people who live in the communities we serve want is the safest care, delivered, if possible, at their convenience and with the best clinical outcomes.

Our 'Big Conversation' with our people brought out a really important theme; we want to do more than provide care for our patients when they become ill, we want to also help people to lead healthy, independent and fulfilling lives to prevent the population we serve becoming ill in the first place. This recognises that too much of our health system reacts to patients falling ill, and we need to put more time and effort into supporting people to keep well.

We started this approach by categorising our services into three tiers:

- Those that meet a primary care demand
- Our secondary care services, which are typically hospital services people are referred to by their GP
- Tertiary care, which is specialist services for rarer conditions or treatments.

Our Clinical Strategy starts by releasing some of our hospital resources to work with partners in primary care, community health and social care services. This will mean more of our clinical people working within integrated teams and individually with partners across our local health and care systems. Together, we will improve the support available to patients with long term conditions, we will help to plan effectively for times when patients need more support or care and, when they do, this will ideally be provided in their own homes. We will also work with a broad range of other services to help people keep well.



For secondary care, our people and our patients want the very best secondary care delivered in our hospitals. This means the best clinical outcomes and the best patient experience as well as services that are organised around patients' need and convenience. As the 3rd largest provider of planned care and the 5th largest provider of emergency care in the NHS, we must use our scale to ensure the very best clinical teams work in the most effective ways to consistently deliver a service which exceeds expectations.

Finally, we want to use the opportunity of our new organisation and the enlarged population we now serve to consolidate and develop our tertiary or highly specialised services where we have a recognised competence, providing treatment much closer to home for more people e.g. head & neck surgery, renal medicine, cardiology, complex surgery, including robotically assisted operating, and specialised cancer treatment, to name just a few.

As we begin to realise these key goals, we will also apply the learning from our Covid-19 response. We will ensure our services are designed and configured in ways that support and accelerate our recovery e.g. robust staff and patient testing, separation of Covid-19 and non-Covid-19 patients across our sites, and alternative care settings.



Enabling Strategy	The strategy covers how we will:	PRIDE Alignment
Clinical	<ul style="list-style-type: none"> <li>Integrate our services as part of two Integrated Care Systems with a clear role for our community hospitals</li> <li>Improve the effectiveness of our secondary services</li> <li>Develop selected tertiary services where we have a demonstrable competence as part of our 'University Hospitals' ambition</li> <li>Improve our main pathways of care i.e. urgent and emergency care, cancer and planned care</li> </ul>	P R E
Quality	<ul style="list-style-type: none"> <li>Systematically improve safety, clinical effectiveness and patient experience</li> <li>Value our patients' time by eliminating unnecessary waiting</li> <li>Quality Management System implemented</li> </ul>	P R
People	<ul style="list-style-type: none"> <li>Embed our values and behaviours</li> <li>Develop the workforce of the future with the right numbers and skills to deliver our aims, working with Health Education England and Further and Higher Education partners</li> <li>Be more inclusive and representative of our local communities</li> </ul>	D E
Finance	<ul style="list-style-type: none"> <li>Achieve long term financial sustainability in the context of an Integrated Care System</li> <li>Secure the necessary capital to allow the investment in infrastructure required to deliver our aims</li> </ul>	I E
Infrastructure	<ul style="list-style-type: none"> <li>Maximise the opportunity and efficiency of our estate working with system partners</li> <li>Make specific investments to support the delivery of our plans</li> </ul>	I E
Digital	<ul style="list-style-type: none"> <li>Apply digital technology to deliver our aims – improve care, enable system service integration, increase efficiency and make the working lives of our people better</li> </ul>	PRIDE
Partnerships	<ul style="list-style-type: none"> <li>Systematically engage with our system partners to develop the Integrated Care Systems in Derbyshire and Staffordshire, lead the establishment of Integrated Care Providers and the transformation of services</li> <li>Build closer relationships with other tertiary centres to develop a networked delivery of specialised services</li> <li>Develop our relationships with key universities, particularly in relation to education and research</li> <li>Reach out, as an anchor organisation in the regional economy, to improve the health of the communities we serve</li> </ul>	R E
Education	<ul style="list-style-type: none"> <li>As a Centre of Excellence for multi-professional research, education and leadership, we will provide career-enhancing education that directly improves the health of our communities</li> </ul>	PRIDE
Research & Development	<ul style="list-style-type: none"> <li>Further develop the scope and scale of our research and development activity in all areas of our operation.</li> <li>Build our reputation as a research active organisation in line with our 'University Hospitals' ambition</li> </ul>	PRIDE
Environmental & Sustainability	<ul style="list-style-type: none"> <li>Reduce our environmental impact through reducing waste and consuming less, making better choices in what we buy and redesign our services and how we work to minimise unnecessary travel</li> </ul>	PRIDE

# Wider Contribution



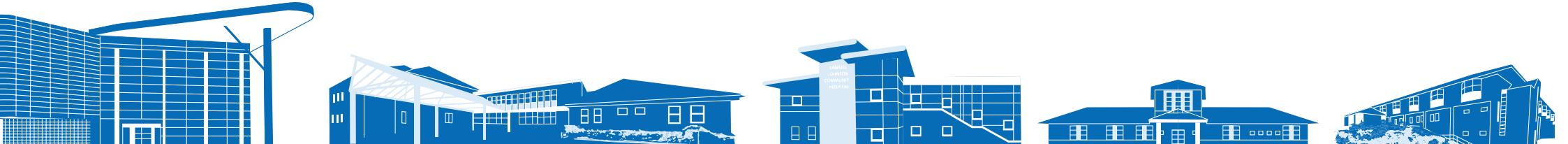
## Equality, Diversity and Inclusivity

As one of the largest employers in the region we accept our responsibility to become a genuinely inclusive organisation. We know that we serve diverse communities but we are not yet fully representative of them and that to receive our care or have us as an employer does not always deliver an equal experience. We will change this. A fundamental part of our People Strategy is to take practical action to improve equality, diversity and inclusion within our organisation and be an agent for positive change across our region.

## Our Environmental Responsibility

Looking beyond healthcare provision, we have a much wider role in influencing and leading the shape of local communities, ensuring sustainable development and reducing use of natural resources in line with national commitments. We will build on our existing plans for environmental management and sustainability in response to climate change, which alongside pandemics like Covid-19, is undoubtedly one of the biggest global threats of the 21st Century, and help enable individuals and communities to lead healthy lives

with less environmental impact, for example, by promoting green travel. This is an important responsibility in our role as an anchor organisation; we will become a flagship for innovative, practical and financially viable environmental solutions, with a dynamic and enthusiastic desire to change the way we do business.



# Delivering our Strategy

As a public organisation we recognise we are funded by and belong to the communities we serve. We are aware of the responsibility we hold in making sure we deliver the care our population needs, that we continually seek to improve this but also that we deliver against our wider responsibilities.

We are making the commitments within Exceptional Care Together in public and expect to be held to account for their delivery.

## To deliver these commitments we have made some changes in our organisation;

- We are equipping more and more front line staff to deliver these changes through empowering our clinical divisions, which are jointly led by senior nurses/allied health professionals, consultants and managers



- We are changing how we plan and track progress in a more transparent way, increasing individual and team accountability while removing duplication and bureaucracy
- We are adopting methods of working to hold each other to account in public in our hospitals

We are also changing our internal governance arrangements. Our **PRIDE** Improvement Groups will drive our implementation plans forward, reinforcing accountability and ownership, with a focus on taking action and making the changes needed across our services, in conjunction with patients and partners. Our **PRIDE** Improvement Practice will help us to report with greater consistency and transparency for the actions we are taking with clear measures used to demonstrate impact.

We will expect to, and will benefit from being held to account for delivery through regular updates to our Public Trust Board every four months, updates to our Council of Governors and in the publication of our Annual Reports. In addition to this, we will be increasingly accountable to our partners and want to share our progress with Integrated Care Systems we are part of, and Health and Well Being Boards in the local authorities we work with.

Finally, we are making some major commitments in this strategy and we will need the support of our patients and public in delivery of Exceptional Care Together.



# Conclusion



Exceptional Care Together sets out our strategic **PRIDE** ambitions for the next five years. It is founded on what our people have told us, through our 'Big Conversation', about the organisation we want UHDB to become. It has been shaped by listening to our patients, our partners and our people. It builds on our original merger aims, which were welcomed by the communities we serve. We have also engaged with our stakeholders across Derbyshire and Staffordshire and taken their views and needs into account. We will continue to involve and engage our people, governors, partners and the wider public as we further develop our delivery plans over the months and years ahead.

Guided by our '**Why?**', we aim to deliver **exceptional** services for our patients and communities, provide great **care** but also be caring to those who need us, the people we employ and the partners we work with. We will do this **together** in partnership and together we will make a real difference. We will become the best place to work, learn and be cared for by applying the highest level of skill, knowledge and research.

This starts with our values and behaviours, our '**How?**', which will see us live and breathe **compassion, openness** and **excellence** in all that we do, recognising that how we do things is just as important as what we do.

At the heart of this strategy is our **PRIDE** ambitions, which will be achieved through our enabling strategies that set out what we will deliver over the coming years – our '**What?**' At the centre of these strategies is our Clinical Strategy, which paints an exciting future for our clinical services and conveys an important message about our role in improving population health.

Thank you for reading this and hopefully supporting us on our journey as we deliver Exceptional Care Together.



# Our path to provide Exceptional Care Together



NHS  
University Hospitals of Derby and Burton  
NHS Foundation Trust



We brought our people and hospitals together to better serve our communities.

We're on a mission!



"Together we will make a difference, we will save lives and give excellent care to everyone who needs it. We will become the best place to work, learn and receive care in the NHS by applying the highest level of skill, knowledge and research."

Our values will help us to get there  
COMPASSION + EXCELLENCE + OPENNESS

We can use the NHS long term plan



## PRIDE Objectives

We'll deliver our PRIDE ambitions and our True North Goals will help us stay on track



We'll work with NHS partners, social care and voluntary services



Safest care anywhere

Best outcomes and no delays

Financially secure in a sustainable system

Best place to work

Better care delivered seamlessly

True North Goals



We live healthier lives, avoid poor health and get better care when we need it



We're nearly there!!



University Hospitals of  
Derby and Burton  
NHS Foundation Trust

 University Hospitals of Derby and Burton

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